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**From:** General Secretariat of the Council

**To:** Delegations

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**Subject:** 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

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Delegations will find attached the 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, as approved by the Council at its meeting held on 22 May 2023.

**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**

We are adopting this Civilian CSDP Compact at a time when we are strongly concerned by the emergence or escalation of conflicts around the European Union, the return of war in Europe, with Russia's unprovoked and unjustified war of aggression against Ukraine, as well as major geopolitical shifts. The current context is also influenced by the rise of revisionist actions, flagrant violations of international law and human rights, democratic backsliding, the persistence of instability and transnational threats as well as climate change and its effects on conflicts and crises, which challenge the EU's ability to defend its interests and those of its partners. We recall the need for the EU to take more responsibility for its own security by acting in its neighbourhood and beyond.

We highlight the significant contribution of the civilian Common Security and Defence Policy (CSDP) to international peace and stability. Civilian CSDP has proven capable of swiftly and effectively addressing foreign policy challenges and meeting partners' needs, as demonstrated inter alia by the rapid establishment of new missions. Building on twenty years of experience and, in particular, on positive results achieved since the adoption of the Civilian CSDP Compact in November 2018 by the Member States and by the EEAS and Commission services, as well as the important work accomplished by all civilian CSDP missions, we call for a renewed impetus towards civilian CSDP.

We reaffirm our full commitment to strengthen civilian CSDP and call to enhance the civilian CSDP missions' effectiveness, impact, flexibility and robustness, enabling them to tackle more efficiently current, emerging and future security challenges across the internal-external nexus, through this new Civilian CSDP Compact.

THE COUNCIL OF THE EUROPEAN UNION AND THE REPRESENTATIVES OF THE GOVERNMENTS OF THE MEMBER STATES, MEETING WITHIN THE COUNCIL,

RECALLING the commitment of the EU and its Member States to uphold the rules-based multilateral order with the United Nations at its core and in accordance with the principles of the United Nations Charter;

EMPHASISING the continued need to strengthen the EU's role and capacity to act as a security provider through the CSDP and RECALLING the high level of ambition in security and defence, as determined in the Strategic Compass for Security and Defence (Strategic Compass) of March 2022;

RECALLING that the EU's unique strength in preventing and managing crises lies in its ability to deploy both civilian and military assets and capabilities as part of a wider EU Integrated Approach to External Conflicts and Crises;

ACKNOWLEDGING the political relevance and increased importance of civilian CSDP as a crisis management tool as well as the contribution to international peace and security that the 25 civilian CSDP missions deployed since 2003 have made, including the 13 currently in the field, and EXPRESSING gratitude to the women and men who serve in these missions;

UNDERLINING that enhancing the effectiveness of civilian CSDP requires Member States to develop the necessary capabilities and REITERATING Member States' responsibility to make civilian capabilities available to the EU for the implementation of the CSDP as stated in the Treaty on the European Union (TEU);

AGREE to this Civilian CSDP Compact, which contains strategic guidelines for the strengthening of civilian CSDP, as well as commitments by the Council and the Member States for concrete actions to be taken and timelines to achieve them.

## I. STRATEGIC GUIDELINES

HIGHLIGHT that this Compact should contribute to increasing civilian CSDP's effectiveness through efforts to strengthen the EU's capacity to ACT rapidly and robustly, to SECURE host countries and civilian CSDP missions, to INVEST in more and better capabilities, and to PARTNER with host countries as well as third states and international organisations;

AGREE that civilian CSDP will:

- Contribute to achieving the EU level of ambition and the objectives of the Strategic Compass, which promotes a more robust, flexible and modular civilian CSDP;
- Focus on the Feira priorities of strengthening police, rule of law and civil administration in fragile and conflict settings as its core functions, underlining as well the importance of Security Sector Reform (SSR) and monitoring tasks;
- Respond effectively, flexibly, rapidly and efficiently to evolving external conflicts and crises, ensuring coordination and coherence with the Commission services and other EU actors as part of the EU's Integrated Approach to External Conflicts and Crises. At the same time, ensure local ownership and buy-in and work together with all relevant like-minded actors;
- Respond with the determination to act swiftly throughout the entire conflict cycle, closing the gap between early warning and early action. In addition, recognise the added value of civilian CSDP in conflict prevention, resolution and stabilisation, including through mediation and dialogue support, based on the EU's and Member States' priorities in regions of strategic interest for external action and on the assessed needs of the host country;

- Continue to be capable of undertaking various types of civilian CSDP missions within the whole spectrum of crisis management tasks as laid down in Articles 42 and 43 of the TEU, including monitoring, capacity building and advising as well as executive types of missions, so that they can swiftly and effectively respond to existing and evolving threats and challenges, and address critical shortfalls;
- Follow a modular and scalable approach with regard to the size of civilian CSDP missions, while acknowledging that the size and number of missions will be determined based on the evolving needs on the ground and on available resources as well as on the EU's and Member States' priorities and available capabilities. Relatedly, draw the required civilian capabilities from a structured and regular process. Gain advantage from a systematic approach to knowledge management. Benefit from identifying and implementing cost-saving and cost-efficient measures;
- Contribute to the EU's wider response to tackle current, emerging and future security challenges, including those linked to organised crime, terrorism, radicalisation and violent extremism, irregular migration, including trafficking of human beings and migrant smuggling, corruption, border management and maritime security. Also, take into account security challenges linked to preserving and protecting cultural heritage, including fighting trafficking thereof, and those linked to climate change and environmental degradation, including environmental crime;
- Cooperate with Justice and Home Affairs (JHA) actors at Member State and EU level, where appropriate and within their respective mandates, with a view to tackling threats and challenges across the internal-external nexus, and enhance synergies and coherence between internal and external actions, also in the development of capabilities;

- Be more resilient and contribute to the resilience and response of host countries to hybrid and cyber threats, as well as foreign information manipulation and interference (FIMI);
- Promote and mainstream human rights systematically in all activities and exercise human rights due diligence, conflict sensitivity and the do-no-harm approach, to ensure compliance with international law, in particular international human rights law and international humanitarian law;
- Promote the protection of civilians, UNSCR 2250 on Youth, Peace and Security and the Children and Armed Conflict Agenda (CAAC), as well as a child protection focus;
- Ensure the full, equal and meaningful participation of women in all functions, including in leadership positions, with the goal of achieving gender parity, while promoting the UNSCR 1325 on Women, Peace and Security and subsequent resolutions by, inter alia, promoting gender equality and systematically mainstreaming a gender perspective, based on gender analysis, in all planning and actions;
- Mainstream efforts to address security-related challenges linked to climate change and environmental degradation throughout its external work, as well as climate and environmental aspects in the internal work of the missions, to contribute to the EU's strong commitments to the European Green Deal, as referred to in the Strategic Compass;
- Enhance the visibility of civilian CSDP and of its contribution to the security of European citizens, local communities and our partners, and strengthen its political ownership, including by guidance given at ministerial level.

## II. COMMITMENTS

The COUNCIL and the MEMBER STATES commit to strengthen civilian CSDP. To that effect, they commit to:

*Increase the capacity to ACT rapidly and robustly to support counterparts in civilian missions' theatres, in particular to:*

1. Enhance the effectiveness of civilian CSDP, to efficiently achieve more significant and sustainable results in host countries, including in complex environments;
2. Provide missions with focused mandates, with adaptability as appropriate, targeted to local needs, precise and achievable end states, as well as transition and exit strategies that take into account local ownership, and ensure swift and well-informed decision-making by the Council, according to agreed procedures;
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, as well as multinational formations such as the European Gendarmerie Force (EUROGENDFOR) or a group of Member States acting under Article 44 TEU, as appropriate and in accordance with CSDP decision-making. Explore more targeted forms of civilian CSDP support;
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;

5. Ensure the independent evaluation of the impact of civilian CSDP missions, complementing existing tools and practices. Introduce a system of regular assessment of the performance of missions. Develop a systematic approach to knowledge management and organisational learning;
6. Foster synergies and complementarity between the civilian and military dimensions of CSDP, and between security and defence initiatives under the Strategic Compass, including in areas of policy, training and exercises and the planning and conduct of missions and operations, in accordance with the relevant legal and financial provisions;
7. Further operationalise the Integrated Approach to External Conflicts and Crises to ensure a more coherent and effective engagement of the EU by strengthening links between civilian CSDP and other EEAS structures, including EU Delegations, as well as with Commission programmes, agencies and projects, and Member States' actions and activities. Ensure fully coordinated and mutually reinforced planning, design and implementation of all relevant actions and instruments, building on early warning and conflict analysis and making full use of the EU's mediation and dialogue tools, in line with the 2020 Concept on EU Peace Mediation, as well as the Stabilisation Concept, SSR and Disarmament, Demobilisation and Reintegration policies;



*SECURE host countries and civilian CSDP missions against fast-changing threats to respond to external conflicts and crises, to strengthen the capacities of host countries, and to protect the EU and its citizens, in particular to:*

8. Promote the rule of law and accountability in host countries, as well as strengthen the internal-external security nexus through increased coordination and cooperation between civilian CSDP and JHA actors at Member State and EU level throughout planning, implementation and transition phases, where appropriate and within their respective mandates and competencies;
9. Strengthen resilience against and response to hybrid and cyber threats, as well as FIMI, while seeking complementarity and avoiding duplication with other tools and actors, and follow a more systematic approach towards technological innovation for civilian CSDP, as well as develop a coherent and clear communication strategy;
10. Promote and systematically mainstream human rights, exercise human rights due diligence and ensure compliance with international law, in particular international human rights law and international humanitarian law;
11. Strengthen the implementation of the UNSCR 1325 on Women, Peace and Security, and subsequent resolutions, to, among other things, ensure the full, equal and meaningful participation of women in all aspects of peace and security, with the goal of achieving gender parity, inter alia, by promoting gender equality and systematically mainstreaming a gender perspective, based on gender analysis, in all planning, implementation and evaluation of civilian CSDP;

12. Mainstream efforts to address security challenges linked to climate change and environmental degradation and exploitation in external mission activities as well as environmental considerations throughout the internal work of civilian CSDP, progressively working towards climate-neutrality by 2050 in line with the European Green Deal;

*INVEST in more and better capabilities ensuring developing and providing the capabilities required for the EU to undertake the full range of civilian CSDP missions, in particular to:*

- 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;
- 14 Provide increased contributions and improve relevant national structures and procedures such as decision-making, financing and legislation;
- 15 Set up a regular and structured civilian CSDP capability development process to assess the capability needs, develop requirements, conduct a gap analysis and review annually the progress made in line with this Compact and with a view to develop the full range of capabilities needed to undertake the whole spectrum of crisis management tasks as laid down in Articles 42 and 43 of the TEU;

- 16 Enhance civilian CSDP's human resources policy, management and procedures at all levels, including by:
- a. Developing further and fully implementing the selection and recruitment policy and procedures, including by promoting more versatile profiles, and to increase transparency, speed up recruitment and better align EEAS and national procedures;
  - 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;
  - c. Enhancing the availability and participation of Member States' experts in civilian CSDP missions, including by considering opportunities for better integrating their participation in career paths and exploring possibilities for seconding entry-level experts to missions. Continuing efforts for a wide representation of Member States' experts in civilian CSDP missions;
  - d. Reviewing the employment status of international contracted staff and limiting the overall duration of deployment of all contracted personnel;
  - e. Ensuring a safe and inclusive working environment and conducting necessary revisions of policies and procedures, including reviewing and fully applying the Code of Conduct and strengthening preventive efforts;
  - f. Investing in missions' leadership and management at all levels.

- 17 Ensure a more robust and realistic CFSP budget that matches the needs of new and ongoing civilian CSDP missions and its rapid, flexible and cost-efficient use to support them, ensuring sound financial management and careful prioritisation of existing resources;
- 18 Further develop CSDP training and ensure that all international experts and other mission personnel receive training in line with the revised EU Policy on Training for CSDP and the CSDP Training Programme, including identified requirements;

*PARTNER with host countries as well as Third States and international organisations, in particular to:*

- 19 Stress the importance of local ownership of civilian CSDP, to ensure sustainable results and to contribute to the resilience, stability and security of host countries, seeking synergies and enhancing regular and inclusive cooperation and dialogue with civil society at all levels, while recognising the importance of a demand driven and needs based approach;
- 20 Strengthen partnerships with like-minded third states that share EU values and objectives, including by promoting their contributions to civilian CSDP missions in accordance with agreed modalities. Enhancing partnerships with international and regional organisations, in particular the United Nations (UN), building on the UN-EU strategic partnership on peace operations and crisis management, North Atlantic Treaty Organization (NATO) and the Organization for Security and Co-operation in Europe (OSCE), and the African Union (AU) with full respect to the EU's institutional framework, agreed principles and procedures.

### III. WAY FORWARD

The COUNCIL and the MEMBER STATES invite the High Representative and the Commission to support the implementation of the above commitments in full compliance with the applicable legal framework and the mandates of the different EU actors, within the current and future CFSP Financial Programming ceilings and in consultation with Member States.

The COUNCIL and the MEMBER STATES agree to:

- Launch an annual process to review the progress made in the implementation of this Compact based on the deliverables entailed herein and in Member States' National Implementation Plans. The review should identify progress made and challenges remaining and help address these through a cooperative effort between the relevant EU actors, including the Member States, as well as among Member States.
- Hold a first Annual Review Conference under this Compact in the second semester of 2023.
- Establish a review and follow-up mechanism on the EU's and Member States' progress, as part of the regular and structured civilian capability development process.

- Present tailor-made strategic communication towards local stakeholders, national counterparts and the general public to enhance the visibility, to underline the benefit, and to increase public support of civilian CSDP.
- Invite the High Representative to hold an annual discussion on civilian CSDP at the Foreign Affairs Council, where the relevant Justice and Home Affairs Ministers might be invited, as appropriate.
- Fully deliver on this Compact as soon as possible and by early summer 2027 at the latest, taking into account progress made under the Strategic Compass.

## **Deliverables of this Civilian CSDP Compact**

### **ACT**

1. In 2024, the EEAS, in consultation with Member States, will propose a set of guiding principles, with the aim of ensuring the effectiveness, efficiency, flexibility and robustness, and enhancing the coherence of civilian CSDP missions.

In 2024, the Civilian Planning and Conduct Capability (CPCC) as the headquarters at operational level for civilian CSDP missions, will further increase its effectiveness and capacity and be strengthened based on a roadmap for its organisational reform, developed in consultation with Member States and in accordance with the relevant legal and financial provisions. With the support of the civilian headquarters, the Civilian Operation Commander will continue to strengthen command and control of civilian CSDP missions.

2. In 2024, the EEAS will propose an options paper for a reviewed, clearly-defined methodology for strategic reviews, allowing for a modular and scalable approach during the planning and conduct of civilian CSDP missions. Member States will ensure that civilian CSDP missions have focused mandates and precise and achievable end-states, including options for transition and exit, taking into account progress made and possible challenges impeding the missions from delivering on their mandates effectively.

3. From 2024, all missions will follow a modular and scalable approach to strengthen their ability to adapt quickly to evolving challenges, based on political control and strategic direction provided by the Council, which may include specialised teams, including those of a preconfigured nature, visiting experts, multinational formations, such as the EUROGENDFOR, provided by Member States and JHA agencies as relevant and within their respective mandates.

From 2023, Member States, based on proposals from EEAS, will explore forms of more targeted support, including, but not limited to, the deployment of civilian crisis management experts in EU Delegations or in host countries' institutions.

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. The EEAS and relevant Commission services will explore a possible hybrid solution of physical warehousing and framework contracts, after the expiration of the current framework contract-based system.

5. a. In 2024, based on a concept on the independent evaluation of impact and effectiveness of missions to be presented in 2023, the EEAS in close cooperation with Member States, relevant Commission services and other relevant stakeholders, will evaluate the impact of missions that will be reflected in the strategic reviews of missions.



b. From 2024, the EEAS will conduct regular assessments of the performance of all missions and monitor implementation of their recommendations.

c. In 2025, the EEAS will introduce a systematic approach to knowledge management and organisational learning, building on the overall framework of the Integrated Approach and revise its annual CSDP Lessons Process allowing for a more systematic follow-up of identified lessons.

6. From 2023, the Council and the Member States will continue to develop civilian-military synergies in all decision-making on civilian CSDP, in accordance with the relevant legal and financial provisions, where applicable. In 2025, the EEAS, in consultation with relevant Commission services, will enhance operational coordination between civilian and military command structures at central level and in the field by sharing resources and expertise in theatres of operation, joint training and exercises and reinforcing the role of the Joint Support Coordination Cell (JSCC).

7. In 2024, the EEAS will ensure regular and informed reporting on the application of the Integrated Approach as it relates to civilian CSDP, to promote synergy and coherence with all relevant instruments across thematic areas and from planning to implementation and transition. This reporting will be informed by reinforced coordination, including through consolidated integrated approach matrixes. From 2023, the EEAS will systematically apply conflict analysis and conflict sensitivity in planning, implementation and review of civilian CSDP missions as well as systematically consider dialogue and mediation, in line with the 2020 Concept on EU Peace Mediation.

8. From 2023, the EEAS and Member States will promote sustainable reforms in rule of law, and support to security sector governance, as well as accountability and the fight against corruption, in host countries, including by strengthening all components of the justice chain to respond effectively to security challenges.

The EEAS, the Council, Member States and relevant Commission services will further promote CSDP-JHA cooperation, in full compliance with their respective responsibilities and taking into account the available resources, priorities and needs of the relevant actors, and report annually on progress made. Increased cooperation should take into account respective mini-concepts and relevant European Multidisciplinary Platform Against Criminal Threats (EMPACT) priorities, and aim at increasing the sharing of information, coordination and meaningful contributions to planning processes and enhancing relevant expertise, as well as at convening dedicated meetings of relevant Council preparatory bodies. From 2023, all Member States will improve internal coordination to enhance cooperation between civilian CSDP and national JHA actors.

9. In 2024, Member States will provide the necessary capabilities to strengthen resilience against and response to hybrid and cyber threats, as well as FIMI, of host countries, wherever relevant, and of civilian CSDP missions, supported by the EEAS. In 2024, the EEAS, in cooperation with Member States, will implement cyber-security guidelines for civilian CSDP missions. In 2026, the EEAS will develop a secure communications and information systems environment linking up all civilian CSDP missions and the civilian headquarters. In 2026, the EEAS and Commission services will develop a strategy on and invest in emerging and disruptive technologies, such as artificial intelligence, in close consultation with Member States, to enhance the digitalisation of support to civilian CSDP missions and develop technical tools, seeking synergies with the Digital Europe Programme as relevant. In 2024, EEAS and Member States will strengthen the communication capabilities and tools both in missions and the civilian headquarters to ensure that civilian CSDP is supported by sustained and robust communication strategies.

10. In order to ensure the respect, promotion and protection of human rights, as well as human rights due diligence, in 2024, the EEAS will include human rights impact and risk analysis in all planning documents of civilian CSDP missions and ensure conflict sensitivity and the do-no-harm approach throughout the conduct of missions. From 2023, Member States will ensure that civilian CSDP missions have human rights advisors and strengthen relevant expertise in operational components. From 2024, the EEAS will implement the Youth Action Plan in EU external action, and integrate the CAAC agenda into planning and operational activities as well as a child protection focus;

11. From 2024, the EEAS and the Member States, will ensure systematic mainstreaming of a gender perspective, including by ensuring that civilian CSDP missions are conducted in line with gender analysis, have gender advisors and that relevant expertise in operational components is strengthened. The EEAS and the Member States will also promote gender-responsive leadership and systematically address sexual and gender-based violence throughout planning, implementation and transition phases, including by developing a concept on preventing and responding to sexual and gender-based violence, including conflict-related sexual violence, in the context of civilian CSDP.

12. In 2025, the EEAS, in consultation with relevant Commission services, will enhance expertise and analysis, as well as provide guidance on sustainable procurement, energy and water optimisation, and green engineering and logistics. In 2025, Member States will ensure that all missions have an environmental advisor, who will also report on the missions' environmental footprint and introduce environmental management systems. From 2023, Member States, following proposals from the EEAS, will consider a role for civilian CSDP missions in addressing security challenges related to climate change and environmental degradation, where relevant. From 2023, all missions will continuously improve their environmental performance and climate literacy on every level.

## **INVEST**

13. From 2023, Member States commit to provide an increased contribution to civilian CSDP, which can take the form of personnel, equipment, training, exercise support, financial contributions or otherwise.

14. In 2024, Member States will further develop National Implementation Plans, aligned with this Compact and the foreseen civilian capability development process, using informal clusters, with the support of the European Centre of Excellence for Civilian Crisis Management, private sector and academia, where relevant and as requested by Member States.

15. In 2024, the EEAS and Member States, in close consultation with Commission services, will set up a regular and structured civilian capability development process. This process will assess the capability needs with regard to personnel; equipment and technology; concepts and procedures; as well as training, develop requirements, conduct a gap analysis and review periodically the progress made in line with this Civilian CSDP Compact, capability planning and with the overall aim to increase the missions' effectiveness. An annual civilian capability conference will take stock of progress made and provide guidance for the way ahead. To this end, Member States will develop and provide the capabilities required for the EU to undertake the full range of civilian CSDP missions. Where relevant, Member States may involve the private sector and academia in developing the required capabilities, including in terms of technology, equipment and logistics.

16. On the basis of increased contributions from Member States, civilian CSDP's human resources management will be enhanced:

a. In 2024, the EEAS will develop further and improve, in close cooperation with Member States, oversight, support and advice for selection and recruitment in civilian CSDP missions. In 2025, Member States will explore career development approaches to attract and retain competent staff, supported by incentives from Commission services, as relevant and appropriate. In 2024, the human resources capacities of the civilian headquarters will be strengthened, including through Member State contributions.

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. To this end, the EEAS will update the Strategy and Action Plan to Enhance Women's Participation in Civilian CSDP Missions.

c. With the aim of enhancing availability and participation of national experts in civilian CSDP missions, in 2024, Member States will include in their National Implementation Plans inter alia reviews of national procedures, legislation and budgets, considering opportunities for enhancing career paths, increasing visibility and political ownership of civilian CSDP.

In 2024, the EEAS, in close cooperation with Member States and relevant stakeholders, will explore possibilities for seconding entry-level experts to missions.

From 2023, the EEAS and Member States, in line with the selection procedures for international staff, will continue to strive for a wide representation of Member States' experts in civilian CSDP missions.

d. In 2024, the EEAS and relevant Commission services will review the employment status of international contracted staff in civilian CSDP missions and explore limits for the overall duration of deployment for international contracted and local staff, based on an options paper to be presented to Member States.

e. In 2025, the EEAS, in close coordination with Member States and in consultation with relevant Commission services, will develop a comprehensive strategy to ensure a safe and inclusive working environment. This strategy will link all relevant policies and tools, including but not limited to leadership, human resources and training. As soon as possible, the EEAS will revise and fully apply the Code of Conduct and support its implementation through an independent entity, while strengthening preventive efforts. The EEAS will bi-annually report on ongoing efforts to implement the strategy and conduct regular staff surveys to guide the work. The EEAS and Member States will strengthen the safety and security of staff deployed to civilian CSDP missions by clearly defining the responsibilities of actors involved in the duty of care, and ensuring the required professional capacities at central level and in missions.

f. In 2024, the EEAS and Member States will invest in the leadership skills of senior managers including gender-responsive leadership. The EEAS and Member States will strengthen leadership culture, behaviour and capacities in civilian CSDP and ensure that relevant leadership competences are systematically taken into account in the recruitment and appraisal of management positions.

17. a. From 2023, the EEAS and relevant Commission services will develop more tools to support the civilian CSDP missions to make the best use of their assigned budgets, monitor budget consumption and identify more structural cost-saving measures to ensure sound financial management of all missions. Member States invite Commission services to explore alternative sustainable funding and present options for non-CSDP activities currently under CSDP lines of the CFSP budget. Cost-saving tools include, but are not limited to, a budget adjustment mechanism for allocating mission budgets for new mandates based on absorption rates in previous mandates and an increased use of contingencies in order to enhance flexibility. The EEAS and relevant Commission services will ensure coordination in the context of setting up a new CSDP mission and while preparing planning documents and budgets.

17. b. In 2024, the EEAS, in consultation with relevant Commission services, will develop options for a train and equip concept, embedded in the EU's broader country-specific reform efforts, to support activities of civilian CSDP missions within the framework of their mandates, to be agreed by the Council.



18. In 2025, Member States will adapt their training capacities, including hybrid and e-learning formats, in line with the revised EU Policy on Training for CSDP and the guidance provided by the EU Civilian Training Group, and contribute to the CSDP Training Programme, building on the role of the European Security and Defence College (ESDC). In 2024, relevant Commission services will align relevant Commission-funded training projects with this Civilian CSDP Compact. From 2026, Member States will train their experts, including relevant language training, based on standard training material, training paths, and assessment of the long-term impact of training given, developed by the EEAS and ESDC. Appropriate procedures will be established for the participation of personnel from all Member States in relevant courses conducted in national training centres. A certification mechanism for pooled and shared CSDP training should be set up to ensure training standards.

## **PARTNER**

19. In 2025, based on existing best practices, the EEAS will develop guidelines for civilian CSDP missions for engaging local institutions in line with the EU SSR Framework and the Integrated Approach with the aim of enhancing local ownership. In 2025, all civilian CSDP missions will conduct a structured dialogue with civil society and report on its findings. In 2025, the EEAS and Member States will seek synergies and enhance cooperation with civil society at all levels.

20. From 2023, the EEAS will work to strengthen the UN-EU cooperation on rule of law, SSR and stabilisation, to support exchange and collaboration at central level and in all missions, including identifying a pilot civilian CSDP mission for closer collaboration in the field. The EEAS will further strengthen the mutually beneficial cooperation with NATO in line with the Strategic Compass, in areas of common interest, such as countering hybrid threats, cyber security and addressing the security implications of climate change, where relevant for civilian CSDP. Cooperation will be taken forward within the agreed framework of the three Joint Declarations, in full respect of the agreed principles of reciprocity, transparency, inclusiveness and decision-making autonomy guiding and underpinning the EU-NATO strategic partnership. The EEAS will strengthen cooperation with regional actors such as the OSCE and the AU in the field of conflict prevention and crisis management, strengthening shared analysis and situational awareness, mediation, fostering synergies for training, exchanging good practices and lessons, and promoting linkages at central level and in the field. The EEAS will further support like-minded third states to strengthen their capacity to contribute to civilian CSDP.

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