



Brussels, 26 March 2025
(OR. en)

7472/25

LIMITE

**CIVCOM 76
COPS 145
RELEX 388
CORLX 337
CFSP/PESC 492
CSDP/PSDC 201**

COVER NOTE

From: European External Action Service (EEAS)
To: Delegations
Subject: Increasing the presence of secondment experts in civilian CSDP to strengthen the ownership of EU Members States over missions

Delegations will find attached document EEAS(2025) 305.

Encl.: EEAS(2025) 305

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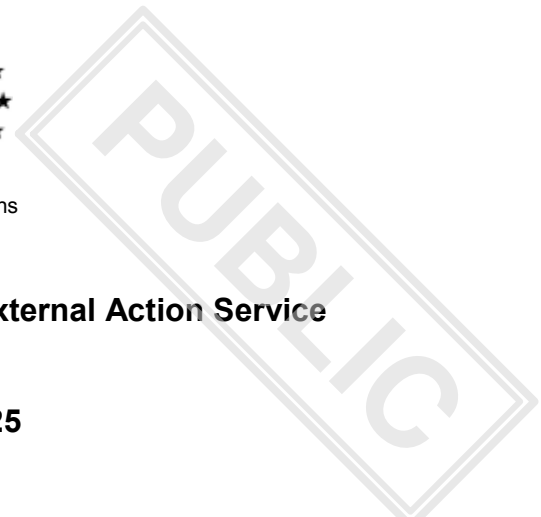
EUROPEAN EXTERNAL ACTION SERVICE



CSDP Civilian Missions

Policy Paper of the European External Action Service

of 31/03/2025



EEAS Reference	EEAS(2025) 305
Distribution marking	<i>Limited</i>
To	PSC/ CivCom
Title / Subject	Increasing the presence of secondment experts in civilian CSDP to strengthen the ownership of EU Member States over missions
Reference of previous documents	EEAS(2025) 202



Policy Paper

Increasing the presence of secondment experts in civilian CSDP to strengthen the ownership of EU Member States over missions

Introduction

The primary purpose of this paper is to formulate a policy to further increase the presence of seconded experts in civilian Common Security and Defense Policy (CSDP) missions (hereafter: “missions”) in a sustainable manner, thereby strengthening the ownership of Member States on the ground, while limiting the recourse to and reliance on contractual staff.

The European External Action Service (EEAS) Civilian Operations Headquarters (CivOpsHQ) follows up on the tasking of EU Member States stated in the Civilian CSDP Compacts of 2018 and 2023, respectively on the commitments and deliverables related to human resources, within the overall objective to strengthen the civilian crisis management missions and render them more effective in the long-run. To achieve this purpose, several options have been presented to CivCom on 12 March 2025 with a clear recommendation for the policy presented in this paper.

Two measures will be introduced: a) the limitation of maximum duration of subsequent contracts for international contracted personnel; and b) the transformation of posts from seconded/contracted into seconded only regime in a systematic and automatic way.

In addition to the primary purpose, the policy has the following objectives:

- To improve the conditions for the EU Member States to staff missions with seconded personnel and gradually achieve the target human resources contributions set in the Civilian CSDP Compact (2023) by 2027, thus increasing visibility and political ownership of civilian CSDP;
- To provide the enabling context for EU Member States to develop a full range of capabilities for missions, including operational but also generic, security and mission-support (non-operational) tasks;
- To contribute to an enhanced modularity and scalability of the missions by supporting EU Member States to upscale their contributions of short-term nature (e.g. specialised teams, including those of a preconfigured nature, visiting experts, multinational formations, etc.), including targeted support;
- To contribute to the civilian level of readiness and foster access to renewed knowledge and expertise available to missions from EU Member States national systems;
- To promote a safe and inclusive working environment and improve the duty of care vis-à-vis mission members, including those in high- and critical-risk/threat missions;

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- To prevent corruption and potential insider relationships, including in relation to local staff in missions.

Finally, as a positive side-effect, depending on the scope of human resources contributions' of the EU Member States, a new policy has the potential to generate approximately EUR 1-3 million savings for the CFSP budget per year.

The policy is based on the applicable human resources principles as agreed by the EU Member States in the Council Decisions establishing missions, and more specifically in the Council documents on Guidelines for Improving Force Generation¹, Mission Model Structure² and standard Human Resources OPLAN Annex³, as well as the revised EEAS CPCC selection policy⁴.

This policy paper includes an explanation of the reasons behind the proposed changes, provides an overview of the current secondment arrangements and the framework of the international contracted staff. It also identifies challenges with the current setup, outlines two key measures to address these challenges and provides recommended steps and timeline for implementation. Additionally, the policy includes a detailed analysis of the potential impacts including legal, operational, and financial considerations.

I. Rationale

1. Overview

Member States are in charge of “providing the necessary capabilities” to missions. While international and local staff may also be recruited on a contractual basis if the functions required cannot be provided by personnel seconded by Member States, Council Decisions establishing missions stipulate that the missions will consist primarily of staff seconded by Member States or Union institutions (or the EEAS). Council Conclusions on Common Security and Defence Policy reiterate on several occasions that Member States need to provide the means and personnel to all civilian and military CSDP missions and operations, to ensure the effective execution of their mandates and the credibility of EU action, and call for further exploring the development of incentives to improve capacity generation.

The credibility and effectiveness of civilian CSDP as a political instrument of the EU Member States depend largely on Member States' seconded human capabilities. First, they provide a uniform-to-uniform approach, thus enabling and enhancing the implementation of the missions' mandates. Second, they demonstrate EU Member States' commitment and thereby increase engagement of the EU in a specific country. Third, staff seconded by Member States bring recent and updated knowledge and expertise from their domestic organisations. Fourth, seconded staff has a significantly lower impact on the Common Foreign and Security Policy (CFSP) budget than the contracted staff. Secondments boost the collaboration between national experts and their counterparts in the partner

¹ 'Guidelines for improving Force Generation for civilian CSDP Missions' (Council doc. 7221/11).

² 'Guidelines to design civilian CSDP mission-specific organisational structures' (Mission Model Structure (Council doc. 7106/21)).

³ 'OPLAN standard template for CSDP civilian missions-Human Resources Annex' (Council doc. 10897/13)

⁴ CivOpsCdr Instruction 5-2022 on revised Selection Procedures for international personnel of civilian CSDP missions.

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countries, institutional cooperation between Member States and partner countries and strengthen national competences in Member States⁵. By seconding their personnel, the EU can rely on experienced professionals, thus increasing the added value and support by Member States of the civilian missions.

2. Background

Since 2003, the EU has deployed 25 missions to support EU neighbouring and partner countries on three continents in addressing emerging and critical security challenges. At the end of 2024, the EU is deploying twelve missions, and one civilian-military security and defence initiative. They perform a wide range of activities in fragile environments, such as promoting stability and building resilience through strengthening law enforcement, police, public prosecution, border management, customs and judiciary.

The year 2023 marked the 20th anniversary of the launch of the EU's first civilian crisis management mission. It was also the year of adoption of the new Civilian CSDP Compact. The 2023 Civilian CSDP Compact builds on the achievements and results of the first Civilian CSDP Compact of 2018, which was at the time a unique initiative of Member States to strengthen the civilian dimension of CSDP, containing 22 commitments to make civilian CSDP "more capable, effective and joined up"⁶.

The new Compact sets goals and targets that reflect Member States' commitment to develop and provide the capabilities required to undertake the full range of missions, matching the EU's ambition to play a significant role as a global security provider⁷. It extends the previous Compact's 70% target to all positions, incentivising missions and EU Member States to contribute in all areas, including those that are not operational. It aims for 100% seconded personnel in all management, operational and key functional positions by early summer 2027 at the latest⁸. The EU strives for improved gender balance in CSDP operations, according to EU policy and UNSCR 1325 on Women, Peace and Security (WPS), and as such this is also reflected in the Compact commitments⁹.

3. Evolution of civilian CSDP human resources

The most important asset of civilian CSDP is its personnel. Over the last 20 years, thousands of international and local staff have worked on the ground to stabilise and support fragile countries, counting almost 2,000 people at the end of 2024.

⁵ 'Sweden's input regarding the new Civilian CSDP Compact', 15 Nov. 2022.

⁶ Council of the EU, Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact, 14305/18, 19 Nov. 2018.

⁷ Council of the European Union, Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact, 9588/23, 22 May 2023.

⁸ Commitment 13: "Increase jointly the number of seconded experts across all missions and all levels, aiming to raise their total share to at least 70 percent of international staff, while aiming for 100 percent seconded personnel in all management, operational and key functional positions."

⁹ Commitment 16(b): "Significantly increasing women's participation in civilian CSDP among international staff, with the aim to collectively reach at least 40 percent representation while striving for gender parity." Deliverable 16(b): "In 2025, Member States will increase the number of female candidates to civilian CSDP, with the aim of collectively increasing women's participation to at least 40 percent among international staff while striving for gender parity at all levels and, in particular, in senior leadership positions by the end of this Compact."

International staff include two categories: seconded and contracted. Both staff categories make a key contribution to the implementation of mandates. Capacity generation of seconded experts by the EU Member States is an essential factor in increasing the EU ownership and legitimacy of missions. However, increasing seconded staff in the numbers required has remained a challenge, and employing international contracted staff that are usually highly qualified and bring necessary expertise to fill important gaps has been in many cases a solution to an insufficient number of seconded staff. During the last years of the implementation of the first Compact, the number of contracted mission members in civilian CSDP missions grew substantially. In total figures, it increased by 30%, from 370 in 2018 to 481 at the end of 2023 (figures exclude the KSC/SPO in The Hague). On 31 December 2024, 435 of 1,276 international mission members were contracted staff, many occupying management or functional positions.¹⁰

The revised selection and recruitment policy (2022) enshrined the strict priority for seconded candidates as the main selection criteria, reinforcing the implementation of the Council Decision, which establishes that contractual staff may only be recruited on exceptional basis. However, the prioritisation of seconded staff can only be applied to new vacancies. A net increase in secondments requires not only a change in the recruitment policy, but also complementary measures to increase the number of new vacancies, including those currently occupied by contracted personnel.

As mentioned above, the Compact 2023 sets the ambitious goal to increase the participation of seconded experts across all missions and all levels to at least 70%, aiming for 100% seconded personnel in all management, operational and key functional positions. Therefore, strengthening all actors' commitment to secondments – Member States, EEAS and missions themselves – and reducing reliance on contracted staff is one of the main ways to achieve this strategic human resources objective for the missions. In the meantime, comprehensive efforts are still needed to increase secondments, in particular in the mission support category. Opportunities for international contracted staff to make an important contribution to civilian CSDP missions will most likely remain in the foreseen future.

4. Legal framework of the deployment

The Council Decisions state that missions will consist primarily of staff seconded by Member States, Union institutions or the EEAS. International contracted staff may also be recruited by the mission if the functions required cannot be provided by personnel seconded by Member States.

While there is no limit for the duration of secondments, the generally accepted principle and practice governed by EU MS regulatory frameworks is that secondments last between one and four years in high-risk/threat missions and between one and five years in low and medium risk/threat missions, and are renewed yearly. This system reflects the temporary nature of the missions and ensures the mobility of the seconded staff, contributing at the same time to a safe, diverse and healthy working environment.

The international contracted mission members' contracts are concluded based on the Council Decisions, which state that the conditions of employment and the rights and obligations of international and local staff will be laid down in the contracts to be concluded between the mission and the staff members concerned.

¹⁰ Civilian CSDP Missions Annual Human Resources Report 2024 (Draft version, not yet published). To note that the decrease of international contracted staff vis-à-vis 2023 is only related to the closure of EUCAP Niger..

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The duration of the contract is fixed and, unless stated otherwise, since 2022 for budgetary reasons follows the duration of the mandate of the mission. Although there is no right to a new contract, if a mission member had a good work performance, it is likely that he or she will be offered a new contract. However, neither the OPLAN Human Resources Annex¹¹, which provides the principle of the employment conditions, nor the contracts themselves specify the maximum duration of subsequent contracts in one mission. In consequence, international contracted staff stay employed in missions for many years, some of them exceeding 8-10 years.

5. Challenges of the current set-up of missions

5.1 Length of deployment of contracted staff

Whilst contracted personnel are an important source of expertise, the high number of contracted staff and the length of their deployment bring various challenges to missions. Due to operational necessities and low numbers of seconded candidates in certain areas, the number of the contracted staff and the overall duration of their subsequent contracts continued to grow in recent years. As a result, a substantial number of key positions in missions are being held by contracted staff for many years, which poses an obstacle to the commitment to reach 100% seconded personnel in all management, operational and key functional positions.

Moreover, the fact that certain international contracted staff members currently may occupy the same position for an unlimited number of subsequent contracts, causes that seconded candidates cannot apply and develop such expertise. This renders seconded candidates less competitive compared to contracted ones and, as a long-term consequence, de-incentivises Member States to invest in developing the necessary human capabilities in cross-cutting and non-operational areas.

5.2 Temporary nature of missions

The extended duration of subsequent contracts of contracted staff is opposed to the temporary nature of missions, which are planned as short-to medium-term responses to immediate crisis, security challenges, and help to local authorities to restore rule of law and good governance. In principle, once the foreseen impact and sustainability is achieved, and the capacity of local authorities is strengthened, missions should withdraw. Their mandates have limited timeframes, set by the Council, their objectives are regularly monitored by PSC and CivCom to ensure that missions are achieving them, and all foresee exit strategies.

The structure of the missions must remain flexible and fit for purpose in ever-changing crisis environments, because the mandates are limited in time. This necessary flexibility and adaptability stands in contrast to the long-lasting presence of contracted staff.

5.3 Duty of care considerations

In many Member States the deployment of seconded staff to high risk/threat environments requires mandatory breaks, which allows personnel to rest, recuperate, care for their own physical and mental well-being, and return to the mission environment in better shape. The lack of these measures and the extended deployment of contracted personnel poses challenges to the working environment,

¹¹ 'OPLAN standard template for CSDP civilian missions-Human Resources Annex' (Council doc. 10897/13).

particularly in high- or critical-risk/threat missions, with difficult living conditions and security concerns, where levels of stress and pressure are elevated.

5.4 Avoiding conflict of interest

Missions represent EU values and are expected to align themselves with the EU standards of good behaviour and conduct. A long-term stay in a third country encompasses the danger of becoming too closely intertwined with the local culture or interests, which can compromise the mission member's ability to represent the EU values and interests.

When their stay in the host countries becomes too long, mission members may become too invested in the local political, economic or social settings, which could have an effect on their objectivity. Through the nature of the job they perform, numerous mission members are required to develop working relations with the local counterparts. When these relations are sustained over a long period of time, it could result in an unconscious bias or even conflicts of interest. Depending on the local culture, building strong local relationships is important to ensure smooth running of certain activities or functions. However, with too many years of deployment, it can jeopardise mission members' ability to make objective and independent decisions.

This is a known risk/threat in any entities, which deploy staff abroad, namely diplomatic missions and international organisations. Diplomatic assignments are typically limited to three or four year terms, notably for this reason.

5.5 Impact on CFSP budget

Last but not least, the high number of contracted personnel leads to an increased spending of the CFSP budget. Personnel costs are the largest expenditure in missions. Contracted personnel's salaries and other allowances and contributions (such as per diems, leaves, insurance, etc.) are entirely financed by the CFSP budget.

Filling-in a post with a seconded staff member represents a saving of indicatively EUR 49,000 to 62,000 per mission member per year. If only the 10% of the positions filled in with contracted staff were occupied by seconded staff, at least EUR 2.2 million could be saved in the CFSP budget per year.

6. Missions fit for the future

6.1 Rendering missions modular and scalable

The Civilian CSDP Compact emphasises the need to strengthen missions' ability to adapt quickly to evolving challenges¹². The modularity and scalability of missions requires human resources of non-permanent nature, which is best achieved by secondment from the Member States.

In addition, EU Member States have committed to develop the full range of capabilities for civilian CSDP and making these capabilities available to missions. In order to be effective, missions must

¹² Commitment 3. "Further apply a modular and scalable approach to strengthen the missions' ability to adapt quickly to evolving challenges while ensuring effective mandate delivery, using EU tools and tailored sequential or plug-in deployments [...]".

have the required capabilities at their disposal. The Civilian Capability Development Process (CCDP) aims to close gaps and ensure future availability of the needed resources. In order to do so, it is vital to widen the pool of seconded candidates who are able to develop expertise on missions. Besides capabilities for operational tasks – in the traditional and new priority areas, as well as in cross-cutting areas such as gender and human rights – this explicitly covers generic and mission support capabilities for the missions, the so-called non-operational tasks. Currently, most of these non-operational positions are filled in by contracted staff.

6.2 Ensuring the civilian level of readiness and the creation of a crisis-ready pool of experienced civilian experts to be deployed at short notice

The Civilian CSDP Compact asks to define a civilian level of readiness with the aim of being able to deploy 200 experts within 30 days, and to this purpose revise the rapid response mechanisms and draw on modular and scalable elements¹³.

Allowing for opportunities for a wider and more diverse pool of seconded experts to develop expertise on those topics, including an increased number of female candidates, will be key to ensure that the civilian level of readiness objective is achieved, and this policy would support that aim. The Member States' commitment and capabilities to quickly identify and deploy relevant expertise are therefore vital to meet this commitment.

II. Policy to be introduced to address these challenges

1. Introducing the limitation of the duration of the contracts

Commitment 16(d) of the Civilian CSDP Compact establishes that *“in 2024, the EEAS and relevant Commission services will review the employment status of international contracted staff in civilian CSDP missions and explore limits to the overall duration of deployment for international contracted and local staff, based on an options paper to be presented to Member States”*.

This policy maintains the possibility of international contracted staff to be recruited in missions in cases where no seconded staff is available. The employment of contracted staff is subject to time-limitations because of the temporary nature of the mandates of the missions and the type of missions, in which the contracted staff is to be employed. Yet, the possibility of having a sequence of contracts in different missions cannot jeopardise the primary objective of filling in the positions with seconded staff.

An important objective of this policy is to comply with the responsibilities in the area of duty of care. This also entails limiting the time staff spends in high or critical risk/threat environments and imposing cooling off periods. Staff members who already spent the maximum time, thus reaching the limit in missions in high or critical risk/threat environments, should either apply to missions in low or medium risk/threat environments or take a cooling off period as described in this policy.

¹³ Commitment 4. *“Revise rapid response mechanisms and define a civilian level of readiness with the aim of being able to deploy 200 experts within 30 days, including to complex environments”*. Deliverable 4 *“In 2027, the EU will be able to deploy 200 experts within 30 days. In 2025, also drawing on modular and scalable elements, the EEAS will revise rapid response mechanisms and consider conducting exercises with a view to increase responsiveness and define a civilian level of readiness. This includes the ability to deploy at short notice to complex environments with due attention to security and duty of care”*.

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In order to achieve the objectives of this policy, the following measures will be implemented as of the day of the entry into force of the rules established in this policy:

(a) Maximum cumulative period of subsequent contracts in one civilian CSDP mission

- (i) Contracts of international contracted staff in missions will be limited to a maximum cumulative period of six years with one mission, bearing in mind that the duration of any contract cannot exceed the duration of the mandate of the mission and that there is no legitimate expectation or a right for a new contract. This rule will apply to all types of missions (low, medium, high and critical risk/threat missions).
- (ii) After this maximum contractual relationship with one mission, international contracted staff may apply for a post in another mission, subject to section (b) below.

(b) Maximum cumulative period of subsequent contracts in high or critical risk/threat missions

The maximum cumulative period of subsequent contracts of an international contracted staff member in high or critical risk/threat missions will be limited to six continuous¹⁴ years.¹⁵ Gaps in between employment contracts of less than one year are considered consecutive contracts for the purpose of this paragraph.¹⁶

(c) “Cooling off period”

After reaching this maximum cumulative period of subsequent contracts in high or critical risk/threat missions, the concerned international contracted staff member may apply for a post in a low or medium risk/threat mission. However, he/she will not be eligible for positions in any other high or critical risk/threat civilian CSDP missions for one year (hereinafter referred to as “cooling off period”).

(d) Specific cut-off dates

For the purpose of counting the maximum cumulative period referred in point (b), the dates from which this period should be counted are, for EUAM Ukraine the 9 March 2022, and for EUPOL COPPS the 20 December 2023. These are the dates from when the above-mentioned missions were reclassified respectively from low to medium risk/threat and from high to critical risk/threat environments.

¹⁴ For the purpose of this policy, a reference to “continuous years” or “continuously employed” is understood as a reference to any period of employment, which was not interrupted for at least one year.

¹⁵ This means, for example, that if an international contracted staff has spent three years in high-risk/threat mission A, he or she may only be employed for another maximum period of three years in a high or critical risk/threat mission B.

¹⁶ This means that if a contracted mission member has had two employment contracts in mission A with a gap in between contracts of less than one year, the duration of both contracts is taken into account for the purpose of calculating the maximum cumulative period of duration of contracts.

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(e) Transition period

(i) In order for contracted staff to adjust to the new policy, a transition period of two years to be counted from the day of implementation of this policy, will apply to contracted staff with subsequent contracts in their current or in high or critical risk/threat mission(s) for more than six years at the end of the transition period.

(ii) For the contracted staff concerned by point (i) above, ongoing contracts will be honoured and may be offered a new contract¹⁷ until the end of the transition period, subject to their performance.

2. Transformation of the posts previously classified in the “seconded/contracted regime” to seconded regime

The transformation of posts is currently regulated in the Guidelines for improving Force Generation for civilian CSDP missions¹⁸ and the selection procedures¹⁹. The aim of this new policy is to reinforce the implementation of existing rules and further develop them, hence contributing to the attainment of the civilian CSDP Compact commitments on human resources management.²⁰

The objectives of the transfer of posts to the seconded-only regime are to:

- maximise the availability of missions’ posts in seconded only regime;
- ensure every effort is taken in view of filling in the vacancies with seconded personnel;
- improve the communication on and planning of the Calls for Contributions;
- actively support and assist EU Member States in all aspects related to capacity generation and selection of seconded candidates;
- increase the shared responsibility and cooperation between missions and CPCC in reaching civilian CSDP Compact objectives and targets related to human resources;
- generate budgetary savings by increasing the participation of seconded experts.

The reinforced rules will comprise a thorough identification of the upcoming vacancies, ahead of each Call for Contributions, and the automatic transfer to the ‘seconded-only’ regime of vacant posts, which were originally under the ‘seconded/contracted’ regime (including in the Budgetary Impact Statement). In order to guide the regime attribution, the posts will be divided into two main categories, in line with the ‘Guidelines to design civilian CSDP mission-specific organisational structures’ (Mission Model Structure) and the civilian CSDP Compact: a) Management, operational and horizontal advisory (key) positions; b) Mission Support and Security and Duty of care positions.

The principle of transferring vacant posts automatically into the ‘seconded-only’ regime will be enshrined in the renewed policy. At the same time, the applicability of the procedure of transformation of the posts into ‘seconded/contracted’ regime after two unsuccessful Calls for Contributions will be clarified and developed. Exceptions to the transfer to seconded-only will be applied in particular for the domains of Security and Duty of Care and Communication and Information Systems, i.e. key functions to ensure the physical and communication security of the missions. Detailed implementation modalities of the posts classification and transformation will be laid down in a

¹⁷ Applies to contracted staff who have signed one-year contracts at the beginning of the ongoing mission mandates.

¹⁸ ‘Guidelines for improving Force Generation for civilian CSDP Missions’ (Council doc. 7221/11).

¹⁹ CivOpsCdr Instruction 5-2022 on revised Selection Procedures for international personnel of civilian CSDP missions.

²⁰ As presented to EU MS during the ‘EU CSDP Civilian Missions Capacity Generation Conference’ (25 April 2024).

specific Civilian Operations Commander Instruction, to be regularly reviewed in light of progress achieved and lessons learnt.

III. Mitigation measures

The introduction of new policy may cause certain difficulties in the short-, mid- and long-term. In order to mitigate those difficulties, a number of measures will be implemented.

1. Short-term mitigation measures:

- Provide an increased predictability of vacancies: to avoid long-term vacancies and to foster planning, a forecast of positions that will become available for seconded staff by function and mission as a consequence of the implementation of this policy will help EU Member States to work on generating capabilities needed (mobilisation, training and preparation of the experts). A capacity sensing exercise with Member States would also be envisaged.
- Civilian CSDP Missions Human Resources Capacity Generation Conference: this forum can be used for capability generation, including a non-binding matching exercise of expressions of interests and positions available to identify possible gaps.
- Conducting regular force/capacity sensing in the early planning stages for new missions, as well as also during the Strategic Reviews and subsequent OPLAN revisions for existing missions, with the purpose to identify the links between the need for particular types of experts with the capabilities identified and available in EU Member States²¹.
- Active training, support and assistance provided to EU Member States in all stages of capacity generation.

2. Mid- and long-term:

- Ensure full implementation of the automaticity of transformation of posts to seconded regime.
- Full implementation and development of Civilian Missions Application (CiMA).
- Complete roll out and further development of the e-selection module in Goalkeeper-Registrar, providing access to real-time information on-going selections, and facilitate advice, guidance and oversight for selections.
- Extend the newly created Young Professional Experts Programme to mission-support functions, to grow the seconded staff base of experts with such professional background, since a majority of those positions are currently held by contracted staff.
- Develop training schemes with European Security and Defense College on mission-support areas.

The impact of the policy on the seconded/contracted ratio will be analysed every year at the EU Civilian Missions Human Resources Annual Report, which is regularly circulated and presented to Member States via CivCom.

²¹ 'Suggestions for crisis management procedures for CSDP crisis management operations' (*doc. 7660/2/13*).

IV. Legal considerations

The means described above to achieve the objectives established in the Civilian CSDP Compact are necessary and appropriate, and the measures introduced are proportionate²². The principle of equal treatment of all persons in the same situation is observed.

Clear communication and transparency with mission members will be a key aspect of the implementation of this policy so that they are all aware of the policy and its implications. Clear contract templates should be used to ensure that mission members are aware of the terms and conditions of their employment. The OPLANs of the Missions will be amended to provide further clarity. The CfC will also be modified and a Questions & Answers will be made available.

As described in chapter II.1, a transition period and a temporary derogation from transformation of position from seconded to seconded/contracted regime is foreseen to mitigate the impact of the policy on international contracted mission members. All mission members will receive a clear and detailed explanation of the reasons, including the specific grounds and evidence supporting the decision. They will be given the opportunity to be heard.

It should be noted that seeking legal recourse against a decision adversely affecting a person is a right deriving from the EU Charter of Fundamental Rights, and therefore can never be excluded.

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- Civilian Operations Commander Instruction 1-2015 on Approval of Deployment Plan

²² Prigge and Others, paragraph 77, and judgment of 5 July 2012 in Case C 141/11 Hörnfeldt, paragraph 21.

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 - Civilian Operations Commander Instruction 5-2022 on revised Selection Procedures for international personnel of civilian CSDP missions
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-