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Subject: European Union Military Staff (EUMS) and Military Planning and
Conduct Capability (MPCC) Terms of Reference and Organization

Delegations will find attached document EEAS(2021) 51 REV3.

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EUROPEAN EXTERNAL ACTION SERVICE



European Union Military Staff



Working document of the European External Action Service

of 18 February 2021

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Delegations will find in annex the European Union Military Staff and Military Planning and Conduct Capability Terms of Reference and organisation revision 3.

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Distribution list

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Terms of Reference for EUMS and MPCC

A. Introduction

1. At the Helsinki Council Meeting on 11 and 12 December 1999, the EU Member States decided to establish within the Council, new permanent political and military bodies enabling the EU to assume its responsibilities for the full range of conflict prevention and crisis management tasks defined in the TEU. As provided for in the Helsinki report, the European Union Military Staff (EUMS), ‘within the Council structures, provides military expertise and support to the CSDP, including the conduct of EU-led military crisis management operations’. The Terms of Reference of the EUMS were detailed in the annex to Council Decision 2001/80/CFSP of 22 January 2001.¹
2. In this frame, on 28 February 2003, the PSC approved the document “Defining the EU Capability Development Mechanism (CDM)” as a basis for the Head Line Goal Process (HLGP), giving mandate to EUMS to assist the Headline Goal Task Force (HTF, now acting as EUMC Group of Experts/Working Group format) in elaborating, evaluating and reviewing capability goals in accordance with its remit.
3. At its meeting on 12 and 13 December 2003, the European Council welcomed the document entitled ‘European Defence, NATO/EU consultation, planning and operations’. On 16 and 17 December 2004 the European Council endorsed the detailed proposals for the implementation of this document. The Terms of Reference of the EUMS were revised accordingly by Council Decision 2005/395/CFSP of 10 May 2005.²
4. On 19 November 2007 the Council welcomed the report by the Secretary General/High Representative (SG/HR) on the EUMS ability to conduct early planning at the strategic level for EU-led operations, as requested by the Council in May 2007, and approved the recommendations to implement, as a package, the four measures, together with the actions identified in the military advice.

¹ OL L 27, 30.1.2001, p.7.

² OL L 132, 26.5.2005, p.17.

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The Terms of Reference of the EUMS were revised accordingly by Council Decision 2008/298/CFSP of 7 April 2008.³ Following the entry into force of the Treaty of Lisbon and the establishment of the European External Action Service (EEAS)⁴, the EUMS was transferred from the General Secretariat of the Council to the EEAS.

5. Further to the 15 December 2016 European Council Conclusions and in line with the Council Conclusions of 14 November 2016 work has been undertaken towards fulfilling through a comprehensive set of actions the EU's level of ambition derived from the Global Strategy for the European Union's Foreign and Security Policy (EUGS) in the area of Security and Defense and drawing on the proposal of the High Representative in the Implementation Plan on Security and Defence.
6. On 6 March 2017, the Council approved the Concept Note on the operational planning and conduct capabilities for Common Security and Defence Policy (CSDP) missions and operations⁵. The Note contains measures to improve the EU's capacity to react in a faster, more effective and more seamless manner, building on existing structures and in view of enhancing civilian-military synergies, as part of the EU's Comprehensive Approach. On this basis, the Council agreed in particular:
 - a. To establish, as a short-term objective, a Military Planning and Conduct Capability (MPCC) within the EUMS in Brussels which will be responsible at the strategic level for the operational planning and conduct of non-executive military missions, working under the political control and strategic guidance of the Political and Security Committee (PSC). The newly created MPCC will work in parallel and in a coordinated way with the Civilian Planning and Conduct Capability (CPCC).
 - b. That the Director General of the EUMS (DGEUMS) will be the Director of the MPCC and in that capacity will assume the functions of the missions commander for non-executive military missions, including the three EU Training Missions (EUTM) deployed in the Central African Republic, Mali and Somalia, in line with the agreed Terms of Reference (ToR).

³ OJ L 102, 12.4.2008, p.25.

⁴ Council Decision of 26 July 2010 establishing the organisation and the functioning of the European External Action Service (2010/427/EU), OJ L 201, 3.8.2010, p.30.

⁵ Council Document 6881/17 of 6 March 2017.

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- c. To invite the High Representative (HR) to propose consolidated ToR of the EUMS, as well as to propose a Council Decision reflecting the above arrangements and amending the Council Decisions of the CSDP missions concerned.
 - d. To bring together civilian and military expertise in key mission support areas within a Joint Support Coordination Cell at the Brussels level, in order to work on a daily basis to further strengthen and enable effective civilian/military coordination and cooperation in the operational planning and conduct of CSDP civilian and non-executive military missions. This would further contribute to the full implementation of the EU's Integrated Approach, while respecting the respective civilian and military chains of command and the distinct sources of financing.
 - e. To review the establishment of the MPCC and the Joint Support Coordination Cell (JSCC), based on a report by the High Representative. This review should be prepared in full consultation with the Member States and would not prejudice any political decisions to be taken.
7. The Council also agreed to proposals on strategic foresight and oversight contained in the Concept Note and requested the High Representative (HR), in cooperation with the Commission as appropriate, to proceed with their implementation.
8. On 18 May 2017, the Council, recalling its Conclusions of 6 March 2017 welcomed the idea of a Coordinated Annual Review of Defence (CARD) written report being prepared by the European Defence Agency (EDA), in its capacity as CARD secretariat, in cooperation with the EUMS and the EUMC.
9. The ToR of the EUMS was revised as approved by the Council at its meeting on 8 June 2017.⁶

⁶ Council Decision 2017/971 of 8 June 2017.

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10. On 11 December 2017, the Council adopted a decision establishing permanent structured cooperation (PESCO). Article 7(1) thereof provides that under the responsibility of the High Representative, also in his or her capacity as Head of the European Defence Agency (EDA), the EEAS, including the EUMS, and the EDA shall jointly provide the necessary secretariat functions for PESCO other than at the level of the Council, and in this regard a single point of contact.

11. In its conclusions of 19 November 2018, the Council welcomed the positive impact of the MPCC in providing command and control of the three military training missions and underlined the relevance of the MPCC, as a permanent planning and conduct capability at the military strategic level in Brussels, avoiding at the same time unnecessary duplication with NATO. It stressed the important contribution of the MPCC to the aim for the EU to react in a faster, more effective and more seamless manner as a security provider, as part of its integrated approach to external conflicts and crises. In particular the Council:
 - a. Agreed to integrate the current executive tasks of the EU Operations Centre (OPSCEN) into the MPCC, to take responsibility for the operational planning and conduct of the non-executive military CSDP missions and one executive military CSDP operation limited to EU Battlegroup size.

 - b. Noted that this enhanced role of the MPCC is complementary with, and without prejudice to, all other existing command and control options for military CSDP operations.

 - c. Highlighted the continued importance of intensified coordination between the MPCC and the CPCC through the JSCC to enable and further strengthen effective civilian-military coordination and cooperation in the operational planning and conduct of CSDP missions, particularly with regard to key mission support areas, in order to maximise impact and efficiencies. It also stressed the importance of enhanced cooperation between the MPCC, within its mandate, and other EU actors as part of the integrated approach.

12. In light of the above, the consolidated ToR of the EUMS and MPCC are defined as follows. They are commensurate with the EU's Level of Ambition, which aims to develop a stronger Union in Security and Defence, being able to tackle today's threats and challenges more effectively, with the right capabilities, tools and structures in order to deliver more security for EU and its citizens.

B. EUMS Terms of Reference

Mission:

13. The EUMS, working under the direction of the EU Military Committee (EUMC), is the primary source of the EU's military expertise within the European External Action Service (EEAS) and as such responsible for providing military support in all CSDP domains at the political-strategic and military-strategic levels⁷. This includes performing horizon scanning, early warning, situation analysis and assessment, strategic foresight, conceptual development and capability planning, ensuring logistics and operations planning for missions, operations and tasks referred to in Articles 42(1) and 43(1) of the TEU. The above in the light of the EUGS, as well as the Implementation Plan on Security and Defence of 14 November 2016.

Role:

14. To assure the link between the EUMC and the military resources available to the EU and to provide military expertise to EU bodies as directed by the EUMC.
15. To assess, plan and make recommendations regarding the concept of crisis management and the general military strategy and implement the decisions and guidance of the EUMC.

⁷ The EUMS is responsible for providing support at Military Strategic level without precluding the tasks of OHQs approved in the EU C2 Concept, and the Terms of Reference of the MPCC.

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16. To support the EUMC regarding situation assessment and military aspects of strategic planning⁸ over the full range of missions and tasks referred to in Article 43 (1) of the TEU, in the light of the level of ambition derived from the EUGS, for all cases of EU-led military operations and missions (O&M).
17. To be the focal point for collecting and monitoring the operational requirements in support of EU military CSDP and to contribute to their definition at political-strategic and military-strategic levels.
18. To support (upon request of the HR or the PSC through the EUMC) temporary missions to third countries or international organisations, in order to provide, as required, advice and assistance on military aspects of conflict prevention, crisis management and post-conflict stabilisation.
19. To contribute to the process of elaboration, assessment and review of the capability goals, taking into account the need (for those MS concerned), to ensure coherence of output with respective NATO processes, such as the NATO Defence Planning Process (NDPP), where requirements overlap while recognizing the different nature of the two organisations and their respective responsibilities.
20. To work in close coordination with the EDA, the European Commission and other relevant EU/International/National actors, in order to ensure state-of-the-art solutions for fully interoperable EU military capabilities, commensurate with the EU military operational requirements.
21. To plan, conduct, monitor, support and assess activities related to:
 - a. lessons identified and learnt
 - b. individual and collective training, including exercises
 - c. interoperability

⁸ As envisaged in the Suggestions for Crisis Management Procedures for CSDP Crisis Management Operations Doc 7660/2/13 REV 2, dated 18 June 2013.

22. To reinforce, if and as required, the MPCC or a national HQ designated to conduct an autonomous EU executive operation, or non- executive mission.
23. To contribute to operationalise the political Level of Ambition and to identify the expected military contributions in achieving it, through a military Level of Ambition, under the control and supervision of the EUMC.
24. To contribute to support the implementation of the obligation of aid and assistance laid down in Article 42(7) TEU and of the solidarity clause laid down in Article 222 TFEU, on the basis of practical modalities and procedures decided by the Council. This may also include an assessment of the type of military assistance the EU MS could provide, if so requested by a MS in the context of an activation of Article 42(7) TEU.

Tasks

Crisis Management

25. It identifies in conformity with the crisis management procedures forces that might participate in possible EU-led operations, in coordination with EU Member States national planning staffs as appropriate, and in coordination with NATO when, following a Council Decision, these operations and missions are conducted with recourse to NATO common assets and capabilities.
26. It requests and processes specific information from the intelligence organisations and other relevant information from all available sources.
27. It supports the EUMC in its contributions to Initial Planning Guidance and Planning Directives of the PSC.
28. It develops and prioritises Military Strategic Options (MSO) as a basis for the military advice given by the EUMC to the PSC by:
 - a. defining initial military options,
 - b. drawing, as appropriate, on planning support from external sources which will analyse and further develop these options in more detail,

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- c. evaluating the results of this more detailed work and commissioning any further work that might be necessary,
 - d. presenting an overall assessment, with an indication of priorities and recommendations as appropriate, to the EUMC.
29. It supports the Operation Commander / Mission Commander in technical exchanges with third countries offering military contributions to an EU-led operation or mission and in the preparation of the force generation conference. Moreover, it organizes the Global Force Generation Conference.
30. It maintains continuous monitoring of the crisis situations and the hot spots worldwide and additionally provides advanced planning as requested by the HR, the PSC or the EUMC.
31. Upon request from the DIR ISP, it provides assistance to crisis response political-military strategic planning, carried out under his/her responsibility (ie. preparation of CMC, Council Decision).
32. Upon request from the DIR ISP, it provides assistance to crisis response planning at the strategic level (Fact Finding Missions, CMC) carried out under his/her responsibility.
33. It contributes to crisis response strategic planning for joint civil/military operations through the development of strategic options as foreseen in crisis management procedures. This planning falls under the direct responsibility of the DGEUMS and the Director CPCC (DCPCC) and the overall authority of the HR.
34. Upon request of the Director CPCC, it provides assistance to crisis-response planning for civilian missions carried out under his/her responsibility.
35. It provides support and advice to planning, including contingency planning, undertaken by ISPD at the initiative of the HR or the PSC. In addition, it could undertake strategic contingency planning that relates to military means and actions.

Tasks related to ongoing EU CSDP Operations and Missions

36. Acting under the direction of the EUMC, the EUMS provides, through the ‘Watch Keeping Capability’, a 24/7 capability to monitor all CSDP/ missions and operations, to ensure the efficient information flow in a systematic way, in support of the EU OHQs, MPCC and CPCC in their respective functional areas.
37. The EUMS, acting under the direction of the EUMC, continuously monitors all military aspects of operations. It conducts strategic analysis in liaison with the designated OpCdr/MCdr, to support the EUMC in its advisory role to the PSC in charge of the strategic direction.
38. In the light of political and operational developments, it provides the EUMC with assessments, recommendations and options, in order to facilitate the EUMC's military advice to the PSC.
39. It augments within means and capabilities, if requested, the designated Operation HQ, either MPCC or one of the EU OHQs.
40. It supports CPCC with the appropriate military expertise, for the ongoing civilian missions.

Intelligence and Advanced Planning

41. It closely coordinates with EU Intelligence and Situation Centre (INTCEN), within the Intelligence Support Architecture (ISA) framework and the related Single Intelligence Analysis Capacity (SIAC) working arrangement.
42. It plays, through the appropriate structures in the agreed formats, the principal advisory role to the HR and EEAS on matters of military intelligence based situational awareness and on policy matters of military intelligence supported by EU MS civil and military intelligence and security services.

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43. It provides fused (all sources) military/civilian analysis products to gain situational awareness and strategic foresight/horizon scanning to relevant EU institutions also beyond EEAS and to EU delegations within the ISA framework and the related SIAC working arrangement and monitors through that potential crises by relying on appropriate national and multinational intelligence capabilities.
44. It provides, on request, strategic intelligence support to MPCC and OHQs within the ISA framework.
45. It carries out strategic foresight and military advanced planning in collaboration with EEAS CSDP-CR structures, while cooperating as necessary with other EU, NATO and UN institutions as well as with national EU MS institutions, under the control and supervision of the EUMC.
46. It conducts early planning in sufficient detail, inter alia, to allow Member States to assess their potential force contributions and for the EUMS to provide appropriate expertise along the decision-making process.
47. It provides prudent strategic analysis to the EUMC, assists the EUMC in the conceptual development and works in close cooperation with the European Commission on Strategic Foresight Analysis and Horizon Scanning.

Concepts

48. It assists other structures within the EEAS in the conceptual development, and works in close cooperation with the European Commission and the EDA for all the military aspects related to the adoption of Artificial Intelligence (AI) and all other Emerging Disrupting Technologies (EDTs).
49. It is in charge of the development of concepts, plans, military technical requirements and procedures for the use of military assets and capabilities for EU CSDP missions and operations including natural or manmade disaster consequence management operations

50. It programs, plans, conducts and evaluates the military aspects of the EU's crisis management procedures, including the exercising of EU/NATO procedures.
51. It contributes to the development of a body of concepts, military requirements and lessons learnt process from civilian/military operations, missions and exercises.

Communication and Information Systems (CIS) and Cyber Defence (CD)

52. Applying the guidance of EUMC, it provides expertise and support at the strategic level to the capability development for and to the governance and management processes of Information and Communications Technology and Cyber Defence of EU military CSDP missions and operations.
53. It provides expertise and advice concerning the Cyber Defence at the strategic level, in support of EU CSDP military missions and operations under the Cyber Defence Policy Framework (CDPF).
54. It manages, operates and contribute to the improvement of intelligence-related IT-networks.

Capability Development

55. It monitors the implementation of the requirements in support of EU military CSDP at the strategic level.
56. It contributes:
 - a. to the HR's assessment of participating MS contributions with regard to operational aspects including capability planning in his/hers annual report on PESCO.
 - b. to coordinating the assessment of PESCO project proposals notably in the areas of availability, interoperability, flexibility and deployability of forces. In particular is assessing proposed projects compliance with, and their contribution to operational needs including capability planning.

57. As one of the main CARD initiative stakeholders:
- a. It prepares and participates to the CARD bilateral dialogues with EU MS in conjunction with the EDA.
 - b. It drafts its parts of the CARD Analysis and CARD Report in close coordination with the EDA and taking into account the EUMC inputs as well as more general EEAS perspectives.
 - c. It participates to the CARD Lessons Observed/identified process.
58. As responsible and coordinator for the capability development process of the EU Headline Goal Process (HLGP):
- a. Under the guidance and in support of EUMC, it provides document drafting and strategic analysis for the conduct of the cyclic EU capability development process, originating from the CDM. This includes the Revision of Requirements as well as the Monitoring and Evaluating Progress to finally address the military capability shortfalls.
 - b. In this frame provides military expertise and liaison as necessary with EU institutions, Member States and NATO for the implementation of the High Impact Capability Goals (HICGs), identified by the Council through the HLGP for the fulfilment of the EU military Level of Ambition.

EU Military Training and Education (EUMT&E):

59. It provides support to the EUMC and its working body, the EU Military Training Group (EUMTG), in the field of EUMT&E, in order to help coordinating the military dimension of the CSDP training cycle in the following tasks:
- a. define and review, on an annual basis, the EUMT&E requirements, taking into consideration NATO's already existing work, through informal staff-to-staff discussions;
 - b. define the priorities for EUMT&E derived from political guidance, military capability development process, prospective studies, military concepts, lessons identified from operations and exercises and other sources, as required;
 - c. propose to EUMC, for its consideration, strategic priorities for EUMT&E (EUMC Strategic Guidance on EUMT&E);

- d. Identify training gaps and redundancies through strategic level Training Requirements Analyses (TRA);

Propose training strategies, methods and providers capable to accomplish the EU military training requirements, including the development and continuous refinement of standard curricula for EU military courses.

Additional Tasks

60. It liaises and coordinates the EU OHQs/MPCC in order to develop their capabilities, maintain their manpower, ensure the update of the Standard Operating Procedures (SOPs) and of the relevant concepts. Furthermore, it contributes to the development and preparation (including training, exercises, and - where relevant – evaluation) of interoperable military capabilities and national and multinational forces made available by the Member States to the EU.
61. It coordinates Real Life and Administrative Support as appropriate, in close coordination with MPCC, EUMC, MS and other EEAS structures, in order to ensure the availability and readiness of manpower and facilities.
62. It contributes to the implementation of the Women, Peace and Security Agenda, and works systematically to mainstream a gender perspective in all its actions.
63. It supports the EUMCWG (in particular by CMC SPT Synchronization Branch) and the EUMCWG/HTF (in particular by the CONCAP Directorate / Force Capability Branch) and assists CEUMCWG and CEUMCWG/HTF, in accomplishing their assigned mission, functions and tasks
64. It maintains cooperation and further develops the relations with NATO according to EU/NATO Joint Declarations and the arrangements that prevail only when the EU-led military CSDP operations/missions are conducted with recourse to NATO common assets and capabilities, through the establishment of an EU OHQ at SHAPE.
65. It participates in the financial estimation of operations and exercises and provides financial expertise regarding EU BG deployment.

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66. It liaises with the national and multinational HQs of the multinational forces as appropriate.
67. It hosts a NATO Liaison Team at the EUMS and it maintains an EU Cell at SHAPE, in accordance with ESDP Presidency Report adopted by the Council on 13 December 2004.
68. It establishes appropriate relations with identified correspondents within the UN, as well as other international organisations, including the OSCE and the AU, subject to an agreement from these organisations.
69. It provides Military Advisors to the EU Delegations with support and guidance on military aspects and assists other EEAS departments, in its capacity as the source of the EU military expertise.

Organisation

70. The EUMS works under the military direction of the EUMC, to which it reports.
71. It is an EEAS department directly attached to the HR and it works in close cooperation with other departments of the EEAS, in particular MD CSDP-CR.
72. It is headed by the Director General of the EU Military Staff (DGEUMS), a three-star flag officer.
73. The DGEUMS acts as the Director of the MPCC and, in that capacity, he assumes the functions of Mission Commander for non-executive military missions or operation Commander for up to one executive military operation up to Battlegroup size.
74. It is composed of personnel seconded from the Member States acting in an international capacity, in accordance with the rules applicable to national experts and military staff on secondment to the EEAS, as well as officials from the EEAS and officials seconded from the European Commission.

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75. The provisional organisation chart for the EUMS and MPCC respectively is contained in Annex 1 attached to this document. It may be adapted by the DGEUMS as required, after consulting the Members States, if this implies an increase in personnel.
76. In crisis-management situations or exercises, the EUMS may set up Planning and Management Teams, drawing upon its own expertise, manpower and infrastructure. In addition, it could, if necessary, request through the EUMC, manpower for temporary augmentation from EEAS and the EU Member States.
77. The EUMC will provide guidance, on the military activities undertaken by the EUMS within the framework of civilian crisis management. Contributions by the EUMS for civilian aspects of crisis management remain under the functional responsibility of DIR ISP for all activities (planning, Fact-Finding Missions, etc.) up to and including the development of the CMC and, where appropriate, CSO. Once a decision to launch a mission is made, these contributions come under the functional responsibility of DCPCC/Civilian Operations Commander⁹. Reporting on these activities to the CIVCOM will be conducted in accordance with established procedures on civilian aspects of crisis management.

Relation with third Countries

78. The relations between the EUMS and the non-EU European NATO members, other third States, and candidates for accession to the EU are defined in the relevant documents on the relations of the EU with third countries.

⁹ in accordance with annex 2 to the Concept Note approved by the Council on 6 March 2017

C. MPCC Terms of Reference

Mission:

79. Established within the EUMS¹⁰, the MPCC is the EU standing military Command and Control (C2) structure at the military-strategic level for non-executive military CSDP missions. The MPCC, reinforced with augmentees, also has the ability to plan and conduct up to one executive military CSDP operation, limited to EU Battlegroup size, once a decision on such an operation has been taken by the Council, upon the advice of the EUMC.

Role of Director MPCC (Dir MPCC):

80. Dir MPCC exercises the functions of Mission Commander (MCdr)/ Operation Commander (OpCdr) for the missions and the operation referred to in paragraph 74. In assuming the functions of missions' commander, the Dir MPCC exercises the responsibilities of the operation commander under Decision (CFSP) 2015/528. The Dir MPCC is responsible for the planning and conduct at the military strategic level of all EU non-executive military CSDP missions and up to one executive military CSDP operation limited to EU Battlegroup size operation.

Tasks of the MPCC and its Director

81. The MPCC is the static command and control structure at the military strategic level outside the area of operations, in Brussels and is responsible for the planning and conduct of the non-executive military CSDP missions and, reinforced with augmentees, has the ability to plan and conduct up to one executive military CSDP operation limited to EU Battlegroup size.

¹⁰ As recalled in the EUMS Terms of Reference approved by the Council on 8 June 2017, the Council agreed on 6 March 2017 to establish, as a short-term objective, a Military Planning and Conduct Capability within the EU Military Staff in Brussels.

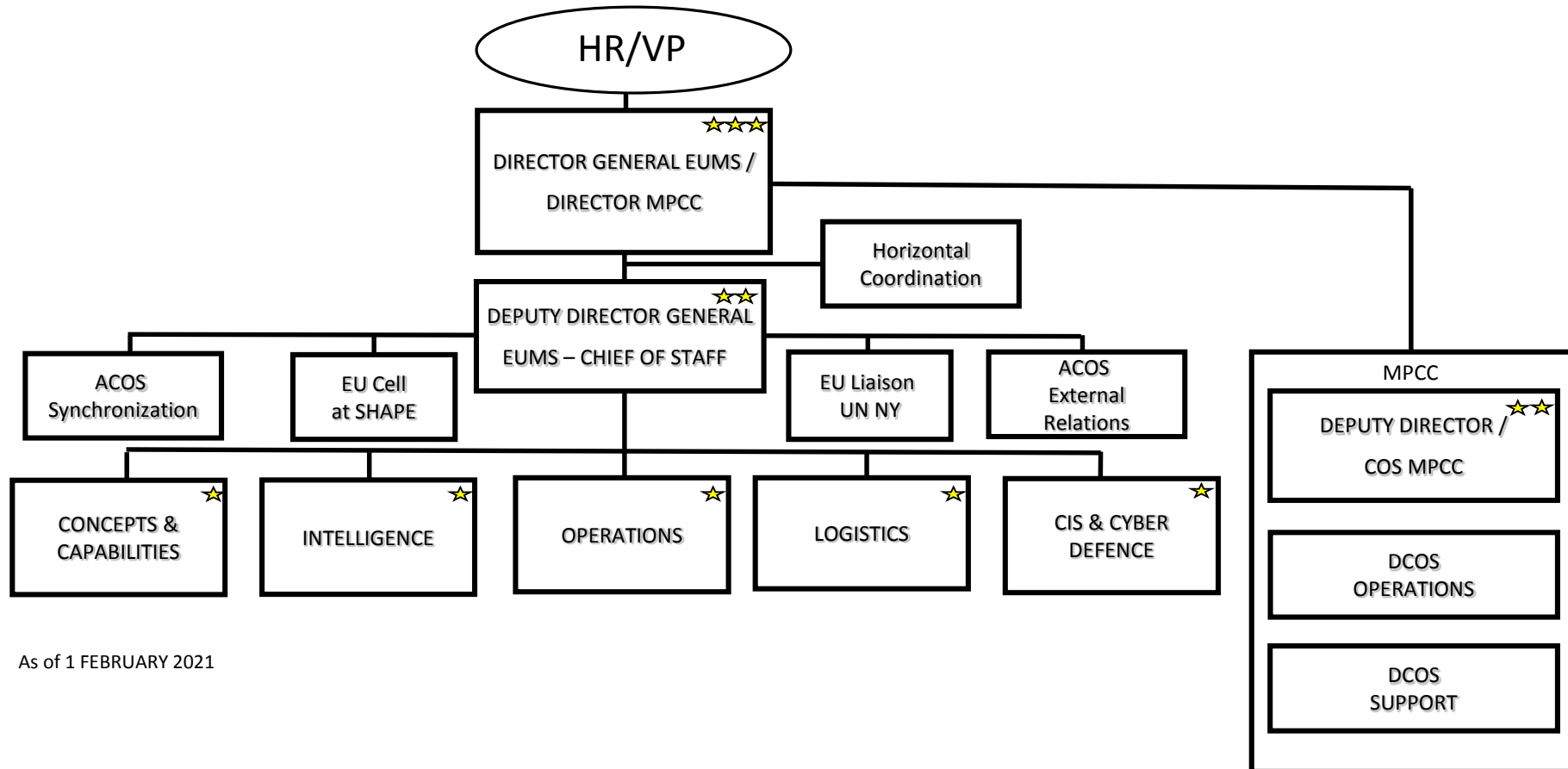
82. The MPCC supports the Director of the MPCC in exercising his or her functions as commander, for the planning and conduct of the missions/operations, including the building up, launching, sustaining and recovery of the allocated forces. When a mission/operation is established, the Dir MPCC exercises the functions of MCdr/ OpCdr.
83. Director MPCC will have the appropriate command authority (up to OPCON over forces by Transfer of Authority (TOA) from the contributing MS and non-EU TCN) to assume the necessary functions, roles and tasks in order to exercise command and control at the military strategic level for the planning and conduct of the EU military missions/operation, including:
- a. operations planning at the military strategic level (e.g. development of the CONOPS/OPLAN/MPLAN, ROE, SOR) and to perform his/her functions during the Force Generation Process;
 - b. the mission conduct (execution) at the military-strategic level of command, including:
 - I. the operation of the MPCC;
 - II. the intensified coordination between the MPCC and the Civilian Planning and Conduct Capability (CPCC) through the Joint Support Coordination Cell (JSCC), in order to further enhance civ-mil synergies, in accordance with Annex 2 to the Concept Note approved by the Council on 6 March 2017;
 - III. the co-ordination of the establishment and launch of the non-executive military CSDP missions and one executive military CSDP operation limited to EU Battlegroup size, the deployment of forces, the termination of the operation/mission and the re-deployment of forces;
 - IV. the direct responsibility vis-à-vis the Council to report to the PSC and the Committee of Contributors on all operational matters related to the missions/operation while taking the role of CEUMC as the primary point of contact (POC) to the Op Cdr / Dir MPCC, into account.
 - V. to report to the EUMC at regular intervals;
 - VI. the management and mitigation of risk, based, inter alia, on the existing permanent (24/7) threat and risk assessment and situational awareness capabilities;

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- VII. the development of strategic direction and guidance to support the Mission Force Commanders / Force Commander at the operational and tactical level in theatre;
 - VIII. the responsibility in relation to budget and procurement (responsibilities of OpCdr under the appropriate financial mechanism);
 - IX. the responsibility to conduct force generation (including Third States contributions);
 - X. the assessment to continuously ensure the operation/missions are operating in line with the military strategic desired end state and objectives;
 - XI. providing an input to the Lessons Learned database for EU Military CSDP operations/missions;
 - XII. supporting the coordination / improvement of synergies in the Areas of Operations (AOOs) with other relevant actors;
 - XIII. interface for coordination and liaison with relevant civ-mil stakeholders in crisis management matters outside the AOOs and at the EU institutional level, as appropriate.
 - XIV. the conduct, where mandated, of Key Leader Engagement (KLE) at strategic level with relevant EU and non-EU stakeholders.
 - XV. the request for strategic intelligence support from EUMS INT (available SIAC products, liaison with MS Defence Intelligence Organisations, RFI flow facilitation, INT expertise);
 - XVI. the call on other EUMS Directorates and EU OHQs for functional expertise, where needed
84. Whilst he/she will retain responsibility for the Missions/Operation, it is within the remit of the Director of the MPCC to delegate tasks as appropriate.
85. Coordination of Real Life and Administrative Support with EUMS will be guaranteed to ensure the availability and readiness of manpower and facilities.

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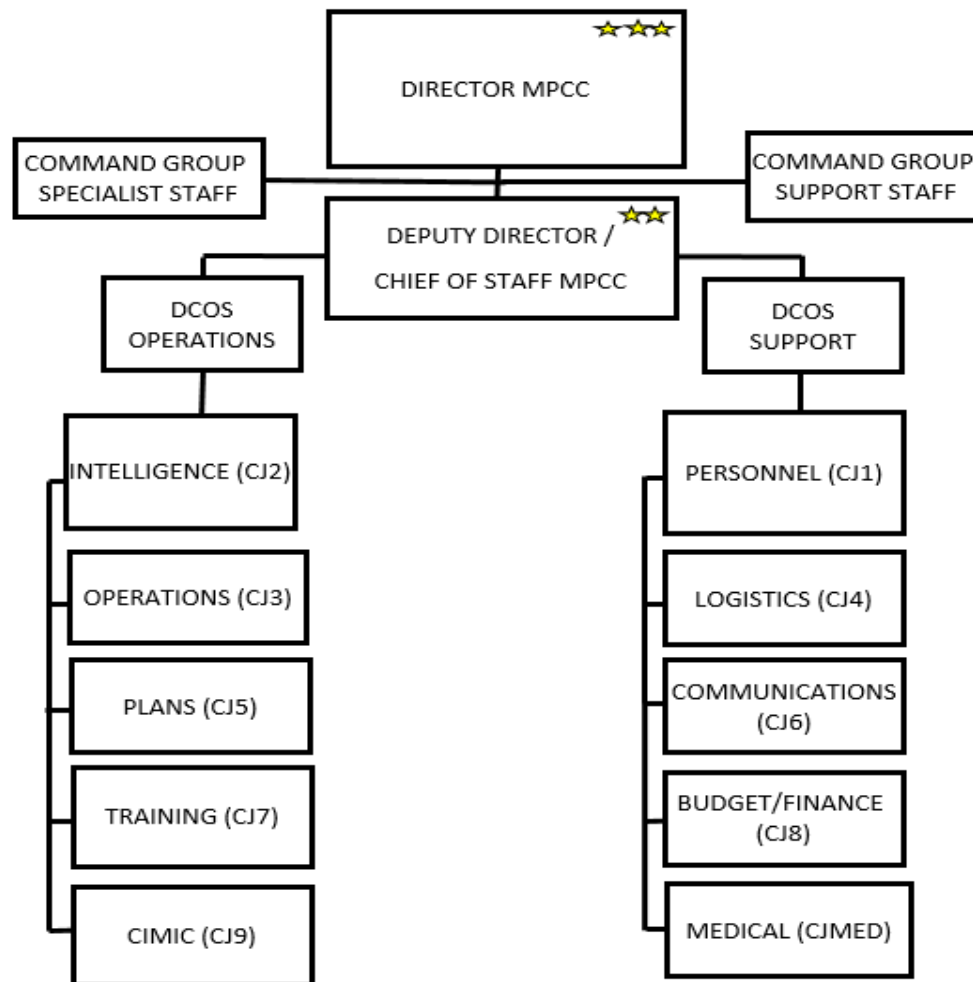
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