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**ANNEX III**

**Action Document for European Union Police and Civilian Services Training Programme  
EUPCST**

<b>1. Title/basic act/ CRIS number</b>	European Union Police and Civilian Services Training Programme CRIS number: 2018/41357 financed under the Instrument contributing to Stability and Peace (IcSP)	
<b>2. Zone benefiting from the action/location</b>	Global The action shall have a global mandate and its geographical coverage will focus on the current EU strategic foreign policy priorities.	
<b>3. Programming document</b>	Thematic Strategy Paper 2014-2020 and accompanying Multiannual indicative Programme 2018-2020 of the Instrument contributing to Stability and Peace.	
<b>4. Sector of concentration/ thematic area</b>	Priority (c) under Art.4.1 of IcSP Regulation: strengthening capacities for participation and deployment in civilian stabilisation missions	DEV. Aid: NO <sup>1</sup>
<b>5. Amounts concerned</b>	Total estimated cost: EUR 6 250 000. Total amount of EU budget contribution EUR 5 000 000. This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 1 250 000.	
<b>6. Aid modality(ies) and implementation modality(ies)</b>	Project Modality Direct management - grants – direct award	
<b>7 a) DAC code(s)</b>	15220 - Civilian peace building, conflict prevention and resolution	

<sup>1</sup> Official Development Aid is administered with the promotion of the economic development and welfare of developing countries as its main objective.

<b>b) Main Delivery Channel</b>				
<b>8. Markers (from CRIS DAC form)</b>	<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>9. Global Public Goods and Challenges (GPGC) thematic flagships</b>	N/A			
<b>10. SDGs</b>	Sustainable Development Goal (SDG) 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".			

## SUMMARY

Building on the success of the previous European Union Police Services Training I and II (EUPST I and II), the EUPCST is based on the added value to joint training of police and civilian personnel reflecting their joint deployment and cooperation in civilian crisis management missions. The underlying rationale of EUPCST is that exploring synergies, improving interoperability of participating services, and moving towards more closely harmonised training approaches for international stabilisation missions will greatly benefit cooperation and performance in civilian crisis management missions. This action therefore aims to provide advanced and joint training opportunities for police and civilian personnel that are to be deployed to EU civilian missions in the framework of the Common Security and Defence Policy (CSDP), EU stabilisation actions or other international stabilisation missions as well as to increase civilian crisis management training capacity of CSDP contributing nations, CSDP host nations and third countries in cooperation with local entities or partners.

The training priority areas will be directly linked to the civilian crisis management priorities, which were identified in the May and November 2017 Council conclusions and will be followed up through the Civilian Capability Development Plan, the Civilian CSDP Compact,

as well as to current and future security challenges. Synergies with stakeholders will be explored and duplication with existing training avoided through extensive coordination with other actors in the field.

The action will be implemented by a consortium of interested police forces and other civilian crisis management services of EU Member States and associated by other important stakeholders. The consortium will be led by the Royal Netherlands Marechaussee.

## **1 CONTEXT**

### **1.1 Sector context /Thematic area**

There continues to be a great demand for police and civilian expertise in EU civilian CSDP missions and EU stabilisation actions. Training in this area is a highly specialised task and national traditions are varied. However, in civilian crisis management missions staff with different national and professional backgrounds have to operate smoothly together.

To this end, since 2008, IcSP (and its predecessor the Instrument for Stability (IfS)), has funded training programmes targeted to police and gendarmerie services with the overall aim of strengthening the EU, Member States' and third countries' capacities to contribute to international civilian crisis management missions. Building on the success of the previous European Union Police Services Training I and II (2011 – 2014 and 2015-2018 respectively) and European Union Police Forces Training (2008-2010), the European Commission proposes to allocate EUR 5 million to a new training project, European Union Police and Civilian Services Training Programme (EUPCST). The new project would offer training opportunities targeting police and civilian personnel, including third country participants, being deployed to EU civilian CSDP missions, EU stabilisation actions or other international operations. It could also complement capacity building activities for local partners where civilian CSDP missions are deployed. In such cases, selection of beneficiaries will require cooperation with the European External Action Service (EEAS).

#### ***1.1.1 Public Policy Assessment and EU Policy Framework***

The November 2017 Council conclusions<sup>2</sup> on Security and Defence in the context of the EU Global Strategy highlight the essential contribution of civilian CSDP to the three strategic priorities deriving from the EU Global Strategy, namely to respond to external conflicts and crises, to build the capacities of partners and to protect the EU and its citizens. They reiterate the May 2017 Council conclusions<sup>3</sup>, which stress the need to strengthen the core tasks of Common Security and Defence Policy (CSDP) - police, rule of law and civil administration – and address new and evolving security threats, including irregular migration, hybrid threats, cyber security, terrorism, radicalization, organised crime, border management and maritime security.

Building on the May 2017 Council conclusions, the November 2017 Council conclusions also called for further strengthening of civilian CSDP by inviting the High Representative/Vice-President of the Commission to take on three actions in 2018: (1) to develop a forward looking Concept on further strengthening civilian CSDP and its contribution to the EU's

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<sup>2</sup> Council conclusions 13 November 2017, 14190/17

<sup>3</sup> Council conclusions 18 May 2017, 9178/17

response to external conflicts and crises; (2) to present a Civilian Capability Development Plan (CCDP) assessing needs and laying out next steps in the development of civilian capabilities; and (3) to agree on a joint Civilian CSDP Compact.

With the adoption of the new EU Policy on Training for CSDP on 3 April 2017, as a duty of care, appropriate training has become a prerequisite for deployment for all future staff, including seconded and contracted personnel. The EU Civilian Training group (EUCTG) is expected to be tasked with defining civilian CSDP Training Requirements within the CSDP training cycle. It is a configuration of the Committee for Civilian Aspects of crisis Management (CivCOM) which makes recommendations to the Political and Security Committee (PSC). The EUCTG aims to facilitate the achievement of CSDP training requirements through gap analyses and mapping training offers in key CSDP training domains, the development of a training programme and the final outcome assessment of the on-going training cycle. It will be composed of Civilian Coordinators for Training (CCT) in key identified training domains appointed by Member States. The selection of key training domains shall be in line with the Civilian Capability Development Plan. The EUCTG is expected to enhance CSDP training through a common platform for the Member States and EU institutions and services.

As outlined in the EU Policy on Training for CSDP "training for CSDP is a shared responsibility between the EU's Member States, its institutions and dedicated bodies." CSDP training, such as pre-deployment training, is conducted jointly by the Member States through the European Security and Defence College (ESDC) with support from the EEAS. The ESDC should, in accordance with, the EU Policy on Training for CSDP "provide training and education in the field of CSDP at the EU level". In this context, EUPCST will provide an added value by complementing, but not replacing, the standard trainings offered by the Member States.

The expected added value of EUPCST is threefold: i) an international learning context and the integration of both operational and command-post elements in operational trainings and live exercises, closely resembling mission reality; ii) a focus on interoperability, best practices and harmonization of training approaches and the formulation of the resulting lessons learned for police and civilian personnel; and iii) the stimulation of international linkages and exchange of best practices in police and civilian training beyond the EU, including CSDP contributing countries, CSDP host nations as well as third states and relevant international organisations.

### ***1.1.2 Stakeholder analysis***

The final beneficiaries of this action are the trained police and civilian experts with a view to being deployed in EU civilian CSDP missions, EU stabilisation actions or other international stabilisation missions, as well as CSDP participating countries, host nations and other third countries whose civilian crisis management training capacity will be increased.

An assessment of existing capacities and needs of the host nations and other third countries as well as a determination of the benefiting institutions will be carried out in coordination with the local authorities through the relevant EU Delegation and EU mission. The implementing training facility will assist this process.

### ***1.1.3 Priority areas for support/problem analysis***

The aim of the action is to provide advanced and joint training opportunities for police and civilian personnel that are to be deployed in EU civilian crisis management missions, EU stabilisation actions or other international stabilisation missions, as well as to increase civilian

crisis management training capacity of third countries. The training priority areas shall be primarily directly linked to the civilian crisis management priorities identified by the Council in the May and November 2017 Council conclusions<sup>4</sup> and to be followed up through the Civilian Capability Development Plan, the Civilian CSDP Compact, and other relevant policy documents related to current and future security challenges, including to strengthening the core tasks of CSDP such as police, rule of law and civilian administration. In order to contribute to meeting the EU Global Strategy's objectives on CSDP areas and enable a better response to current and future security challenges, comprehensive training opportunities shall also take into account the evolving political priorities and thus encompass areas such as irregular migration, hybrid threats, cyber security, terrorism, radicalization, organised crime, border management and maritime security.<sup>5</sup> In order to ensure this project's added value, the trainings and exercises developed under the EUPCST shall furthermore respond to the training needs identified in the training requirement analysis of various training domains outlined by the EU civilian training group (EUCTG) in the future. The design of training capacity for CSDP host nations should be closely linked to the mission mandate and training requirements identified by EEAS as part of the security sector reform.

## 2 RISKS AND ASSUMPTIONS

<b>Risks</b>	<b>Risk level (H/M/L)</b>	<b>Mitigating measures</b>
The absence of communication regarding training needs would undermine the expected results as identified capacity gaps remained unfilled.	M	Regular participation in coordination meetings and other fora organised by EU offices, EUCTG, ESDC and other international organisations working on capacity building and ongoing, pro-active conversations with national focal points to bring awareness about EUPCST training possibilities.
A lack of nominations of appropriately qualified participants to participate in EUPCST activities would undermine the results to be expected from the training sessions foreseen.	M	Establish close links on working levels with sending authorities and institutions both in EU Member States and within third countries, with the aim to create an understanding of both the added value of EUPCST as well as the minimum criteria participants should fulfil in order to be able to meaningfully participate in EUPCST activities.
A lack of invitations from CSDP host nations, contributing nations or third nations for EUPCST to support training and exercise activities with experts and advisors	L	Enhanced communication with implementing partners and beneficiaries via EU Delegations and civilian CSDP missions in host nations to create an understanding of the added value of

<sup>4</sup> Council conclusions 13 November 2017, 14190/17

Council conclusions 18 May 2017, 9178/17

<sup>5</sup> Council conclusions 18 May 2017, 9178/17

would undermine the expected project outcome with regard to this activity.		EUPCST among the beneficiary.
<b>Assumptions</b>		
<ul style="list-style-type: none"> <li>• Consortium members and partners pro-actively cooperate with one another. The relevant EU stakeholders, including the EEAS, ESDC and agencies, such as CEPOL and the European Border and Coast Guard Agency (EBCGA), will engage actively and openly with the consortium.</li> <li>• Training providers from third countries, in particular CSDP contributing countries and CSDP host nations, invite EUPCST to support training and exercise activities with experts and advisors.</li> </ul>		

**3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES**

**3.1 Lessons learnt**

EUPCST will build on the results and lessons learned of EUPST I and II to further develop and improve capacity building for police and civilian experts with a view to being deployed in international missions and projects. The work and in particular the results of the work of the Permanent Evaluation Committee (PET) and Lessons Learned Working Group (LLWG) of EUPST II will be an important basis for informing the conduct and implementation of activities to be implemented under EUPCST and will be taken into careful consideration by the EUPCST consortium. In order to allow for a full learning cycle for the EUPCST based on constructive lessons learned, the evaluation system will be simplified to ensure necessary feedback from a broad range of actors.

EUPST I and II were also implemented by a consortium. The EUPST II consortium consists of 16 crisis management services from 13 different Member States and the European Police College (CEPOL), as well as consortium associates, such as the ESDC, the UN Department of Peacebuilding Operations (UNDPKO) and the Community of Portuguese Speaking Countries (CPLP). This implementation model of a consortium led by one Member State's crisis management service has been very successful and, as a best practice, is therefore also foreseen for the EUPCST.

Since 2015, the EUPST consortium has been led by the Royal Netherlands Marechaussee, so this action will be able to build on three years of experience and lessons learned in coordinating and representing a consortium similar in nature, as well as assisting consortium members with the implementation of project activities.

With regard to training content, the EUPCST project will also be able to build on the lessons identified in CSDP lessons reports. Since 2013, all annual CSDP lessons reports have emphasized the need to improve training in general in civilian CSDP missions.

Building on previous lessons learnt with a view to the objective of enhancing third countries' training capacity, efforts will continue to improve local ownership and sustainability of the action's output.

### **3.2 Complementarity, synergy and donor coordination**

The activities of EUPCST will complement, but not replace, the standard training and exercises conducted by EU Member States, ESDC, third countries and international organisations such as the UN and the African Union (AU).

Cooperation with the EUCTG and the ESDC will be of particular importance for the success of the project. In line with the practises developed during other IcSP funded capacity building programmes (EUPST and European New Training Initiative, ENTRi), training activities will be aligned with those of the ESDC, CEPOL, EBCGA) and African Peace Facility-funded APSA Support Programme III in order to create synergies and avoid duplication. Especially when designing training activities and exercises under the EUPCST, synergies with the existing ESDC curricula will be explored. Where appropriate, civil-military synergies as well as training synergies with Freedom Security and Justice (FSJ) actors will be explored, including with a view to contribute to facilitating coordinated activities on the ground between internal and external security actors.

Beyond that, the project consortium will also seek to cooperate with institutions that are active in similar crisis management environments. In this regard, EUPCST will seek to cooperate with other EU-related training actors including CEPOL, International Organisations such as the UN Department for Peacekeeping Operations and the African Union, as well as with other EU-funded projects including under the IcSP or Horizon 2020. The existing coordination between the European New Training Initiative III (ENTRI III 2016-2019) and EUPST II will be continued by the EUPCST in order to ensure synergies and complementarity whenever possible and avoid any potential for duplication.

Moreover, EUPCST is relevant for the Agenda 2030 as it contributes primarily to the progressive achievement of SDG Goal(s) 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels", but also promotes progress towards Goal 5: "Achieve gender equality and empower all women and girls". This does not imply a commitment by the countries participating or benefiting from this project.

### **3.3 Cross-cutting issues**

As per Article 2.4 of the IcSP Regulation<sup>6</sup>, the measure will aim to promote democracy and good governance, human rights and humanitarian law, including children's rights and rights of indigenous groups, non-discrimination, gender equality and empowerment of women as well as conflict prevention.

Training opportunities developed and offered in the framework of this project will primarily focus on the specific needs of EU civilian CSDP missions and EU stabilisation actions. The project implementers will integrate gender mainstreaming in their activities by ensuring that (i) training contents are reflected upon from a gender perspective and (ii) a proper gender balance is achieved in selecting course participants and trainers. In addition, training of trainers activities will serve to build the training capacity of training institutions as well as

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<sup>6</sup> REGULATION (EU) No 230/2014 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2014 establishing an instrument contributing to stability and peace.

REGULATION (EU) 2017/2306 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 12 December 2017 amending Regulation (EU) No 230/2014 establishing an instrument contributing to stability and peace.

training units of missions and CSDP host nations, specifically with regard to mainstreaming gender perspective including the prevention of, and protection from, sexual and gender based violence, children's issues and human rights considerations.

## **4 DESCRIPTION OF THE ACTION**

### **4.1 Objectives**

The overall objective of the programme is to increase the effectiveness of EU civilian CSDP missions, EU stabilisation actions, and international stabilisation missions.

Specific objectives of this action:

- a) Enhanced EU civilian crisis management capacity to address external crisis management activities in an integrated approach.
- b) Strengthened capacities of CSDP host nations' and third countries' training institutions and personnel to participate in international crisis management missions.

### **4.2 Main activities**

Indicative activities under this Action are as follows:

- A. Project activities in support of civilian and police experts with a view to being deployed in EU civilian CSDP missions, EU stabilisation actions and other international stabilisation missions and in relation to the identified training priorities as detailed in section 1.1.3:
  - Comprehensive live exercises in EU Member States
  - Training activities in EU Member States
  - Training conferences, scenario-based workshops and expert meetings in EU Member States
- B. Project activities with a view to enhancing training capacity of current and future third country contributing nations to CSDP missions, local security forces in countries where EU crisis management missions have been deployed, and other African or regional partners participating in international crisis management:
  - Training of Trainers in cooperation with local entities or partners held in third countries
  - Possible e-learning training modules for third countries building on existing modules developed under EUPST II

### **4.3 Intervention logic**

The overall objective of this action is to strengthen the EU, Member States and third countries' capacities to contribute to EU civilian CSDP missions, EU stabilisation actions and other international stabilisation missions especially focusing on offering training opportunities related to current and evolving security challenges. To this end, the action aims to enable staff in civilian crisis management and stabilisation actions to work in a more efficient, effective, and sustainable manner in order to achieve their mandates. Successful civilian crisis management missions and stabilisation actions rely on the availability of well-prepared

individuals, a factor which in turn depends on highly qualified training activities designed for such purpose.

## **5 IMPLEMENTATION**

### **5.1 Financing agreement**

In order to implement this action, it is not foreseen to conclude a financing agreement with a partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### **5.2 Indicative implementation period**

The indicative operational implementation period of this action, during which the activities described in section 4.1 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of adoption by the Commission of this Action Document.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements, such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

### **5.3 Implementation modalities**

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures affecting the respective countries of operation<sup>7</sup>.

The implementation of the project will be ensured by the EUPCST consortium to which all civilian crisis management services of EU Member States are invited to participate and other important stakeholders, including ESDC, the EEAS, Commission services and agencies, such as Europol, CEPOL and the EBCGA, are invited to become associated. Equal opportunities shall be given to all Member States for their inclusive participation in the Consortium's steering committee as well as with regards to the implementation of the project itself.

#### **5.3.1 Grant: direct award (direct management)**

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

The overall objectives and the expected results, as specified in section 4.1., are as follows:

The overall objective of the programme is to increase the effectiveness of EU civilian CSDP missions, EU stabilisation actions, and international stabilisation missions.

Foreseen outcomes of this action:

- a. Enhanced EU civilian crisis management capacity to address external crisis management activities in an integrated approach.
- b. Strengthened capacities of CSDP host nations' and third countries' training institutions and personnel to participate in international crisis management missions.

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<sup>7</sup> [https://eeas.europa.eu/sites/eeas/files/restrictive\\_measures-2017-04-26-clean.pdf](https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-04-26-clean.pdf)

#### (b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to a consortium led by Royal Netherlands Marechaussee in accordance with Art. 190(1)(c) and 190(1)(f) RAP.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the beneficiary is in a legal or factual monopoly situation and because the action has specific characteristics requiring a specific type of beneficiary for its technical competence and high degree of specialisation in accordance with Article 190(1)(f) RAP.

1. The implementation of this project is foreseen to be ensured by a consortium to which all civilian crisis management services of EU Member States are invited to participate and other important stakeholders, including ESDC, EEAS crisis management structures, Commission services and agencies, such as Europol, CEPOL and Frontex, are invited to become associated.

EUPST I and II have equally been implemented by a consortium. The EUPST II consortium, led by The Royal Netherlands Marechaussee, consists of 16 crisis management services from 13 different Member States and the European Police College (CEPOL), as well as consortium associates, such as the ESDC, the UNDPKO and the CPLP. This implementation model of a consortium led by one Member State's crisis management service has been very successful and, as a best practice, is therefore also foreseen for the EUPCST.

2. The new Consortium will follow the same modality of the European Police Services Training II<sup>8</sup> (EUPST II) consortium, which is the only consortium of EU Member States police and gendarmerie services with the explicit purpose of and experience, gained through the implementation of the preceding project EUPST I and current EUPST II. This experience relates to building the capacity of both police and gendarmerie officers from EU Member States and non-EU countries to participate in international crisis management missions and projects of the EU and International Organisations. The Royal Netherlands Marechaussee builds on three years of experience in coordinating and representing this consortium, as well as assisting consortium members with the implementation of project activities. In February 2018, the Royal Netherlands Marechaussee expressed its willingness to again become the European Commission's implementing partner and to lead the consortium of the EUPCST project. It has also offered to make available the Programme Director and Office of the EUPST II project for EUPCST.
3. The Royal Netherlands Marechaussee will be in position to further develop the relationship with Europe's New Training Initiative for Civilian Crisis Management III (ENTRI III) and strengthen existing ties with third countries, in particular African partners, as envisaged by the EUPCST. As the Netherlands will hold the presidencies for both the European Gendarmerie Force and the worldwide Gendarmerie Network Organisation in 2019, synergies with these two organisations can be explored and given ample support.

#### (c) Eligibility conditions

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<sup>8</sup> The project will end in December 2018.

N/A

(d) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant.

The essential award criteria are relevance, design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 80%.

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012 if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100 %. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to conclude the grant agreement

Fourth trimester of 2018

#### 5.4 Indicative budget

	<b>EU contribution (amount in EUR)</b>	<b>Indicative third party contribution (amount in EUR)</b>
5.3.1 – Direct grant (direct management)	5 000 000	1 250 000
Totals	5 000 000	1 250 000

#### 5.5 Organisational set-up and responsibilities

The action is managed by the Service for Foreign Policy Instruments of the European Commission as the contracting authority in close cooperation with the European External Action Service, including through the guidance provided by a Steering Group.

The Royal Netherlands Marechaussee will lead the EUPCST consortium, which will consist of civilian crisis management services of EU Member States and be associated to other important stakeholders, including ESDC, EEAS, Commission services and agencies, such as Europol, CEPOL and the EBCGA. Equal opportunities shall be given to all Member States for their inclusive participation in the Consortium's steering committee as well as with regards to the implementation of the project itself. Observers from relevant actors involved will be invited to attend meetings of the EUPCST consortium's steering committee.

#### 5.6 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring

system for the action as well as elaborate regular progress reports (not less than annual) and final reports to allow corrective actions when appropriate. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference a logframe matrix. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

In coordination with the EEAS and the Member States, the Commission services may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

## **5.7 Evaluation**

Having regard to the nature of the action, a mid-term and/or final evaluation may be carried out for this action or its components via independent consultant or via an implementing partner.

These will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the possible second phase of the action.

The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and *inter alia* provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

## **5.8 Audit**

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

## **5.9 Communication and visibility**

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.4 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

**APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)**

	<b>Results chain</b>	<b>Indicators</b>	<b>Baselines (incl. reference year)</b>	<b>Targets (incl. reference year)</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Overall objective: Impact</b>	<p><b>Impact:</b> Increased effectiveness of EU civilian CSDP missions, EU stabilisation actions, and international stabilisation missions.</p>	<p>Number and duration of internal conflicts in countries and regions that police and civilian personnel trained by this action are deployed to.</p> <p>Level of human security (freedom of fear) in countries and regions that police and civilian personnel trained by this action are deployed to.</p> <p>Local perceptions of crime levels</p>		<p>Local perceptions of crime levels improve</p>	<p>Global Peace Index by the Institute for Economics and Peace</p> <p>Human Development Report by UNDP</p> <p>National/local crime surveys</p>	
<b>Specific objectives: Outcomes</b>	<p><b>Outcome 1:</b> Enhanced EU civilian crisis management capacity to address external crisis management activities in an integrated approach.</p>	<p>Level of competence &amp; skills displayed by police and civilian personnel who benefitted from this action and are deployed in EU civilian CSDP missions, EU stabilisation actions, and/or international stabilisation missions.</p>			<p>Training evaluations (including surveys of training participants before (baseline) and after training activity as well as surveys following-up 6-12 months post-training).</p>	

	<p><b>Outcome 2:</b> Strengthened capacities of CSDP host nations' and third countries' training institutions and personnel to participate in international crisis management missions.</p>	<p>Level of CSDP host nations' and third countries' training capacity.</p>			<p>Training evaluations (including surveys of training participants before (baseline) and after training activity as well as surveys following-up 6-12 months post-training).</p>	

<b>Outputs</b>	<p><b>Output 1.1</b> Common learning objective and EUPCST curricula developed and jointly agreed</p>	Agreement on common learning objective and curricula by the consortium members			Evaluation committee reports	
	<p><b>Output 1.2</b> Training modules and exercise scenarios developed and jointly agreed</p>	Number of EUPCST training modules and exercise scenarios mutually agreed on by the consortium members			Evaluation committee reports	
	<p><b>Output 1.3</b> EUPCST Handbook produced</p>	Handbook available			Evaluation committee reports	
	<p><b>Output 2.1</b> Live exercises conducted within EU</p>	Number of exercises held			Records of exercises	
	<p><b>Output 2.2</b> Training sessions conducted within EU</p>	Number of beneficiaries disaggregated by sex			Course records of attendance	
	<p><b>Output 2.3</b> Conferences/ workshops/ expert meetings conducted within EU</p>	Number of conferences/ workshops/ expert meetings held			Records of conferences/ workshops/ expert meetings	

	<p><b>Output 3.1</b> Training of trainers sessions supported in third countries</p>	Number of trainings supported & number of direct beneficiaries			Course records of attendance	
	<p><b>Output 3.2</b> Third countries trainers trained within EU</p>	Number of direct beneficiaries disaggregated by sex			Records of attendance	
	<p><b>Output 3.3</b> E-learning modules for third countries piloted</p>	E-learning modules available			Evaluation committee reports	
	<p><b>Output 4.1</b> Linkages between EUPCST consortium members, EU training bodies, and relevant international organisations strengthened</p>	Number of partners associated to EUPCST			Records of association	