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To: Committee for Civilian Aspects of Crisis Management (CIVCOM)
Subject: Analysis of the use of Specialised Teams in the civilian CSDP missions
Nov 2019 – May 2022

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EUROPEAN EXTERNAL ACTION SERVICE



Civilian Planning and Conduct Capability – CPCC

Working document of the European External Action Service

of 28/06/2022

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1. Introduction

Civilian CSDP Missions should be able to adapt to new challenges within the scope of their mandates. In order to enhance the reactivity and to facilitate any adaptations to new operational requirements, in 2018 the European Council adopted the Civilian CSDP Compact. This document emphasized a renewed approach to civilian CSDP through fast, flexible, and properly resourced civilian CSDP Missions, to effectively address threats and challenges along the internal and external security nexus. In order to implement this new approach, adequate and swiftly deployable resources must be available for the whole Mission cycle, including planning, conduct and transition/closure.

In the civilian CSDP Compact, Member States committed, among others, "to make available on a voluntary and inclusive basis, specialised teams that are limited in scope, time and size and that correspond to the needs of civilian CSDP and are able to respond, where agreed, at short notice to developments on the ground". Specialised Teams (STs) represent an additional tool in the framework of the already existing set of temporary Mission reinforcement options, such as the CRT, CRC and Visiting Experts. This is in line with the envisaged multi-layered approach to enhance the responsiveness of civilian CSDP. Therefore, this analysis is not isolated to the ST concept per se rather a timely review of its functionality and delivery within the wider understanding of the civilian CSDP commitments and ability to respond to what Member States requested.

In 2019, the EU adopted a concept to define the use of Specialised Teams in civilian CSDP Missions, including their initiation, composition, selection process, command and control, status and administrative aspects. Since its adoption, several proposals for use of STs have been made, including effective deployments to the field. The Concept itself foresees that it may be reviewed any time in light of the lessons identified. This analysis is to inform and support decision whether the revision of the ST Concept is needed and, if so, to what extent.

The analysis is based on the lessons identified so far as well as the feedback received from Member States and the civilian CSDP missions. It also takes into account the use of STs as a rapid deployment capability for a new or existing mission.

2. STs use to date

Mission	STs proposed/deployed
EUCAP Mali	DELETED
EUBAM Rafah	DELETED

<p>EUAM Ukraine</p>	<p>DELETED.</p>
<p>EUCAP Somalia</p>	<p>DELETED.</p>

First ST proposed in 2019 to EUCAP Mali failed due to lack of ST offers. The same year, second ST was not deployed to EUBAM Rafah due to COVID and subsequent not availability of all experts coming from 5 Member States.

In EUCAP Somalia a **DELETED** ST was deployed in February/March 2021, but withdrawn due to COVID. It was deployed again in January-February 2022 and finalised its work.

In EUAM Ukraine, two STs, **DELETED**, were deployed in 2021 and successfully provided training on public order management.

It has to be noted that the Covid-19 pandemic significantly impacted the use of STs in the analysed period.

3. Missions' perspectives

The feedback received from the civilian CSDP Missions indicates that the provisions of STs and their added value is well known to the Mission management. Some Missions have already used STs while others consider their use in the future. The following areas have been identified by the Missions to be possibly covered in the future by STs: human resources management, border management, organised crime, international police cooperation, financial crimes, money laundering and assets recovery, public order management, leadership, command and control, tactical training for mobile police units.

In the Missions where STs were deployed they efficiently filled human resources or knowledge gaps. Major benefit was that they are an additional flexible tool to implement specific tasks for a limited period, supporting flexible implementation of the mandates. Particular added value of STs is the ability to plan and perform mandated tasks/activities in relatively short time with quick impact effects.

STs were used mainly for training purposes as the Mission recognised advantages offered by this concept compared to other available tools. Members of ST have similar or complementary professional backgrounds and training methods, enabling comprehensive hands-on training with a direct impact on the daily routines, skills and performance of the local police officers. They were able to prepare a tailor-made curricula that responded to the training needs identified jointly by the Mission and local counterparts.

Challenges

Based on the experience gained so far, the Missions have identified several challenges of the ST use.

In the opinion of the majority of Missions, deployment of STs based on the current ST Concept remains a long and cumbersome process. For the sake of inclusiveness, it allows individual contributions from all MS but fragmented multinational teams are rather group of individual experts than a structured and organised team.

The political and security factors are well known challenges for the CSDP Missions, which also influence the deployment of STs. The COVID-19 pandemic was a detrimental factor for effective ST use.

Deployed STs require dedicated resources (offices/close protection/armoured vehicles, etc.).

The deployment of STs for a considerable period of time always represents an additional effort for the existing administrative, logistical and security arrangements of the Mission.

It is assessed that the constitution of STs, without early expressed interest of at least one MS may pose a challenge for the recruitment. Preparation of the ST Concept Note and its approval process followed by the CfC requires lots of efforts and time which may eventually be ineffective if no offers received from MS. This aspect hinders the intent of short notice response capacity defined in the ST Concept.

The Missions deployed to high risk areas (Iraq, Somalia, Sahel region) have limited resources and the high-risk environment may require temporary upscale of the security provisions. Also, current low application ratios in Francophone Missions do not point towards success in recruiting a whole team for the French-speaking high-risk environment.

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Recommendations

The following suggestions/recommendations were provided by the Missions:

- Ensure that the agencies providing STs take a flexible approach when it comes to deployment dates. As training courses are pre-planned by the Missions in cooperation with local counterparts, availability of the STs and their timely deployments, indicated the concept note and CfCs, are important.
- Job descriptions of ST members should very clearly state which core competencies are required, and the subject matter expertise should constitute the first and most important criteria in the selection process.
- For training related activities of ST, consider the possibility of introducing a preparatory phase before the training is delivered, which would serve to establish working relations between international and local trainers and, if necessary, to adapt the training curriculum to local conditions.
- Introduce measures in the pre-selection and selection phases aimed at achieving a better gender balance in the STs and thus avoid the risk of predominantly one gender teams. Also, knowledge of gender mainstreaming and equality could be included in the Terms of Reference and applied when considering the composition of ST.
- Implement a procedure of only one Mission check-in and one check-out in case of multiple deployment periods.

- Streamline travel payment to/from the Mission area and the payment of per diems, and ensure clear regulations for leave entitlements in cases of longer deployments, i.e. ensure that arrangements are made to either ensure business continuity (max nr of team members taking leave at the same time) or for the whole team to take simultaneous leave (for example in coincidence with local holidays).
- Consider the need for medical checks and/or vaccinations in home countries of ST members when planning deployments of varying lengths.
- Shorten the period from initiation until deployment. Currently it is very long as per the ST Concept, as it involves advertisement, selection, pre-deployment training etc., which does not make this concept a rapid tool to cover possible urgent needs.
- Streamline and simplify the selection and deployment process as it seems to be highly bureaucratic and complex now. The cost-benefit-ratio seems to be not in balance.
- Annex I of the ST Concept, para 3.1 states: “Respectively, the sending authority is responsible for arranging for them the leave entitlements or possible home travels based on their national system and consequently cover any related costs.” As the missions don’t know the national policies, it would be better to include the number of leave days entitled for each ST member for a three and/or six months deployment period.
- Taking into consideration that the STs are an additional tool to enhance the Mission capacities in the framework of already existing options to implement their mandate, it would be useful to simplify the procedure, foreseeing the ‘fast track’ (para 38 of the ST Concept) as ‘ordinary’ procedure. It would facilitate the deployment of STs at short notice.
- The ST offer from a single organisation would facilitate the CfC process and, at delivery level, the use of homogenous ST (from one organisation) has an added value, especially in the transmission of knowledge (i.e. common understanding of concepts, standards and procedures). This argument applies in particular to the STs delivering training.
- To enhance ST concept and foster their use, it would be useful to develop a “catalogue of capabilities”, where the Members States would identify and make available a pool/roster of experts (individual and/or teams) for short term deployments. The “catalogue of capabilities” would encompass the main areas addressed in the civilian CSDP Mission’s mandates, and poll of experts/teams made available by MS on the basis of fixed term commitments (i.e. availability for a certain period of time). This “catalogue of capabilities” would strengthen missions’ ability to conduct planned activities, allowing regular mission staff to focus on sustainability, resilience and long-term effects with their counterparts.

4. Member States perspectives

Out of 27 Member States, **DELETED** responded to the CPCC questionnaire. For the purpose of this analysis, MS feedback has been divided into four categories: i) challenges; ii) expertise areas in which MS could propose STs in the future; iii) possibility of rapid deployments; and iv) remarks to the current provisions of the ST Concept.

Challenges

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Expertise areas in which MS could propose the STs in the future

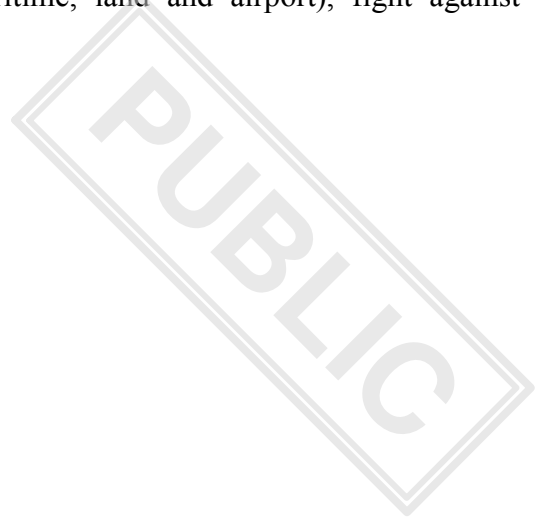
In general, MS possess broad range of experts at their disposal that could form STs but the problem lays either in the absence or cumbersome national legislation, which do not allow such deployments, and/or difficulties with releasing the staff from their parent services (police, border guard, gendarmerie, etc.), as they often have different internal rules and priorities. It has to be acknowledged that some MS are more experienced in contributing specialised capabilities **DELETED**

The following areas of expertise have been identified by MS, who responded to CPCC questionnaire, in which STs could potentially be offered in the future: environmental crimes, cyber security, hybrid threats, fire protection, evacuation support, electrical safety, medical/trauma/first aid, psychosocial support, rule of law chain (prosecution, judges, correction and probation), security sector reform, advising on gender, youth peace and security, community policing, crime investigations, criminal investigation, illegal migration, maritime security, maintaining and restoring public order, public order management training, organized crime, fight against irregular migration and trafficking in human beings, fight

against document fraud, border management (maritime, land and airport), fight against terrorism and violent radicalism.

Possibility of rapid deployment

DELETED



Remarks to the current provisions of the ST Concept

Overall, the MS support the provisions of the current ST Concept highlighting that the need for ST has to be well justified, recruitment process transparent, and the activities undertaken

by the ST reported in the mission regular reporting as well as dedicated post-deployment report.

Some MS consider the current ST Concept as well-negotiated compromise that should not be changed fundamentally. It would be useful, however, to analyse earlier attempts to deploy STs, including those that have failed, and to prepare a set of lessons learned. Furthermore, the Concept needs to be better and more frequently used in practice and Missions need to be reminded of this possibility.

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Some MS stressed also an importance to ensure that the STs are deployed to meet the specific needs identified in a mission and not merely because a Member State is willing to provide a team in certain domain.

In addition, to evaluate results and lessons learned in a systematic manner, a ST-reporting template would be useful. A template would better allow for cross-examination of completed and future STs, to combine lessons learned of respective assignments and the ST process and system itself.

Based on the experience from the deployment of the ST **DELETED**, the following suggestions were made **DELETED**:

- Inform MS at the earliest possible stage on planned requests for STs. A longer response time is needed to prepare tailor made curricula etc.
- The ST as an instrument could be more efficient and swift if there is an overview / division of the specific expertise between MS, so they could be better prepared for ST requests and act rapidly.
- Team leader should be dedicated function within a ST. Specific course for ST team leaders could be developed and provided at EU-level.
- Organisation of a joint training for ST would enhance team cooperation and interoperability, in particular for multinational teams.
- To create an overview of available expertise per country, and create insight into the extent to which they can be linked or combined.
- Maximize the effects of ST deployment by recurrent training and extended (combined) efforts in one focus area, rather than short deployments without follow-up.

Other practical suggestion made **DELETED** was that each Mission should appoint a coordinator between the Mission and the ST in order to provide support in essential information exchange, best practices or other relevant details to be included in the preparation procedures

such as planning, documents development, e.g. TOR, manual, activity plan or other relevant documents including presentation or training for local staff.

DELETED CPCC/EEAS should provide short (2-3 days) generic pre-deployment training or a Mission-specific training for the ST members before their deployment, possibly in online format.

5. Conclusions

During analysed period only **DELETED** were effectively deployed to the civilian CSDP Missions. However, it has to be remembered that it was a difficult COVID period during which even deployments of regular staff were very much limited. All deployments were conducted following the “ad hoc” approval procedure.

Positive feedback from the deployment to date proved that ST is a useful tool complementary to other temporary reinforcement options such as CRC, exchange of staff and Visiting Experts.

Its main added value is a coherent approach and methodology applied, hence deployment is advised when special expertise, skills or working methodology require deployment of organised teams rather than individual experts (or group of individual experts).

Missions, which have used STs are very positive about the results obtained and they are willing to use this tool more frequently. Others are analysing mandated tasks or already preparing concept notes for the concrete ST use. Some Missions refrain from utilising STs and expect MS to come with suggestions or proposals.

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Inclusiveness was one of the key principles when developing and agreeing ST Concept, hence the initial expression of interest phase in the CfC procedure. It has to be acknowledged, however, that this two-phase approach noticeably slows down the entire process. There is also an expectation that CPCC will match individual experts offers and form the teams, which is contradictory to the ST definition (organized and structured team) and its added value (coherent concept and methodology). Therefore, while respecting inclusiveness principle, more emphasis should be put on effectiveness of the ST tool.

Rapid deployment

The Strategic Compass confirmed Compact ambition to ensure that civilian Missions are able to deploy more rapidly, including readiness to deploy a Mission with 200 civilian experts within 30 days. It also highlighted the need to increase the effectiveness, flexibility and responsiveness of civilian Missions, through improving, among others, responsiveness tools, including Specialised Teams.

The multi-layered approach to the use of resources (Core Responsiveness Capacity (CRC) as a first and quickest layer; Civilian Response Teams (CRT), Visiting Experts (VE), Specialised Teams and multinational formations such as EGF - as a second layer, followed by

regular CfC as a third layer) is closely interlinked with the capability development as well as the modularity and scalability of the mandates. Without swiftly available and deployable resources/tools, activation of additional tasks, projects or modules within the scope and objectives of the Missions' mandates would not be possible.

STs play important role in this commitment but, currently, **DELETED** considered as rapidly deployable capability due to relatively long process of recruitment and deployment. **DELETED DELETED DELETED DELETED**. This requires also better coordination among all actors involved - MS, CPCC and the Missions.

CPCC suggestions to the possible revision of the ST Concept and relevant procedures

Responding to the CPCC questionnaire, both Missions and Member States proposed number of practical recommendations to be considered if/when revising ST Concept and procedures related to ST deployment.

In order to ensure that the STs better serve the purpose of effective short term support to the civilian CSDP Missions, CPCC proposes, in addition, to consider the following solutions:

- Simplify/shorten the process of ST recruitment and preparatory phase to allow swifter deployments.
- Revise the current definition of ST to ensure that it serves the purpose **DELETED**
- Consult and coordinate with UN Police Division with a view to align the ST Concept with UN Specialised Police Teams concept.
- Introduce early consultation with MS (force sensing, capabilities conferences), before even the Concept Note is drafted, to assess if there is any interest in contributing specific ST.
- Consider regular ST/VE dedicated slots in CivCom (i.e. every 3 months), to allow the communication and presentation of identified operational needs collected from all Missions by CPCC.
- Establish ST/VE deployment coordinator at CPCC and Mission's levels to facilitate direct contacts and early consultations with MS.
- Consider limiting the number of MS providing experts to multinational STs **DELETED**
- Add the provisions of stand-by STs arrangements based on the catalogue of capabilities and pre-designed teams.
- Review administrative, logistical and financial aspects of ST deployment so they are clear to both MS and the Missions.

6. Way forward

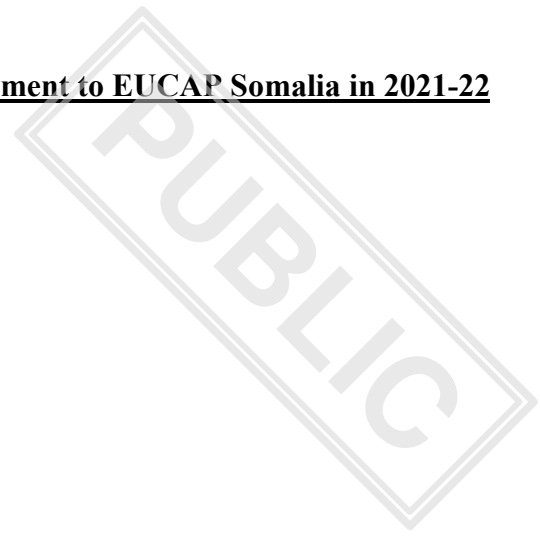
Considering the above, CPCC proposes to revise current ST Concept and relevant procedures so they better serve the purpose of the quick and effective ST use.

If agreed, revised draft of ST Concept would be submitted to CivCom for discussion and agreement.

ANNEX I

Lessons identified from the **DELETED** ST deployment to EUCAP Somalia in 2021-22

DELETED.



DELETED



ANNEX II

**CONCEPT OF THE USE OF "SPECIALISED TEAMS"
IN CIVILIAN CSDP MISSIONS**

References:

- Strengthening Civilian CSDP – Concept Paper (doc. 8084/18, 18 Apr 2018)
Council conclusions on strengthening civilian CSDP (doc. 9288/18, 23 May 2018)
Civilian Capabilities Development Plan (doc. 11807/18, 4 Sep 2018)
Civilian CSDP Compact, agreed by FAC on 19 Nov 2018 and by European Council on
13-14 December 2018 (doc 14305/18)

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BACKGROUND

1. Civilian CSDP should be able to adapt to new challenges within the scope of their mandates. In order to enhance the reactivity and to facilitate any adaptations to new operational requirements, in 2018 the Council endorsed and adopted the Concept Paper, as a basis for strengthening civilian CSDP and further work in this regard, and the Civilian Capabilities Development Plan. Subsequently the European Council adopted the civilian CSDP Compact on 13/14 December 2018. These documents emphasize a renewed approach to civilian CSDP through fast, flexible, and properly resourced civilian CSDP missions, to effectively address threats and challenges along the internal and external security nexus. In order to implement this new approach, adequate and swiftly deployable resources must be available for the whole Mission cycle, including planning, conduct and transition/closure.
2. In the civilian CSDP Compact, Member States committed, among others, "*to make available on a voluntary and inclusive basis, specialised teams that are limited in scope, time and size and that correspond to the needs of civilian CSDP and are able to respond, where agreed, at short notice to developments on the ground*". Specialised teams represent an additional tool in the framework of the already existing set of temporary Mission reinforcement options, such as the CRT, CRC and Visiting Experts. This is in line with the envisaged multi-layered approach to enhance the responsiveness of civilian CSDP.

AIM

3. The aim of the present concept is to define the use of Specialised Teams in the civilian CSDP missions, including their initiation, composition, selection process, command and control, status and administrative aspects.

SCOPE

4. This concept applies to civilian CSDP missions and is applicable to the Specialised Teams that are deployed alongside the regular Mission members.
5. The concept may be reviewed any time in light of lessons identified.

DEFINITION AND PRINCIPLES

6. A Specialised Team (ST) is an organised group of experts specialized in specific thematic area(s), limited in scope and size, that can be temporarily deployed to a civilian CSDP Mission, on a secondment basis, to support the delivery of specific mandated task(s).
7. STs contribute to civilian CSDP Mission's mandate execution on a temporary basis, when special expertise, skills or working methodology require deployment of organised teams rather than individual experts such as CRTs or VEs.
8. STs can include funding for projects, in addition to those already available in a Mission's project cell.
9. The use of STs must follow a clearly defined and inclusive decision making process involving the Mission and its chain of command, notably the Civilian Operations Commander and all Member States.

USE OF SPECIALISED TEAMS

1. General provisions

10. STs will generally be foreseen in the operational planning phase, to which MS contribute. STs may also be considered during the conduct phase to address ad hoc operational needs.
11. The use of STs will be based on a need determined by the HoM and endorsed by the CivOpsCdr. MS suggestions on the potential use of STs could be made during the operational planning process or through usual contacts with HoMs.
12. The use of STs will be as specified below.

2. Initiation

13. A proposal for a ST is described in a short "concept note" which includes the following provisions: (i) basic rationale for the ST, including relevance to the Mission mandate execution and added value towards other instruments, such as CRTs, CRCs, VEs; (ii) its objectives and tasks, including expected results and time frames; (iii) its indicative size and functional composition; (iv) and, if applicable, relevant financial aspects. A template for the "concept note" is at Annex II.

3. Approval Process

14. In the event of an ad-hoc need, Civilian Operations Commander submits the concept note to CivCom for discussion.
15. If the use of STs is already identified in the operational planning phase, the concept note (which follows the same structure as above) will be included in an Annex to the OPLAN and endorsed through the regular OPLAN approval process.

4. Activation: Call for Contribution and Composition

16. The concrete activation of a ST based on an agreed concept note is done through a Call for Contribution that shall include the following:
- A description of tasks to be performed by the ST, including expected results and time frames;
 - The indicative composition;
 - The expertise and qualifications required;
 - A list of any equipment required, including donations to the host country;
 - Information on expected preparatory activities;
 - Information on any cost covered by the sending authorities in addition to those listed under para 32 ("in-kind" contribution), including, if applicable, information on project type contribution;
 - Deadline for submission of the "expression of interest" and of the "offers" (see details below).

17. With due respect to the EU institutional framework, STs can be provided either by a single Member State, a group of Member States (including European Gendarmerie Force (EGF)), an EU Agency, and, if so agreed, participating Third States. The Call for Contribution will be circulated accordingly to ensure the necessary inclusiveness.
18. As offers must be of complete teams, prior their submission, interested Member States/entities will send to the CPCC an initial expression of interest indicating available capabilities. The CPCC will assemble these in a table in view of facilitating the information exchange and team compositions by Member States/entities when formulating their offers. CPCC should continue to develop Goalkeeper registrar by creating a discussions forum which will allow MS to liaise among themselves in order to facilitate the formation of joint ST offers.

a) Selection of Offers

19. Offers for STs have to include details on how to deliver on the tasks and achieve objectives, including duration and timelines, as well as the proposed composition of the team, including respective expertise and background and a nominated team leader, which will be the main focal point for CPCC. A template for a ST "offer" is at Annex III.
20. The selection will be carried out by CPCC in consultation with the civilian CSDP Mission concerned.
21. Any time during the selection process, offering authorities may be requested to provide additional information. While CPCC may reach out to the designated ST leader, there will normally be no individual interviews with ST members.
22. In order to effectively address the needs, the selection procedure should ensure a quality and rapid process, as well as an inclusive, fair, transparent, non-discriminatory and accountable recruitment for all ST offers, in line with the overall Calls for Contributions selection principles and procedures.
23. The selection panel, established according to the selection procedure for CSDP Missions, will conduct interviews with the team leader(s) of STs offered and will assess the overall proposal(s). The Team Leader will also be invited to present the composition of its team and the professional portfolios.

24. The results of the selection process, including, if applicable, justifications for non-selection, will be communicated to those offering.

b) Pre-deployment Training

25. Members of selected STs shall undergo a pre-deployment training, which is the full responsibility of the sending authorities.
26. Depending on the risk assessment, ST members are required to undertake the necessary security training prior to deployment.

c) Duration

27. The duration of actual deployment in theatre depends on the nature and complexity of the tasks assigned to the STs but may not exceed 6 months.
28. STs may be deployed in theatre either in one single time or in multiple times, depending on operational needs and cost effectiveness, but the overall deployment period should not exceed above-mentioned 6 months.

d) Chain of Command:

29. The ST will report to the Mission Head of Operations through its team leader, who will assign a replacement in times of absence.
30. The HoM bears the duty of care of all members of the ST during their stay in theatre.

e) Code of Conduct

31. The Code of Conduct and Discipline for EU civilian CSDP Missions and the Upgraded Generic Standards of Behavior for CSDP Missions and Operations as respectively endorsed by the Foreign Affairs Council on 18 July 2016 (doc. 11961/16) and on 22 January 2018 (doc. 6877/18) apply to ST members, who should familiarize themselves with these documents.

5. Costs and Administrative Provisions

32. **DELETED**

33. **DELETED**

34. **DELETED**

35. **DELETED**



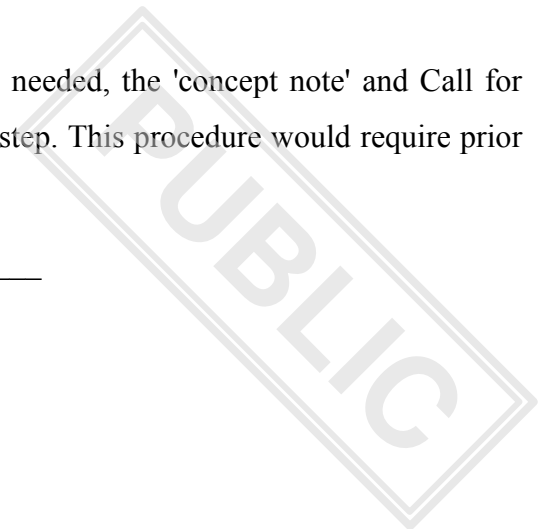
6. Reporting

36. The recourse to and activities of ST shall be properly reflected in Mission reports as well as in the civilian CSDP Mission Personnel Figures issued by CPCC on a bi-monthly basis.

37. After the end of the deployment, the Mission will produce a Special Report on the use of the ST including lessons learned and recommendations in order to enhance the use of this tool for civilian CSDP Missions.

7. **Fast track**

38. In the event that a rapid activation of a ST is needed, the 'concept note' and Call for Contribution could be combined in one single step. This procedure would require prior agreement in CivCom and/or PSC.



ANNEX I - Detailed Administrative Provisions for Specialised Teams

1. Engagement

To be engaged in the context of a civilian CSDP mission, ST members shall:

- Possess expertise and experience required to contribute to the mission's activities as specified in the respective Call for Contribution;
- Be physically and mentally fit to travel and spend time in-country;
- Have completed HEAT (Hostile Environment Awareness Training), if required for a particular Mission;
- Be resilient and flexible to contribute to the delivery of Mission's operations in-country as required;
- Possess the language skills compatible with the Mission's operational requirements;
- Complete an induction briefing prior to and in preparation for their deployment.

1.1 Provision of Relevant Information

Once the ST is selected, the Mission will establish direct contact with the ST Leader and provide through him/her the team with information relevant to their planned deployment. Sending authorities will be kept informed of this.

1.2 Contact with the Mission Security Officer

Prior to deployment (no later than D-72 hours) the ST leader members shall be contacted by a Mission Security Officer who shall give instructions regarding the ST travel to the Mission area.

1.3 Performance of the Planned Activities

STs shall carry out their duties under the overall guidance and in accordance with the specific requirements set by the Head of Mission. STs report to the Head of Operations and work closely with other mission personnel where applicable. In the discharge of their duties, they shall act in the sole interest of the Mission (according to the "Legal Status/Regime" as defined in 3. Administrative, travel and financial aspects). Upon request from sending authority or the ST leader, or based on the assessment of the Mission and/or CPCC as relevant, a Performance Evaluation Assessment can be issued by the Mission.

1.4 Debriefing

Upon completion of service within the Mission and prior to their departure, the ST leader is responsible to develop a report which includes achievements of the ST as well as the identification of lessons. The Mission will include information on progress of the ST in its regular and/or special reports.

2. Security

2.1 Prior to Deployment

Training

ST members will be contacted directly by the civilian CSDP Mission in preparation of their deployment. Depending on the Mission's area Risk Assessment, ST members are required to undertake necessary security training. If applicable, ST members have to undergo a HEAT (Hostile Environment Awareness Training). This will be addressed in the relevant planning documents and in the Call for Contribution.

Certificate/Booklet of Vaccination

ST members must be in possession of a valid certificate/booklet of vaccination showing all vaccinations and immunisations received prior to deployment, to be checked by the Mission. They also must be vaccinated according to the required immunisations for the mission area. Yellow fever vaccination might be compulsory to be admitted in some countries. The Call for Contribution will specify these requirements.

Medical Certificate

ST members should undergo an extensive medical examination and be certified medically fit for the civilian CSDP mission duty by a competent authority from the contributing State(s). A copy of this certification must be provided to the civilian CSDP Mission prior to deployment or accompany deployed personnel.

2.2 Mission Area Security

Briefing

Immediately upon arrival at the Mission area, the ST shall receive an up-to-date and location-specific security briefing. The security briefing shall be given by a Mission Security Officer. The security briefing shall explain the current situation in the Mission area, threats assessment for the future, and all the relevant security procedures including Standard Operating Procedures, Emergency Evacuation and Relocation Plans and other relevant Contingency Plans.

Equipment

All ST members are to be equipped with personal protection equipment to be provided by the sending authority as specified in the Call for Contribution in line with relevant provisions in the Mission's OPLAN.

Where applicable, Mission provide STs with satellite phones, personal mobile radio, GPS and a personal medical kit. The distribution of this equipment to ST members is decided by the Senior Mission Security Officer or his/her appointed alternate.

Duty of Care

While in the Mission area, ST members are under the duty-of-care of the civilian CSDP Mission and are fully incorporated into the Emergency Evacuation and Relocation Plans and other Contingency Plans. They shall receive the same protection as all other international Mission members.

ST members are obliged to follow the Standard Operating Procedures of the civilian CSDP Mission. They must follow the decisions which are made by their assigned Line Manager must comply with the instructions received by the members of the Private Security Company with whom the mission has a contract (when applicable). A failure to follow these decisions may be considered as a breach of the Mission's Security Policy and/or Code of Conduct and Discipline and result in disciplinary procedures.

3. Administrative, Travel and Financial Aspects

3.1 Legal Status/Regime

The sending authority shall transfer Operational Control (OPCON) of ST members to the CivOpsCdr. The Head of Mission shall exercise OPCON over the ST members as assigned by the CivOpsCdr together with administrative and logistical responsibility, including assets, resources and information put at the disposal of the civilian CSDP Mission.

ST members shall be covered by the Code of Conduct and Discipline of the Mission and shall have the same status as international seconded Mission Members. Accordingly, ST members may follow the Mission's public holidays during their deployment in the Mission area, but they are not to be included in the Mission's leave system. Respectively, the sending authority is responsible for arranging for them the leave entitlements or possible home travels based on their national system and consequently cover any related costs.

With regard to the status of ST members vis-à-vis the host country's authorities, ST members shall enjoy the same privileges and immunities as all international Mission Members. Following developments on the conclusion of a Status of Mission Agreement with the host country, the CSDP mission shall put in place the necessary formal arrangements.

3.2 Passport and Visa

Passport

ST members must obtain a passport from their respective national authorities. If possible, a Service Passport or Diplomatic Passport should be issued.

Visas

Sending authorities and ST members must ensure that visas are obtained for entry into the Mission area prior to departure from their home country. It is also essential to obtain any transit visas, which may be required for passage through countries en route to the mission area. Where appropriate and possible, the civilian CSDP Mission as well as the EUDEL will provide necessary support.

3.3 Logistics and Travel Arrangements

Depending on agreement, either the civilian CSDP Mission or sending authority will be in charge of all necessary logistics of the ST members once on duty and until their return. This applies to flight ticket reservations for the deployment to and from the mission area as well as for any duty travel undertaken by them.

ANNEX II - Template ST 'concept note'

Concept note for possible use of Specialised Team in

Rationale for the ST, including relevance to the Mission mandate execution:

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Added value towards other instruments, such as CRTs, CRCs, VEs:

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Objectives and tasks to be performed, including expected results and time frames:

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Indicative size and functional composition of the ST:

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Relevant financial aspects:

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ANNEX III - Template ST 'offer'

Offer of the Specialised Team for

Detailed concept/plan on how to deliver on the tasks and achieve objectives:

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Duration and timelines:

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Proposed ST composition:

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Respective expertise and background of ST members (*CVs to be enclosed*):

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Nominated team leader:

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Miscellaneous (including “in kind” and project type contribution):

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ANNEX IV - Schematic picture of ST decision making process

