

EEAS HUMAN RESOURCES

ANNUAL REPORT 2016

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HR POLICY & COORDINATION

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1 SUMMARY

2016 was a year of significant developments for EEAS, with substantial restructuring both in Headquarters and Delegations. Nevertheless, the support and development of EEAS staff at Headquarters and around the world remained a top priority and at the heart of Human Resources policy. The year also marked a major change in the EEAS organisation with the appointment of a new Secretary-General and Deputy Secretary-General for political affairs.

At the end of 2016, 4237 people were working in the EEAS, 1953 of them at HQ and 2284 in 139 Delegations around the world, of which 47,7% were women. Although the overall gender distribution was close to equal, there was still a long way to go for gender balance in management positions, where female managers made up for only 22.7% of the total management posts. However, progress was made after the re-organisation of the EEAS, as since then, out of eight newly appointed senior managers, four were women.

In line with the obligation imposed by the budgetary authorities upon all EU institutions to reduce 1% of Establishment Plan posts, the process continued also in 2016, resulting in 8 Administrator (AD) and 9 Assistant (AST) posts being cut.

Our global presence became even stronger with four regionalised delegations, Ecuador, Laos, New Zealand and Trinidad & Tobago becoming fully-fledged delegations with the appointment of Heads of Delegation. To further address the EEAS policy on human resources allocations in Delegations and identify needs for adjustment of the delegations network, the "Working Group on the Network of Delegations" was established. In addition, following the launch of the Regional Centre Europe (RCE) in 2015 to help increase efficiency in administrative management in Delegations, a series of preparatory processes took place in 2016, leading to the implementation of the RCE's key responsibilities in the summer of 2016.

Building on EEAS Human Resources policy to support career management and development, 146 posts were offered to Officials and Temporary Agents throughout the 2016 mobility and rotation exercises. In addition, a learning and development survey to all staff set a new focus of training on how and what to learn, which gave the incentive to even more efforts on the development of e-learning modules and other online offers aimed to improve the learning situation for all staff and especially for colleagues working in Delegations.

Great attention was given to the working conditions in the EEAS and more specifically to the further development of equal opportunities and treatment as well as support in rotation, keeping also the security of staff in high priority. The Mediation service is further growing and helps resolving and preventing problems among staff in Headquarters as well as in Delegations.

In 2017, the Human Resources Directorate will work closely with the new Staff Committee elected in December 2016, to ensure even more effective representation of staff interests.

2 2016 IN A GLANCE

2016 REVIEW



2016

HIGHLIGHTS

12 STAFF MEMBERS BECAME MANAGERS

1 Head of Division
4 Heads of Delegation
7 Deputy Heads of Delegation became managers for the first time

4 WOMEN

out of eight newly appointed senior managers

-1%
EEAS STAFF
8 AD & 9 AST

-4 DIVISIONS as a result of the reorganisation

1725 STAFF MEMBERS EVALUATED
- Officials, Temporary Agents and Contract Agents - as part of the appraisal exercise

54% AD & 64% AST

got one of their first three choices in the mobility exercise

+24 REGIONAL SECURITY OFFICERS

for extended coverage in 'high' risk countries

4 REGIONALISED DELEGATIONS

became fully-fledged with the appointment of Heads of Delegation

EEAS ONLINE TRAINING OFFER accounted for **28%** of the users' preference

12 ECONOMIC DISMISSALS OF LOCAL AGENTS

ONLY, for 56 posts that were cut during the regionalisation in Europe exercise, by using natural departures & redeployments of staff

+ 22.5%
MEDIATOR CASES dealt with by the internal procedure

2017 HEADQUARTERS ANNUAL MANAGEMENT PLAN was launched for the first time in 2016, indicating priorities & challenges foreseen for 2017

2 NEW SECURITY E-LEARNINGS

- Security in Fragile Environments (SAFE)
- Basic Security Awareness (BASE)

PART I: HR POLICIES

3 MAIN TRENDS AND ACHIEVEMENTS

3.1 EEAS Organisation and structure

Since its establishment in 2011, the EEAS has continuously made efforts to streamline its organisation in search of more efficiency and in response to evolving political priorities.

In September 2016, the second phase of re-structuring of the EEAS headquarters took place, following the first phase of September 2015. As a result, a traditional pyramidal top management structure was introduced, which allowed to reduce hierarchical layers and establish clearer and shorter reporting lines, contributing significantly to a less 'top heavy' and more 'integrated' organisation structure.

Building on the reorganisation of 2015 and in response to the challenges posed by migration crisis, a number of additional measures were taken in 2016, i.e.:

- a new division, "Migration and Human Security" was created in the Human Rights, Global & Multilateral Issues Managing Directorate (MD-GLOBAL), focusing on migration and the global problem of drugs trafficking and trafficking of human beings;
- support for human rights was consolidated in a single division in MD-GLOBAL bringing together policy development, policy implementation and human rights diplomacy;
- the number of divisions was reduced from 7 to 5 in the Asia and Pacific Managing Directorate (MD ASIAPAC), from 6 to 5 in the Middle East and North Africa Directorate (MD MENA) and from 6 to 5 in the Human Resources Directorate;
- a new Task Force was set up, attached to the DG Budget and Administration, in charge of the pilot project reform of administrative support to Delegations in European and Neighbourhood countries.
- the Common Security and Defence Policy (CSDP) structures have also been reorganised with a view to responding better to evolving needs. In particular, Conflict Prevention, Peace Building and Mediation Division merged with the Crisis Response and Coordination Division into the new Division named PRISM (Prevention of Conflicts, Rule of Law/Security Sector Reform, Integrated Approach, Stabilisation and Mediation).

As a result, the 2016 EEAS organisation chart had 69 divisions, compared to 73 in 2015.

With regards to the EU's global presence, the EEAS maintained a network of 139 EU Delegations. However, a number of changes were implemented to ensure security of staff and efficient functioning of Delegations.

On 1 September 2016, four regionalised Delegations, Ecuador, Laos, New Zealand and Trinidad & Tobago, became fully-fledged Delegations with the appointment of Heads of Delegation. The Samoa sub-office was closed in June following EU's decision to increase its effectiveness in the Pacific Region by pooling human resources in Fiji, therefore Delegation staff was moved to the EU Delegation in Fiji. Given the serious deterioration in the security situation in Juba, South Sudan in July, which was likely

to endanger the Delegation staff, the EEAS decided to evacuate all staff on a temporary basis. The procedure to re-locate the EU Delegation to Somalia from Nairobi to Mogadishu was initiated in 2016, based on the decision adopted in 2015.

Due to crises of political and security nature, evacuation measures continued to apply for 3 Delegations: Syria, Libya and Yemen. In particular, the Delegation to Syria continued to operate from Brussels and from Beirut and the Delegation to Libya remained relocated to Tunis and Brussels. In summer 2016 it was decided to relocate the Yemen Delegation currently working in Brussels, to Amman, Jordan. Preparations were ongoing to implement this decision in 2017.

Arrangements for the establishment of a Delegation in Tehran were ongoing, following the green light from the European Commission and the Council in 2015 to open a Delegation in Iran.

In May the EEAS established the so-called "Working Group on the Network of Delegations" in order to develop a more strategic EEAS policy on human resources allocations in Delegations and identify needs for adjustment to the delegations' network in the medium to long term (2 to 5 years). The Working Group met at Head of Division level and comprised representatives of geographic and thematic Managing Directorates as well as relevant horizontal services like the Inspection Division.

The creation of the Working Group was a step towards changing the management culture in the EEAS Headquarters vis-à-vis its human resources policy for delegations, bringing closer together geographic, thematic and human resources services in the decision making processes.

In the course of the year, the Working Group initiated important work on issues such as the categorisation of delegations, the identification of staffing needs in delegations according to political priorities and the minimum staffing levels in delegations. Cooperation with the Commission continued regarding its regionalisation plans for the delegations network, leading to an agreement with the Foreign Policy Instrument (FPI) on the FPI regionalisation in delegations.

The Working Group will continue its work in 2017 aiming to finalise more initiatives with a view to consolidating the strategic EEAS human resources policy for delegations.

3.2 Resource Allocation

In line with the Inter-Institutional agreement binding all EU institutions, the EEAS is obliged to reduce 1% of its 'Establishment Plan' posts annually over a period of 5 years. The EEAS started to identify its first cuts in 2013 and the exercise is planned to be concluded by the end of 2017.

EEAS was capable to identify the cuts through the re-organisation of the service, mergers of divisions, cutting support staff and identifying net AD and AST posts to be renounced by the various MDs reflecting thereby the political priorities of the service. In the last exercise of the 2016, 8 Administrator (AD) and 9 Assistant (AST) posts were identified for cuts, most of the cuts were achieved from the re-organisation of the Service and mergers. 68 posts were cut by the end of 2016, and 16 additional posts will be cut by the end of 2017. EEAS will contribute 84 posts in total over 5 years.

In accordance with the general objective of the EEAS to keep its global presence/delegation staff, all of the identified posts (as well the ones that will need to be identified and cut in 2017) were EEAS statutory headquarter posts.

3.2.1 Regional Centre Europe

To further increase the efficiency of the administrative management in EU Delegations, a number of measures were proposed in 2016, including centralising and regionalising some administrative tasks in delegations. As part of the regionalisation project, the Regional Centre Europe (RCE) was launched in December 2015 covering a pilot phase of 27 Delegations in 26 countries with a clear mandate setting out its tasks and responsibilities. The key areas covered include human resources management, financial matters and procurement as well as assisting smaller delegations with back-up tasks.

Following an initial preparatory phase of recruiting staff and designing procedures and processes, the RCE moved to implementing its key responsibilities in the summer of 2016 and has about reached cruising speed – key actions cover the payment of local staff salaries, reimbursement of medical expenses for local staff, preparation of salaries and housing norms reviews as well as assistance for delegations in specific situations on recruitment and back-up office tasks. Procurement plans were established for all delegations covering high, middle and low value tenders to enable monitoring in particular at the high and middle value level. In accordance with its mandate, the RCE is responsible for all high value tenders in the 27 delegations and assisted a number of delegations to prepare and launch new tenders in particular for security contracts.

3.3 Cooperation with the European Commission

In order to ensure smooth functioning of the delegations, the EEAS and Commission Services were cooperating closely, notably in relation to resource management of delegations. This cooperation was channelled through the EUDEL Steering Committee composed of representatives from the EEAS (chair), the Secretariat-General of the Commission, DG BUDG, DG HR and DG DEVCO with participation of representatives from other (mainly External Relations) DGs with staff in Delegations.

In 2016, one EUDEL meeting was held at senior management (Director General) level and eight meetings at working (HoD/HoU) level.

The meetings focused on the monitoring of regionalisation exercises, the progress made by the EEAS Working Group on the Network of Delegations and the creation of new places of assignment. Other issues addressed by the EUDEL were the state of play of EEAS' service level agreements with the Commission as well as the EEAS evacuation policy, the rotation exercise 2017, and the rights and obligations of staff (education allowances/recyclage, equivalence procedure, repatriations for childbirth, gainful employment of spouses).

3.4 Cooperation with Member States

In 2016, the Human Resources Network, which is composed by representatives from HR departments of Member States' Ministries of Foreign Affairs, held two meetings chaired by the EEAS HR Director, on 8 March and 18 October.

The March 2017 meeting was focused on exploring ways to improve the selection process for Heads and Deputy Heads of Delegation at different steps: vacancy notices preparation, preselection procedure, organisation of interviews and the role of assessment centres. In accordance with the CCA Decision of 2011, Member State representatives also participate in selection panels for Heads of Delegation and as all participants from MFAs confirmed, Member States want to remain associated to

the preselection phase. The discussion resumed during the second meeting of 2017 in October and as a way forward, it was decided to set up a working group mandated to look into ways to improve the selection procedures.

The agenda of the October meeting also included the rotation procedure of 2017 and temporary agents' contracts, with EEAS highlighting the importance of establishing a consistent practice for the future regarding their duration as well as the issue of gender imbalance in management positions.

4 SELECTION AND RECRUITMENT

4.1 Officials and Temporary Agents

Mobility, Rotation and publications of posts

Mobility of staff is a key element of a professional European Diplomatic Service, and is required by the EEAS Council Decision. The complementary exercises of Mobility (internal process for postings in HQ) and Rotation (both internal and external processes for postings in Delegations) are essential. They allow career management and career development, encourage colleagues to serve in Delegations, and offer opportunities for the targeting of Member State diplomats' skills and competences.

In the framework of the 2017 Rotation, 146 posts were published, for which 736 individual candidates applied.

Regarding gender, 21% female applications were received for the AD management posts, 30% for the AD non-management posts, 52% for the Head of Administration posts and 77% for the posts of Assistant to the Head of Delegation.

Regarding the origin of candidates, for the AD management positions, 46% of applications originated from Member States, 42% from EEAS (including current Temporary Agents), 10% from the Commission and 2% from other institutions. For the non-management positions, 51% of applications originated from Member States candidates, 18% from EEAS officials, 21% from Commission and 10% from other EU institutions.

Aside from these annual mobility processes, 118 posts were advertised individually, 16 of which were management posts, generating applications from more than 1,800 different candidates. Globally, the ratio of female applicants was stable (39% on all posts) but remained very low on the publication of management positions (only 14%).

On the origin of the applicants, 23% were from EEAS (including existing Temporary Agents from MS), 23% were diplomats from MS, 37% from the European Commission, European Parliament and other EU Institutions, and 16% from laureates lists.

4.1.1 Member States Diplomats (Temporary Agents)

In 2016, the contracts of 87 Temporary Agents (TA) came to an end (of which 24 on management posts). Following the three-way consultation exercise (and some resignations), 29 TAs on non-

management positions returned to their home ministries, while the remaining were offered a second contract in the EEAS.

At management level, out of 24 TAs with contracts ending in 2016, 16 returned to their ministries. This rate of returns was agreed between the EEAS and the Member States (one third to one half) in order to enable the EEAS to publish a significant number of external vacancy notices and to give the opportunity to all Member States candidates to serve at the EEAS.

On the 1 January 2016, there were 307 TAs in the EEAS. Due to some unexpected resignations, the figure at the end of 2016 was slightly lower (300 TAs). Overall, 45 TAs left the EEAS and 40 new TAs were recruited through external publications and the Rotation exercise (10 on management positions and 30 on non-management positions). These figures demonstrate that EEAS has managed to maintain the statutory target of at least one third of the AD staff coming from Member State diplomatic services.

4.2 Contract Agents

Contract agents constitute around 10% of total EEAS staff. In December 2016, there were 397 contract agents in the EEAS (177 at HQ and 220 in Delegations).

As in previous years, contract agents in Delegations had the possibility to participate in the voluntary mobility and further develop their skills and acquire expertise on new postings. 20 colleagues participated in this third exercise. Seven colleagues from Delegations were transferred to Brussels (for maximum 4 years) and ten colleagues moved to another Delegation. In 2016, the scheme was opened to contract agents in HQ whose contracts were ending in the following months. Thus, three colleagues from HQ who had limited duration contracts moved to Delegations within this exercise in order to continue their careers in the EEAS. All colleagues were assigned to posts amongst their choices.

In order to respond to demands from HQ services and contribute to business continuity, the HR Directorate managed a team of contract agent "floaters" who were assigned to different services for short-term replacements.

Following the publication in 2015 of the CAST for Regional Security Officers (RSO) and Regional Security Advisers (RSA), the EEAS could recruit for EU Delegations new colleagues with suitable security profiles and relevant experience. This allowed for increasing RSO/RSA coverage in Delegations, especially in critical/high-risk environments.

The HR Directorate also worked closely with EPSO and other institutions in the preparation of a new CAST permanent for generalist profiles to be launched in 2017. Under the new system, EU institutions will be able to select from a database, candidates with suitable profiles who will be invited to participate in selection tests. This will simplify and speed up the process of selection and allow the EEAS to recruit candidates who best fit the needs of the service.

In the framework of the regionalisation of administrative tasks, the EEAS finalised the recruitment of contract agents on the 23 posts created in the Regional Centre Europe. Colleagues working in the Regional Centre Europe will have later the possibility to move to Delegations on administrative assistant/HoA posts. Contract agents on administrative posts in Delegations will also have the

possibility to be transferred to HQ within the mobility. This will facilitate the exchange of experience and know-how between HQ and Delegations.

4.3 Local Agents

The EEAS and the Commission employ over 3000 local agents for all activities of the EU Delegations, from driving to economic and political reporting. Local agents are employed as technical and support staff under local law but also benefit from EU Framework Rules setting minimum standards for all Delegations.

218 local agents left and 213 new local agents were recruited in 2016. The average age of the departing staff was 34 years at recruitment and 46 years at departure. The average number of years of work was 12 years.

The regionalisation exercise implied cutting 56 posts in admin sections to create jobs in the Regional Centre for Administrative Support Europe. A strong effort by EEAS, DG NEAR and Delegations to redeploy staff and use natural departures reduced the effective dismissals to 12 (21%), a relative success, as previous restructuring exercises had led to a dismissal ratio of 65-70%.

In addition, 11 local agents were dismissed in 2016 following the implementation of the Commission's Optimus 2016 exercise, the reduction of activities in certain Delegations as well as some ad hoc cases of suppression of posts. Finally, 12 additional local agents were dismissed for disciplinary reasons, underperformance or long-term incapacity for work.

Delegations fully used their promotion rights, promoting 344 local agents (112 EEAS and 232 COM) out of 2250 eligible and another 48 local agents changed function group by applying to a vacant job.

Local agents' conditions of employment are defined by local law and by EU Framework Rules which set minimum standards for all the Delegations. In 2016 EEAS HR started informal consultations with the Commission to modernise and improve the Framework Rules and related social security schemes.

EEAS HR defines the human resources policy and advises the Delegations on legal, financial and social dialogue issues. Their management is decentralised to the Delegations while Headquarters provide daily support on recruitments, contracts, salaries, dismissals and supplementary pension and health insurances. The local agents' chapters of the Delegation Guide (the main tool providing instructions to the Delegations) were updated and improved in 2016 to make them clearer and reflect current policies. Following the Salary Method, the salary grids for 112 of the 138 places of employment were revised with a 4.8% average increase and the salary grids for 13 Delegations were converted from USD to EUR. The Regional Centre Europe started helping Delegations to present their proposals.

Following the Joint Decision of the Commission and the High Representative, signed in May 2015 on the administrative and financial management of the assets of the Complementary Sickness Insurance Scheme for Local Agents and the Provident Fund, an implementing Service Level Agreement defining the asset management guidelines was agreed in December 2016.

€3.2 million were paid as severance grant to 146 departing local agents in 2016. The Provident Fund paid out in 2016 a total of €3.8 million to 230 local agents. In 2016, a big effort was made to absorb the

backlog, so the figures include local agents that have left in 2015 and complementary payments. The total funds held on behalf of local staff amounted to €68.6 million at the end of 2016.

The Complementary Sickness Insurance Scheme for Local Agents reimbursed €1.5 million in 2016 to the local agents. The reserve stood at €23.8 million at the end of 2016. A new IT tool is being developed to allow faster and more precise management of affiliations, prior authorisations and reimbursements. During 2016 the Regional Centre Europe has gradually taken over the responsibility for reimbursements of medical expenses from the Delegations within their region with advantages in terms of confidentiality, coherence and reduction in interlocutors.

4.4 Other categories of staff

Seconded staff, Junior Professionals in Delegations (JPDs) as well as trainees in HQ and Delegations were also part of the EEAS population in 2016. They were fully integrated in different departments/Delegations and participated actively in the daily work of the EEAS.

4.4.1 Seconded National Experts

As set out in Article 7 of the EEAS Council Decision, Seconded National Experts (SNEs) working in the departments and functions transferred to the EEAS on 1 January 2011 were also transferred, subject to the consent of the authorities of the originating Member State. The High Representative in accordance with Article 6(3) of the EEAS Council Decision adopted the rules governing SNEs in the EEAS. The new rules adopted in 2014 simplified the administrative and financial management of SNEs as their working conditions are closer to those of the rest of the EEAS staff.

In October 2016, there were in total 432 SNEs in the EEAS. 366 were based in Brussels, and 66 were based in the Delegations. The majority of the relatively high number of SNEs in HQ worked in the crisis management structures. From the 366 Brussels-based SNEs, 150 (41%) were seconded “cost-free”, i.e. entirely paid by their sending Member State (except for mission expenses). In the EU Delegations the majority (76%) of the SNEs were “cost-free”.

The specific actions in place since the audit done in 2014 by the Internal Audit Service were monitored in 2016. The main recommendations focused on mitigation of conflict of interest and the monitoring of the performance. Concerning ethics, SNEs, JPDs and trainees have the same rights and obligations as officials. The EEAS is also encouraging regular feed-back and non-formal dialogues between the line manager and the SNE. Before each request for extension, the Division has to fulfill a specific form with the tasks accomplished by the SNE during the current period of secondment and also the results to deliver and added-value to transfer during the extension period.

Forthcoming developments

There is a growing demand for SNEs from different services within the EEAS (both at HQ and Delegations). SNEs are a very important resource, but at the same time, the use of SNEs poses certain challenges. The HR Directorate continuously monitors the use of SNE staff and is developing and strengthening a coherent human resources' policy related to SNEs. Partnership with Member States is very important in this area.

4.4.2 Junior professionals in Delegations

The aim of the programme is to enable junior professionals from the Member States to gain experience in the work of Delegations during the 18 months assignment. For the round 2016-2017, there are 75 JPDs in 66 Delegations: 39 JPD working in the EEAS sections and in the 36 European Commission sections. Some of these positions (14) are funded bilaterally by Member States.



Figure 1: JPDs in New York at United Nations Headquarters



Figure 2: JPDs in Russia representing EU at the Regional Consultation of the Rights of Migrants in Action

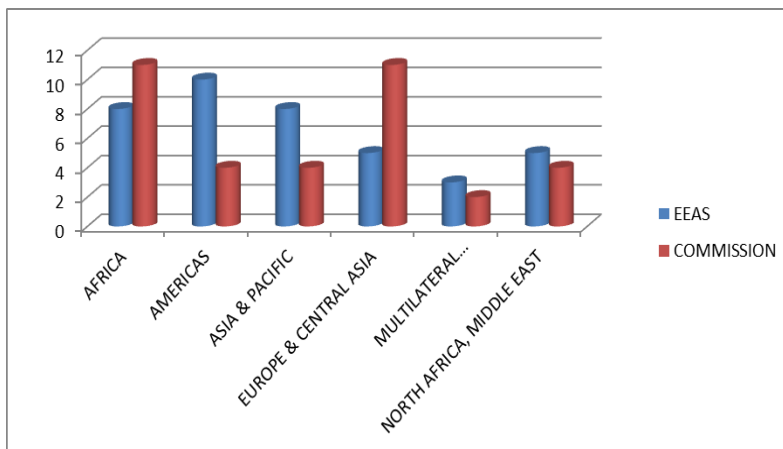


Chart 1: Geographical Distribution of JPDs

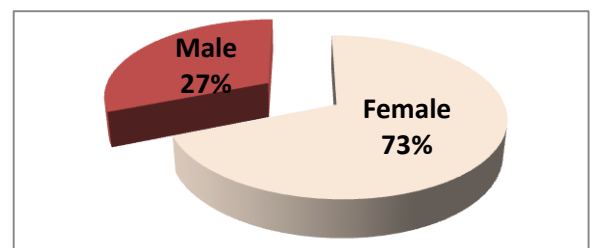


Chart 2: JPDs per gender

The selection process for the third Round 2016-2018 was launched in 2015 and 39 highly motivated and qualified JPDs were selected for the EEAS (33 financed by the EEAS and 6 by the Member States). The Commission is financing 28 posts. In addition, Member States are financing 8 posts for the Commission.

In 2015, the EEAS launched a special survey to identify the difficulties JPDs are facing. For the third Round, the EEAS took into consideration the feedback on the living conditions and security issues in order to improve the daily life of JPDs. Before their departure, all EEAS JPDs followed an e-learning training session on Security (SAFE) and received a Laissez-passer of the European Union to be covered by the Privileges and Immunities of the Vienna Convention of 1968 on Diplomatic Relations.

In addition, the EEAS further developed communication with JPDs by creating a Facebook platform to facilitate the exchange of information between the EEAS HQ and JPDs. A webpage dedicated to JPDs was also created, where young professionals share their experience and encourage others to apply: http://eeas.europa.eu/jobs/index_en.htm.

JPDs in EU Delegations constitute an important asset – they are responsible for a wide range of activities carried out by Delegations: political briefings, reporting, analysis, research, organization of events, assisting the Head of Delegation in important meetings, visiting projects financed by the Commission etc. More information from EEAS JPDs can be found on the website.



Figure 1: A JPD visiting one of the projects financed by the European Commission in Ukraine.

4.4.3 Blue book trainees

In cooperation with the Traineeship Office of the European Commission, that provides administrative assistance (under the Service Level Agreement), the HR Department recruits each year remunerated Blue Book trainees: 30 trainees for each 5 month session starting in March and October. In 2016, 60 trainees were assigned to the EEAS (59 to HQ and 1 to an EU Delegation).



Figure 2: Blue book trainees in the EEAS

4.4.4 Non-remunerated trainees in Delegations

EU Delegations have a tradition of offering opportunities for non-remunerated traineeships to young people in third countries or international organisations where they are accredited. The recruitment process is managed at Delegations level, but the EEAS HQ has to validate all the requests in order to control the quality of traineeships. In 2016, the amount of unpaid trainees in Delegation increased bringing it to a total of 716 at the beginning of November for an average duration of 4.5 months. As practice shows, the EU Delegations are able to permanently attract young professionals who are eager to gain a work experience before entering the job market.

In 2016, the EEAS HR Directorate monitored the selection process in Delegations and the respect of the guidelines on the organisation of unpaid traineeships in Delegations issued in 2014. By following the guidelines, the Delegations ensured that the EU institutions continue offering a fair, transparent and valuable traineeship scheme.

The unpaid traineeships scheme reflects the needs of young professionals. Together with other schemes such as the Blue Book Traineeship and the JPD, it shows that the EU institutions provide

young people with wide range of programmes suitable for their level of experience/qualifications. Many of the current JPDs did complete non-remunerated traineeships in Delegations before, which did give their applications an added value.

In spite of being highly valued by Delegations and generally appreciated by trainees, a complaint launched to the European Ombudsman by a trainee in 2014, concerning the non-remuneration of Delegation traineeships, resulted in the Ombudsman launching an enquiry, which was pursued throughout 2016.

4.4.5 National experts in professional training

The EEAS HR Directorate manages also, in cooperation with the HR Directorate of the European Commission, the recruitment of National Experts in Professional Training (NEPT). These trainees come from public administrations of the EU Member States. The purpose of this professional training is to give NEPTs an insight into the EEAS and Commission's working methods and policies. In 2016, there were 17 national experts assigned to different EEAS HQ services.

In addition to paid and non-remunerated traineeships for young people and officials, the EEAS also developed, in cooperation with EU Member States, EU institutions, third countries and international organisations different secondment and exchange programmes.

Diplomatic training secondment programme

The Diplomatic Training Secondment Programme, launched in 2015, is addressed at diplomats from the Ministries of Foreign Affairs with, in principle, up to three years of professional experience in foreign services. In 2016, the programme provided an opportunity to 8 junior diplomats (2 from the Netherlands and the UK, one from Estonia, Germany and Hungary) to become more familiar with EU foreign policy and to get a better understanding of the working methods and decision making process in the EEAS. Participants were seconded for periods varying from two weeks to six months under the conditions and rules applying for cost-free SNEs.

Short term secondment programme with European Parliament

The short-term assignment programme between the European Parliament and the EEAS, in its third year, was relaunched in March 2016. 11 colleagues from the European Parliament participated in the programme and were assigned to different geographical and horizontal divisions in the EEAS HQ as well as to EU Delegations. Five colleagues had combined missions involving assignment to EU Delegations (Kiev, Moscow, Vienna, Israel, East Jerusalem and Montenegro) and corresponding geographical and thematic divisions in HQ. There was also a mission to the multilateral Delegation in Addis Ababa. Two EEAS colleagues were seconded to the EP within the scheme. The programme gave an opportunity to colleagues from both institutions to get an insight into their respective priorities and working methods and to develop closer professional links, thus enhancing ties between the two institutions.

Exchange programmes with third countries and international organisations

The EEAS organises short term internships/exchanges of diplomats or officials who are regularly welcomed at the EEAS as part of the developing cooperation between the EEAS and third countries, international organisations or Public Administration schools.

The EEAS has concluded several Administrative Arrangements with a view to improve mutual knowledge and share expertise in sectors of common interest. So far, the EEAS has signed such arrangements with the following countries/organisations: Switzerland, USA, Australia, New Zealand, the League of Arab States, the Gulf Cooperation Council, African Union Commission and the European Union Institute for Security Studies.

In 2016, the EEAS has concluded an Administrative Arrangement with the Ministry of Foreign Affairs of Argentina and is also preparing Administrative Arrangements with two other States.

Through these Arrangements and by hosting diplomats from our respective organisations, we are strengthening operational capacity to deepen mutual understanding and to work together on crucial issues. By hosting diplomats from EU and non-EU countries, the EEAS works to develop a common diplomatic culture not only in Europe but also beyond its borders.

In 2016, the EEAS received one diplomat from the State Department of the United States of America, one diplomat from the League of Arab States, two diplomats from the Gulf Cooperation Council and three from the KSAP (National Public Administration School in Poland). We are further exploring opportunities to expand such arrangements with international organisations.

Due to the increasing amount of exchanges with officials/trainees from non-EU countries, the EEAS established an internal security policy for diplomats and trainees coming from non-EU countries. These rules aim to mitigate, by preventive security measures, any potential risks of leaks or loss of sensitive information and/or documents.

5 LEARNING AND DEVELOPMENT

5.1 The new EEAS Learning and Development ("LEAD") Framework

Updating and modernising the EEAS learning offer

The current training strategy is stemming from the early days of the EEAS back in 2011, and 2016 was the year to rethink our learning and development offer. A special Learning and Development survey to all staff and a multilayer consultation exercise have shown the way forward:

- A shift in focus on HOW we learn: more emphasis on peer-to-peer and on the job learning, reflecting the fact that it's there that 80% of the actual learning takes place compared to only 20% in



Figure 3: EEAS Learning & Development platform

classroom training. Self-determined learning (e-learning and blended learning) will complete the offer, making learning more flexible and reachable for colleagues in Delegations.

- A clearer focus on WHAT we offer based on two key priorities: 1) providing colleagues with the necessary skills and competences for mobility and rotation (diplomatic skills, communication skills and current global challenges) and 2) creation of a common management culture and making managers catalysts for change and learning.

5.2 Learning 2.0 at the EEAS

What if colleagues could learn where and when they want?

With 139 Delegations worldwide and limited mission budgets the EEAS has a special responsibility to open training opportunities to those colleagues who cannot travel to HQ for classroom training. Several new products were already piloted in 2016:

E-learning modules: Several courses have been developed, for example a EEAS Newcomer Package with a "Survival kit" and "Who does what at the EEAS" featuring top level senior managers in short and succinct video interviews; a module on "EU Classified information" and one explaining the intricacies of one of the EEAS main diplomatic tools: "Démarches".

The EEAS "TED Talks": Several small videos featuring summaries of key insights from speakers are available on topics such as religion and diplomacy and resilience.

Broadcasting training in Delegations: Web-streaming was used to air our most popular training content across the world, for example the courses on "Human Rights, Democracy, Rule of Law" and the EU-UN partnership.

The brand new EEAS Learning and Development Platform is the one-stop shop for all these new formats.



Figure 4: Managing Directors' welcome message to newcomers



Figure 5: Web streaming of EEAS Lunch & Learn session

5.3 Training for a shared vision, common actions and stronger Europe in practice

The strategic environment of the EU has changed dramatically over the past years. Challenges to our security today need a response that combines aspects of internal and external policies. The Global Strategy will help us to be more effective in tackling challenges such as energy security, migration, climate change, terrorism and hybrid warfare, to stand together internally on security and defense and take responsibility in our surrounding regions to promote resilience and to address conflicts and crises. The EEAS has therefore introduced seminars on the main priorities of the EU's Global Strategy: economic and cultural diplomacy, counterterrorism, migration, communication and several new geopolitical and thematic seminars.

5.4 Enhanced cooperation with the EU Member States

The EEAS continued to coordinate the successful cooperation with the Training Directors from the MFAs who meet several times a year residentially during the European Diplomatic Program and also online in-between. During the last meetings in Luxembourg, Amsterdam and Bratislava, discussions focused on new trends in diplomatic training; intercultural communication; brain learning and smart internet techniques; 70-20-10 training and digital diplomacy.

The 17th European Diplomatic Programme gathered a considerable number of participants (63 participants from Member States, EEAS, GSC and the former DG RELEX family). The program is regularly adapted according to the needs of present day diplomats.



Figure 6: Participants of the 17th European Diplomatic Programme

5.5 What else is new?

Over 50% of respondents to our learning and development survey have told us that they provide training in some form to other colleagues. And knowing that 80% of what we learn happens directly on the job or via colleagues this is a very important resource. The EEAS has, thus, started to offer a series of Train the Trainer courses for occasional trainers and presenters to offer support to these colleagues. A network and community of practice is planned for 2017.

What EEAS staff can learn from a drama school?

In order to improve intercultural communication skills as well as specific skills needed for particular jobs like the inspectors, the EEAS has introduced new interactive formats with the use of professional actors. Techniques to convey the message; behaviours and their impact; and the use of the body, breath and voice to make the difference were key elements in this new format.

The 2016 EEAS staff survey included a section on well-being where staff stressed the importance of having more training on prevention of health related issues. Consequently, the EEAS developed courses in collaboration with the EEAS mediator and the EEAS Medical cellule on the prevention of burn-out and



Figure 7: Pictures from the "Train the Trainer" session

specialised training on confidential counsellors who can act together with the Mediator for the EEAS staff well-being.

Finally, the "Lunch & Learn" format featuring colleagues in short session over lunch has been re-launched in 2016 to boost the flow of information between departments.

6 CAREER DEVELOPMENT

6.1 Appraisal

In 2016, the HR directorate took a series of steps to make appraisal more effective, coherent and to embed it in a culture of permanent feedback.

A specific training on staff performance management was developed, that all managers were encouraged to follow. The course focussed on best practices for continuous feedback and exchange with staff throughout the year, tips to make the best of the annual evaluation and to allow for a peer exchange moderated by a renowned HR coach.

In addition, the guidance for managers and jobholders was updated and improved, fostering joint standards for appraisal and improvement of the quality and comparability of the reports. In addition, a detailed catalogue was developed, listing for each relevant competence or skill, patterns for effective and for ineffective behaviour

6.2 Promotions

In 2016, communication and coherence of the promotion exercises were reinforced.

The exercises for officials' and Temporary agents' promotion were organised in parallel, facilitating a direct comparison between officials and temporary agents and the use of the same principles.

The working groups screening the MD promotion proposals and conducting a comparison of merit of all eligible staff by grade across the EEAS proved their major added value. The Promotion Board attached much weight to the working group recommendations and their input had a substantial impact on the list of staff who were finally proposed for promotion.

To make the proceedings more transparent, some Promotion Board members gave their personal views on the discussion and the outcome in a video interview. The interview was published on the EEAS internal website. Receiving such insight from the directly involved managers who also have the experience of the consultation on promotion proposals within their departments, was much appreciated by staff and added transparency to the process.

The improvement of the quality of the promotion procedure was also reflected in the decrease of the number of article 90(2) complaints by almost 40% compared to the previous exercise.

6.3 Certification

New General Implementing Provisions on Certification were introduced in December 2016. The new procedure was streamlined and some important changes such as a reinforced role of the Joint

Certification Committee, a limitation of the validity of the list of successful candidates to 60 months, the possibility for an observer of the Staff Committee to assist in the selection panels and, following recommendations of the Joint COPAR Committee, the possibility to organise the exercise on a biennial basis.

In 2016, two candidates were selected to follow the EPSO certification training. Two AST colleagues successfully completed the certification training. And four certified colleagues found an AD post in the EEAS.

7 PERFORMANCE MANAGEMENT

In 2016, much has been done to make appraisal reports more meaningful and comparable so that they can offer an even more pertinent basis for many HR processes.

There is a certain element of subjectivity that makes appraisal reports sometimes difficult to compare. In 2016, the HR Directorate went beyond earlier guidance for appraisal exercises and provided a set of hands-on materials for managers and jobholders. A competencies catalogue describing behavioural patterns for assistants, administrators and managers was elaborated to help assess jobholders. An overhaul of the guidelines on the setting of objectives was done, illustrated with concrete examples. A new form for jobholders to prepare their appraisal dialogue in a structured way was made available. Moreover, the training offer to managers was extended in 2016 by offering further courses on best practices recommended for the annual appraisal exercise and for managing staff performance, including poor performance. To facilitate the access of managers in Delegations to this tailor-made course for managers, an online version of this specific training was made available to them.

In 2016, a total of 1725 staff members (officials and temporary agents, including senior managers, as well as contract agents) were evaluated.

8 WORKING CONDITIONS

8.1 Equal opportunities

The objective of the EEAS overall HR policy is to provide equal opportunities and perspectives for all staff. Notably, the EEAS continued to develop its HR policies on recruitment, career management, mobility and promotion possibilities, having in mind the principle of equal treatment of permanent officials and temporary agents from Member States.

The EEAS continued to base its recruitments on merit first, taking into account the need for both gender and geographical balance when faced with several candidates of equal merit.

Progress towards gender balance in the service remained slow, as at its creation the EEAS inherited a predominantly male workforce in the block transfer and similarly to national Diplomatic Services continued to face challenges in attracting highly qualified female candidates for senior positions. Nevertheless, since the creation of the EEAS the number of women in management positions and

notably Head of Delegation posts has been steadily increasing. In 2016, women made up 20.6% of Heads of Delegation, compared to 17% in 2011.

8.2 Time management

Rest leave for difficult living conditions

In 2016, Delegation staff in 54 countries and their families (except for non-family postings) were benefitting from at least one rest leave (in comparison to 30 countries in 2013, 47 countries in 2014 and 50 countries in 2015). Furthermore, 6 delegations were granted 1 additional rest leave period for exceptional circumstances.

Work patterns

The EEAS hierarchy authorised the requests from 45 Delegations for derogations to the standard work pattern of 5x8 hours, in order to adapt better to local conditions.

Special leave

in the context of the duty of care, a decision was adopted on 29.2.2016 with effect of 01.03.2016, to grant special leave for administrative procedures and/or for medical examinations to staff members serving in a third country.

Part-time work and telework

The EEAS adopted a new decision on the implementation of telework adapted to the organisational structure of the EEAS headquarters and a new decision concerning part-time work. The decision was taken on 30.6.2016 with effect of 1.7.2016.

8.3 Support to staff in rotation

The EEAS rotation team (HR department) is responsible for removal and taking up duty files of EU staff to be posted to a Delegation outside the EU from HQ or from the place of recruitment (newly recruited staff). It is in charge of paying the installation allowance to staff members leaving for a Delegation outside the EU or transferring from a Delegation outside the EU to another as well as a resettlement allowance to staff leaving the EEAS directly from their Delegation. The team also deals with the annual travel exercise, which results in the payment in July of the annual travel flat rate allowance to all staff in Delegation and their dependants.

For the rotation 2016, staff members were contacted at a very early stage (as soon as they received an offer for a posting to a Delegation) in order to give them all relevant information regarding their removal, taking up duty and installation entitlement. Payments were made at the earliest possible stage with less paperwork, thereby shifting from an ex-ante to an ex-post control based approach.

Concerning the 27 regionalised delegations¹ (covered by the Regional Centre Europe), EEAS HQ services are managing all the expat staff's individual rights such as the taking up duty travel, removal and storage files. Over time, all Delegations will be concerned by the transfer of these tasks.

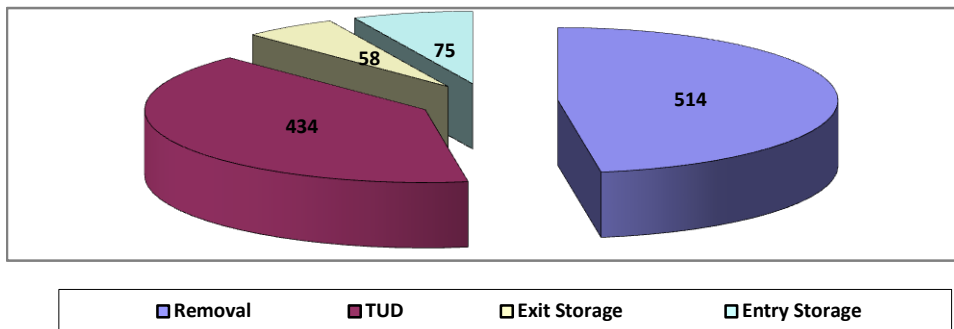


Chart 3: Total number of financial transactions processed by EEAS HQ in 2016

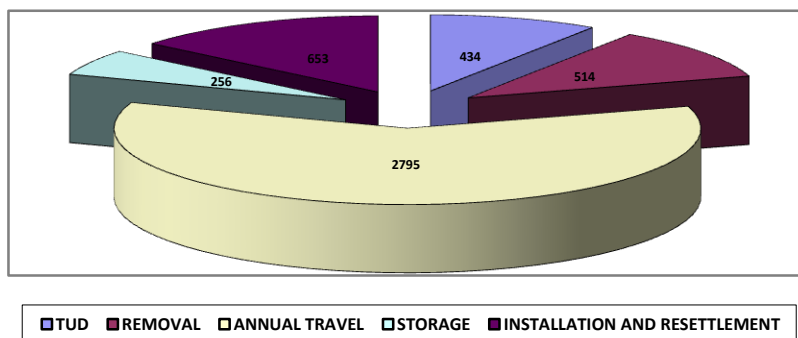


Chart 4: Total EEAS HQ Payments via e-Travel, SYSPER and ABAC

The EEAS HR department also provided social support to staff posted in Delegations and their family members facing difficult situations (financial problems, serious illness, death...).

8.4 Mediation

All EEAS staff members in HQ and all those assigned in Delegation, no matter what their service of origin, have the right to address the EEAS Mediation Service for advice on issues related to rights and obligations or conflict at work, including psychological or sexual harassment. Contractors who feel harassed by EEAS staff members may also address the Mediator. Staff of EU Special Representatives is in principle not covered, but like contractors, may address complaints of harassment against staff members of the Institution. The Mediation Service works in an informal manner in order to resolve cases. It does not replace formal procedures for challenging administrative decisions, but may avoid such challenges by facilitating mutual agreement or compromise solutions.

Any staff member who feels harassed or suffers from conflict at work may address the network of confidential counsellors. There are 5 responding to EEAS staff members. Those on Commission posts may address counsellors on the Commission list.

¹ Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia Herzegovina, Strasbourg, FYROM, Georgia, Iceland, Rome, Kosovo, Libya, Moldova, Montenegro, Morocco, Norway, Paris, Russia, Serbia, Switzerland, UN (Geneva), WTO (Geneva), Tunisia, Turkey, Ukraine and Vienna.

The Mediation Service set as priorities for 2016:

- Responding effectively to an increased number of cases and, in particular, defusing conflict. The Service dealt with a new record number of 132 cases, an increase of 10% over 2015.
- Communicating the Service's availability to those less likely to address the Service particularly local staff in Delegations and staff originating from the European Commission. The Service addressed welcome meetings, pre-posting sessions and annual seminars and used electronic and printed media to get its message across.
- Increasing information on the network of confidential counsellors to encourage staff to seek support at an earlier stage in conflicts and recruiting new confidential counsellors to expand the network. A new telephone help-line 584 3400 was established along with a functional mailbox EEAS Harassment. Training took place for new confidential counsellors to be added to the network in 2017.
- Advocating prevention of conflict through improved management and working with the administration of the EEAS to identify more effective prevention and responses to problems.
- Networking with other support services to provide a consistent and appropriate response to workplace problems.

The Mediator's principal recommendation made during the year related to the need for a more coherent and explicit people-centred work culture in the EEAS. Greater emphasis needs to be given to this by senior managers and in the selection and evaluation of managers. The duty of care for staff in Delegation has been reflected in increased physical security, but needs to be complemented by greater attention to medical aptitude and the continued psychological health of staff in Delegations, particularly those under stress. Indicators of difficulties such as staff turnover and absenteeism need to be monitored. A review of the psychosocial risks of the EEAS could provide a basis for better prevention.

Primary prevention consists in directly attacking the causes of suffering at work to reduce or eliminate them. This is the responsibility of management in general and the budget and administration directorate general in particular. It involves analysing the organisation and the work environment taking account of absenteeism, staff turn-over and the frequency of inter-personal conflicts and complaints. It includes identifying organisational problems and improving management practice. It may involve an analysis of psycho-social risks. The Mediation Service contributes through information on conflict and identifying problems.

The Mediation Service plays a larger role in secondary prevention, in anticipating the damage, or tertiary prevention, limiting the damage.

Secondary prevention does not change working conditions; rather it addresses problems in order to limit their negative impact. It involves raising awareness among colleagues about harassment and psycho-social risks and helping them to develop their psychological resources to resist stress. The Mediation Service recommended appropriate training. In addition to management training, coaching and team-building offered by the EEAS, the Commission offers training on identifying and preventing harassment for all staff called "preserving dignity and respect at work" and a course for managers called "respect and dignity at work for a high-performing team" which is a compulsory course for managers in the Commission. There are also courses on developing resilience, improving collaboration and stress management.

Tertiary prevention, or limiting the damage, is rather urgent and involves dealing with the issues, reducing tensions, seeking solutions and avoiding further suffering. This is at the heart of the Mediation Service's work, but also requires the active intervention of management and frequently the support of the Medical Service and psycho-social team.

8.5 Ethics

8.5.1 Aim of the EEAS Ethics Policy

The aim of the EEAS ethics policy is to promote the highest standards in terms of independence, integrity, impartiality and objectivity.

In particular, permission should be sought before accepting a gift, payment, honour or decoration, before engaging in an outside activity (whether paid or unpaid) or before publishing a text/giving a speech.

It is also required to declare any situation of (actual or potential) conflict of interest, the gainful employment of the spouse and the intention to engage in an occupational activity after leaving the service.

8.5.2 Activities in 2016

A total of 206 individual requests were treated in 2016:

Type of request	2013	2014	2015	2016
Art. 11: permission to accept honour, decoration, favour, gift or payment	32	15	20	19
Art. 11a: declaration of possible conflict of interest	0	2	0	4
Art. 12b: outside activity during active service or during CCP	35	41	30	26
Art. 11 + 12b : remunerated outside activity	0	5	12	22
Art. 13: declaration of gainful employment of spouse	7	23	11	15
Art. 15: notification of intention to stand for public office	0	2	1	0
Art. 16: occupational activity after leaving the service	32	12	10	6
Art. 16: acknowledgement of obligations after leaving the service	30	37	63	74
Art. 17: intention to publish a work or give a speech	26	46	32	34
Head of Delegation: permission to speak or participate in an event in other country/to visit country of previous accreditation	0	0	0	6
Total	162	183	179	206

Main observations:

The number of requests has slightly increased (+15% compared to 2015).

Who?

- 63% requests from HQ staff, 37% from DEL staff
- 27,5% management staff (of which 55% Heads of Delegation), 72,5% non-management staff
- 59% AD staff, 19% AST staff, 15% CA, 7% SNE
- Regarding AD and AST staff: 2/3 officials, 1/3 temporary staff.

What?

- Most of the requests concern publications and outside activities
- Half of the article 11 requests concerns honours and decorations
- The annual reminder on ethical and organizational values stressed in particular the obligation to declare the gainful employment of the spouse, but this did not significantly increase this type of requests.

Outcome:

- The vast majority of the requests are accepted, some of them under certain conditions.
- Particular caution has been given to the employment of spouses of Heads of Delegations
- 4 requests have been refused: one concerned the employment of the spouse, 2 other requests to accept payments and 1 to accept a gift.

Training:

- Various specific training sessions on ethics were given in 2016: regular welcome sessions for newcomers at Headquarters, pre-posting sessions for staff leaving to a Delegation, sessions for Regional Security Officers and for Assistants of Heads of Delegations.

8.6 Infrastructure and security

8.6.1 Infrastructure

Headquarters

The aim of the EEAS infrastructure policy is to provide a cost-effective, environment-friendly working environment adequately equipped for the staff placed under the responsibility of the EEAS at HQ and in Delegations.

Further adjustments were carried out in 2016 at Headquarters:

- Organisation and rental of offices to host the New European Regional Centre in Beaulieu 24.
- A call for tender was launched in order to identify a new building to move the services that are today in the Kortenbergh buildings (C115, C150, C158).

Delegations

A series of construction / renovation projects were under development and are to be finalised in 2017: Belarus, Republic of Congo, Dominican Republic, Paraguay, Mexico, new office for BEI in Ethiopia (bilateral), South Soudan, Swaziland, Zambia. The Delegation to India relocated to new offices.

Health and safety audits were performed in offices and residences in 6 Delegations (Guinea, Libya (in Tunisia), New York /UN, Sri Lanka, Thailand, USA/Washington). No cases needing urgent intervention were detected during these inspections.

Security works were finalised in EU Delegations to Bolivia, Turkey, Philippines, Burkina Faso, Myanmar, Thailand and Pakistan. In preparation of works that will be carried out in 2017, pre-visits were performed in the Delegations to: Belarus, Chad (extension works), Dominican Republic, Ethiopia (bilateral), Eritrea, Ivory Coast, Malaysia, Moldova Paraguay, Rwanda, Tajikistan and Zimbabwe.

Building projects are under development in Delegations to: Austria, Brazil, Ethiopia, Gabon, Ivory Coast, South Korea, Lebanon, Mexico, Kenya, Morocco, Kazakhstan, Mozambique, Senegal and El Salvador.

Seven Delegations welcomed co-location partners (i.e. member states and/or EU bodies hosted within the premises of EU Delegations): Bolivia, China, Fiji, Israel, Thailand,

8.6.2 Security

EEAS Security Policy

For security at Headquarters, a major focus in 2016 was to ensure security in a more volatile security situation, in coordination with the other European Institutions and in consultation with the Belgian authorities, for EEAS staff and assets. A system of alert states, fully aligned with the Commission's and Council's systems, was established and a coordination mechanism for crisis situations was put in place. The physical security of Headquarters buildings was ensured and further improved. The security aspects related to the Belgian urbanisation plan for the Schuman area were discussed throughout the year. Moreover, together with the other Institutions, a MoU with Belgium was negotiated and signed on security verifications of external contractors' staff having access to European institution premises.

In the area of protection of classified information, significant progress was made in ensuring that staff who require access to EU classified information are adequately briefed by developing an e-learning course together with the Human Resources Department, as well as elaborating a User Guide to EU classified information. The capacity to carry out investigations has been strengthened and a mandate for investigations has been adopted. The inspections by the technical surveillance counter-measures team have been rolled out to Delegations and were further expanded in Headquarters. A project of secure speech rooms, providing protection against anti-acoustic eavesdropping, was launched and will be implemented in Headquarters and a number of selected Delegations.

The security culture was further strengthened by fully operationalising the network of Departmental Security Coordinators. Through plenary meetings and drop in sessions, the network was kept abreast of main developments in the area of security and has been involved in mapping and improving the existing security related equipment available to staff for protecting classified documents in all three Headquarters buildings. Moreover, counter-intelligence briefings in groups or on an individual basis continued to be provided both in Headquarters and in selected Delegations.

In terms of security policy, three meetings of the EEAS Security Committee were held. An administrative arrangement between the EEAS and the United Nations and another with Eurocorps were concluded. The texts of the Security of Information Agreements with Albania, Georgia and

Moldova were finalised. Working relations were also strengthened with Frontex. At inter-institutional level, close cooperation resulted in agreement on arrangements for sharing classified information with EU Agencies, and also on establishing the principle of joint administrative arrangements with third countries and international organisations. Progress was made on a technical update of the EEAS security Rules.

Field Security

The EEAS' general objective in the area of field security is to fulfil its duty of care towards all of the personnel employed by the EU Institutions in EU Delegations worldwide.

Evacuations

On 8 July 2016 evacuation level 3 was declared for the Delegation in Juba, South Sudan, i.e. all non-essential staff had to be withdrawn due to a serious deterioration of the security situation.

At the end of 2016 six Delegations were under evacuation level 3 (Burundi, Central African Republic, Iraq, Libya, South Sudan and Syria) and Yemen under level 4 (withdrawal of all staff). The total number of Delegations under evacuation rules was thus seven, one more than at the end of 2015. A map showing the countries can be found in Annex 5: Evacuation map.

Security incidents

In 2016 a total of 304 security incidents affecting Delegation staff or the family members of expatriate staff were reported from 100 Delegations. Most of them (120 cases) were crime related with thefts and robberies as the most frequent type of crime. 45 incidents were traffic accidents with official or private vehicles and 44 incidents fell in the category Civil Unrest/Political Violence; the latter were mostly demonstrations in front of the Delegation buildings.

More than one third of the incidents (115 cases) took place in sub-Saharan Africa, followed by Europe/Central Asia (81 cases) and Asia (43 cases).

Recruitment of new RSOs

At the beginning of 2016 the EEAS had 34 posts for Regional Security Officers. Due to the general deterioration of the security situation it was decided to increase the number of RSO posts to a total of 58.

By the end of 2016 11 new RSOs were recruited. Most of them were deployed to Delegations in Africa, in particular in the Sahel region. A detailed map showing the allocation of RSO posts at the end of 2016 can be found in Annex 6: RSO map. The recruitment for the remaining posts is ongoing and planned to be completed in the first quarter of 2017.

In the first week of October 2016 the Field Security Division organised for the first time induction



Figure 8: RSO induction training participants

training for Regional Security Officers (RSOs). 8 new RSOs received a comprehensive introduction to their professional tasks, the role of EU Delegations in the world and the administrative procedures which RSOs must apply in the course of their work.

BASE and SAFE

BASE (Basic Awareness in Security) and SAFE (Security Awareness in Fragile Environments) are two new security e-learning courses for staff in Delegations. Their objective is to increase the level of security awareness of all staff. BASE was made available for Delegations on 25 November 2015 and SAFE on 24 June 2016. The courses are mandatory for all expatriate staff in Delegations. Since 19 December 2016 the same applies for Headquarters staff going on missions.



By the end of 2016 a total of 2248 users had received a "certificate of achievement" for the BASE course (which means that they followed all modules and successfully completed all tests). 1008 certificates were issued for SAFE.

Figure 9: Cover page BASE course

In the core target group, i.e. expatriate staff in Delegations, about 58% had completed BASE across all Delegations and about 40% SAFE by the end of 2016. Completion rates differ significantly between Delegations. In some Delegations all expatriates or almost all and local staff members have completed both courses, whereas in others only a few colleagues have followed the courses. The Field Security Division continues to closely monitor completion rates and remind Delegations where necessary.

Security training in Delegations

Delegations organised various types of local security and safety training for their staff ranging from general security briefings, building evacuation exercises and fire drills to first aid courses and more specific measures such as mine awareness and disaster preparedness taking into account specific local threats.

The overall number of local security training activities reported by Delegations has increased from about 419 in 2015 to more than 600 in 2016. Delegations have increased in particular crime prevention training (organised in 24 Delegations), first aid training (in 75 Delegations) and training for drivers/defensive driving training (in 33 Delegations).

8.7 Medical assistance

8.7.1 Medical Repatriations

In 2016, a total of 175 medical repatriations have been requested. Of these, 21 were refused by the Authorizing Officer, as the problems were considered as non-urgent or involving a medical consultation that could be dealt with during an annual leave or a mission. Most medical repatriations (152) could be dealt with a commercial flight (level 2 medical repatriations) and only 2 required the intervention of Falck Global Assistance (level 1 – medical repatriations by air ambulance).

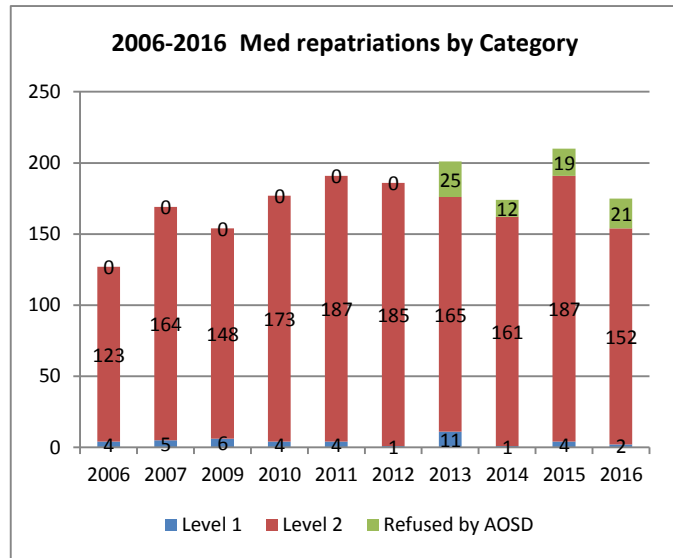
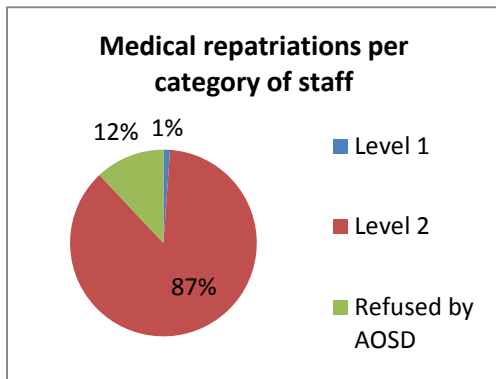


Chart 5: Medical repatriations per category of staff Chart 6: Evolution of medical repatriation by category

When looking at the regions, we find that more than half of the medical repatriations came from Africa.

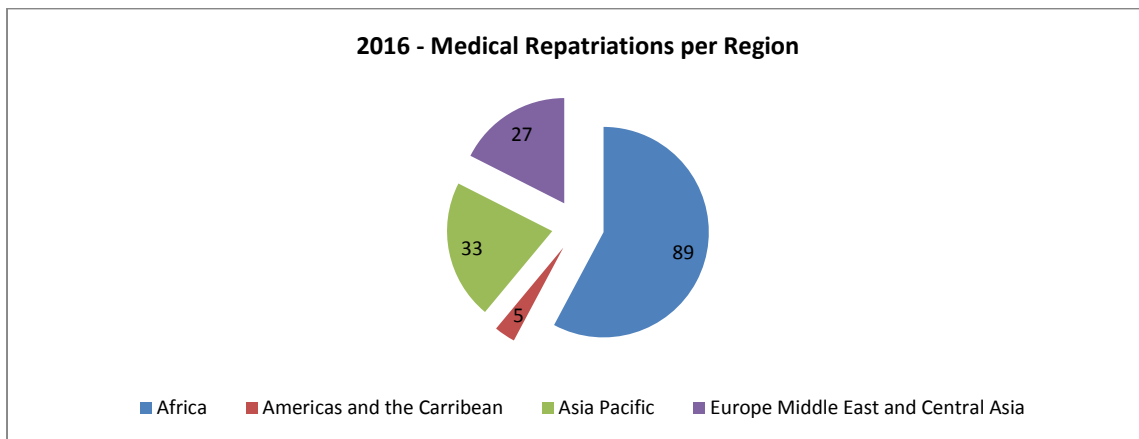


Chart 7: Medical repatriations by region

8.7.2 Networking

EU MFA Medical Services: On the 31st of May 2016, the EU Medical Services Network Meeting was held in London. The topics and discussions focused on posting restrictions, resilience and workplace mental health, air pollution, and fitness to work. The next meeting should be organized in Barcelona in May 2017, during the 15th Conference of the International Society of Travel Medicine.

Interinstitutional Medical Board (IMB): The IMB is the group of medical representatives of the Institutions. It offers an opportunity to medical officers of the Institutions and Agencies to meet and discuss under a unique legislative context, governed not only by national and EU legislation, but also by the Staff Regulations. The 3 annual meetings were held on 29/01/2016 in the EEAS in Brussels, on 03/06/2016 in the European Parliament in Luxemburg and on 23/09/2016 in the European Parliament in Brussels.

EU Symposium EDA: The EEAS/EUMS and EDA have organised the symposium 'Medical Support to EU Common Security and Defence Policy Operations' in June 2016 in Rome. The aim of the conference was to discuss current capabilities and future ambitions for EU led operations and missions and to establish a common vision for medical support at EU level. The EEAS presented the role of the Medical team in support of the EU Delegations.

8.7.3 Health risk survey

Early 2016, a survey has been addressed to HoA and HoDEL in order to assess the medical needs in Delegations. Based on the results of this survey, priority should be given to the following findings:

- Development and implementation of a stress management program
- Policy for dealing with/reducing long term sickness leaves in Delegations
- Pandemic preparedness
- Pre-posting awareness on health issues and fitness to work assessment for high risk postings
- Identifying reference hospitals for countries and regions with limited health infrastructure

The definition and the implementation of these programs will need a clear delineation of responsibilities between the EC Medical Service and the EEAS Medical Cell.

8.7.4 Health risk assessment missions

In order to get a better understanding of the needs of staff in Delegations, make an appropriate risk assessment and introduce risk mitigating measures, a mission was conducted to Brazil, Venezuela, Guyana and Barbados.

8.7.5 Post-traumatic group debriefings

South Sudan: Further to the evacuation of staff from Juba in July 2016, a group debriefing session as well as individual psychological follow-up was offered to the evacuated staff members.

22nd of March in Brussels: Besides individual support to staff members involved, group debriefings were organised by the EC Medical Service in Brussels

8.7.6 Trainings for Delegations

First aid trainings and general health advice trainings were given to RSO's and Heads of Administration in 2016 and two specific 'one day' modules on stress management was organised for Heads of Administration. Training on stress resilience was given to RSO's (RSO seminar in May 2016 and induction training for newly recruited RSO's in October 2016). The EEAS Medical Cell collaborated with BA IBS.2 for the development of the health module of the new security e-learning course BASE and SAFE.

8.7.7 ZIKA epidemics

Following the outbreak of ZIKA that started in South America, Central America, the Caribbean and a few Pacific islands, specific health advice was given to staff in these countries or travelling to the affected countries.

8.8 Staff Survey

The EEAS conducted its second staff opinion survey in February 2016. The aim was to give all staff the opportunity to express their opinion on the work environment and the functioning of the EEAS and to track and analyse trends by comparing its results with the first Staff Survey in 2015.

43 % of all EEAS colleagues replied to the questionnaire – 51% at HQ and 36% in Delegations. This is 10 percentage points less than in 2015. Like the previous year, the survey projected a picture of:

1. a good level of staff engagement (average 70% in 2015 and even higher index in 2016- 73% of job satisfaction). The staff index is rather homogenous among the different categories of staff, gender and place of work (Delegations or in HQ).
2. a good level of satisfaction about current job (72%). This section received the highest scores among the 6 sections of the survey questionnaire. Staff scored particularly high on relationships with colleagues and on willingness to give extra efforts. Staff also demonstrated that they have a clear understanding of expectations at work and generally consider that their skills match the current job.

However, the surveys also highlighted areas where colleagues would like to see improvements. In order to gather concrete ideas on how to improve the working conditions at the EEAS, the HR Directorate organised focus groups involving all categories of staff and EEAS services.

11 focus groups took place between mid-October to mid-November. More than a 100 colleagues participated from HQ and Delegations. Colleagues appreciated the possibility to contribute to the follow up of the surveys. Discussions focused on the following issues:

1. awareness (better knowledge about the work of different parts of the EEAS/Delegations);
2. career opportunities (rotation and mobility; career prospects);
3. management culture (senior and middle management);
4. staff well-being at the EEAS (social activities, infrastructure, security, etc.).

The proposals generated during the focus group discussions were compiled in a Staff Ideas Report and will be discussed with senior management in order to translate them into concrete actions that could be implemented in short, medium and long term.

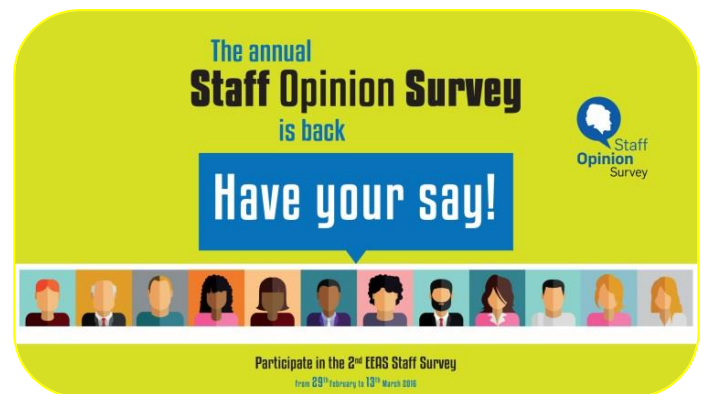


Figure 10: Staff opinion survey on the EEAS intranet

9 SOCIAL DIALOGUE

Due to an irregularity in the previous election polls of February-March 2015, new elections of the Staff Committee were organized in 2016 and finalised in December. Achieving the minimum staff participation in the vote (i.e. two thirds) foreseen for the validity of the elections represented a considerable challenge for the Institution. Working side by side with the staff representatives, the administration contributed in raising general awareness on the importance of the statutory body, thus confirming a consolidated cooperative approach in social relations at the EEAS.

The implementation of the new Framework Agreement's provisions helped to streamline social dialogue consultations, ensuring predictability and preventing delays in the policy/decision-making process (e.g. the timely annual re-determination of local conditions allowances will not require retroactive applications of provisions).

Beside periodical meetings with trade union representatives, the administration's participation in 'plenary' meetings organised by the Staff Committee became a consolidated pattern allowing for fruitful high-level social dialogue talks. In 2016 both the High Representative and the Secretary General have had an opportunity for an exchange of views with our social partners on the most relevant matters affecting the different categories of personnel.

Discussions about certain policies (e.g. on the reimbursement of educational costs for staff serving in Delegations) proved more controversial than on others (e.g. on the new certification procedure). Nevertheless, thanks to the open and pragmatic attitudes of all social dialogue actors (and possibly to the Institution's growing maturity), as a rule consultations allowed for substantial inputs for the benefit of the policies or decisions adopted.

10 INTERNAL COMMUNICATION

Internal communication activities were developed in accordance with the annual communication plan established in cooperation with DG BA Divisions for the period January-December 2016. The information elaborated and communicated to staff reflected the HR priorities of the EEAS for 2016. Three main areas of activities were subject of communication activities:

Human resources policies developments:

A systematic communication effort was conducted to present in a friendly and "journalistic" manner administrative procedures and rights and obligations (mobility, rotation, appraisal, ethics at work, changes in education allowances, special leaves, etc.). It contributed to a better understanding of procedures by various categories of staff, making them aware of their obligations and opportunities. Compared to the previous year, more time and space in the EEAS intranet was devoted to security issues and rules affecting staff in Delegations and in Headquarters (country threat assessment, incident reports from Delegations, introduction of security alert states in EEAS, business continuity plan, etc.).

EU Delegations:

Special attention was paid to communicate about issues and administrative procedures of particular interest to staff working in Delegations and in particular local staff: field security, special leaves, policy for sickness insurance, regionalisation of administrative support, translation in French of the EU Delegations Guide, etc.

The participation of staff in the daily life of the Service:

It was reflected in a number of communication activities, articles and videos, with the participation of staff representatives and members of professional bodies (Staff Committee meetings and election, Bureau of Heads of Delegations, Bureau of Heads of Administration). The Mediation service participated in various information initiatives to inform about its role. The presentation of the Mediator's second annual report was an opportunity to highlight trends in his area of activity.

The organisation of the second staff survey and the presentation of the results provided an interesting communication momentum to report about EEAS staff satisfactions and concerns. For the first time, the staff survey was followed by a series of discussions in focus groups. Constructive suggestions were put forward in order to solve shortcomings identified by staff about knowledge and information sharing, management culture, career management and staff well-being.

The added value of internal communication is not always easy to measure in a factual manner but it has an impact on the functioning of the service in different ways: more transparency in HR decision making, better understanding (and therefore better implementation) of administrative procedures, improvement of professional environment and working conditions and contribution to the development of a corporate culture.

Facts and figures:

The intranet "EEAS Zone" remains almost the exclusive channel for internal communication. About 90% of activities resulted in the publication of written articles and interviews and 10 % in video productions (compared to 20% in 2015). In this respect, technical developments should be considered in order to make intranet easier to navigate in, to ensure the update of stored information and to accurately assess its use by staff. The current resources allocated to the production of videos do not match the growing demand and interest in this type of communication.

11 INFORMATION SYSTEMS (IT)

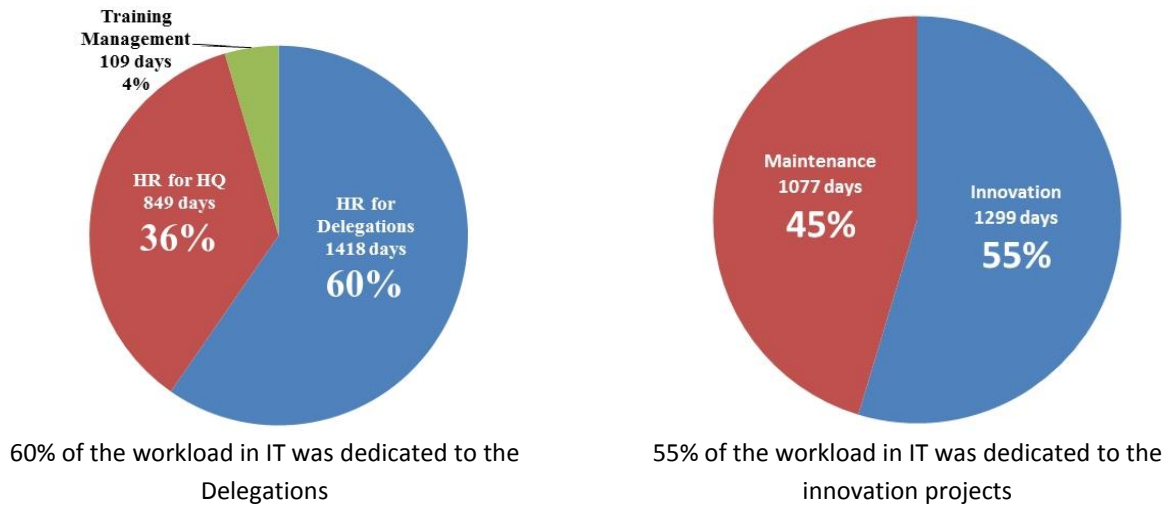
Human Resources are supported by several information systems shared with the European Commission (e.g. Sysper, EU Learn, MIPS) or built and maintained by the EEAS Information Technology Division (e.g. HR-Delegation Portal, e-Mobility, e-Rights).

11.1 A new approach for IT governance

As from 2016, Information Systems project activities are categorized by Business Domain. For each Business Domain, IT Division has appointed a single point of contact for the business owners. Business Domain Steering Committees are organized once per quarter to discuss the state of affairs concerning

ongoing projects, potential evolutions or new requirements as well as priorities. This approach has improved the communication between IT and HR. It has allowed IT to better anticipate HR business needs. It has also given business owners the opportunity to coordinate relevant priorities among projects inside the HR Business Domain.

11.2 The services delivered to support HR processes



HR in Delegations

The vision of HR-DELEGATION Portal is to progressively integrate, in a single portal, several existing applications to streamline and automate most of local staff HR processes. This portal benefited in 2016 from various evolutions (e.g. EU Delegations organisation charts, jobs qualification, medical advisors database). In addition new releases of e-VAL for local agents' appraisal and e-TIM for EU Delegation time management were delivered.

HR in Headquarters

The Headquarters staff management remains supported by complementary information systems, to cover business processes not supported in Sysper. These systems benefited in 2016 from various evolutions (e.g. e-MOBILITY@EEAS for mobility exercise, e-RIGHTS for creation of certificates).

As the rotation process in the DG DEVCO is similar to the process in the EEAS, the IT Division has re-used the existing e-MOBILITY@EEAS system to create a separate version for the Commission (e-MOBILITY@DEVCO). The development costs were paid by the DG DEVCO. The system was rolled out to production in June, right on time for the 2016 rotation exercise at the DG DEVCO. This approach is fully in line with the EEAS ICT Steering Committee recommendation to share, when possible, applications among EU institutions to reduce costs and increase the interoperability. IT also provided support to set up the Learning and Development platform and participated in the setting up of the future interinstitutional EU LEARN platform for the IT Division.

Maintenance

Before going ahead with new systems, the HR Business Domain Steering Committee requested to stabilize all existing deployed HR applications. Therefore 45% of the work in 2016 was devoted to the maintenance of the existing systems.

11.3 The difficulties encountered that have impacted the projects

The ICT Division implemented a new Framework Contract for IT experts. But difficulties of the new consortium to deliver skilled resources, their learning curve about EEAS business and turnover in senior experts' profiles impacted 2016 projects. These issues were mitigated by close contact with business owners, focus on major projects, knowledge transfer to experts and automated testing facilities. The dependence of the EEAS HR systems with Sysper world via the old fashioned and unstable COMREF interface remains as a recurrent issue. Therefore, HR directorate together with ICT Division made a request to DIGIT to finally get a modern and reliable solution (based on Web services). Finally, some projects suffered from a lack of coordination between HR and IT (e.g. change of some job titles, Friday leaves in some Delegations) which had an impact on the planned evolution of the IT system. The new governance (HR Business Domain) and better communication will improve the situation.

11.4 A new support strategy based on a collaborative platform

IT encouraged a collaborative approach in all relations with its business partners, using the TOGETHER@EEAS platform where users are connected with their peers and help each other, allowing a business continuity dimension (24h/7d support). All information exchanges are captured and they contribute to knowledge preservation, which is especially important in the EEAS where staff mobility is quite high. When needed (e.g. bugs, access right), users can be directly in contact with the IT support team.

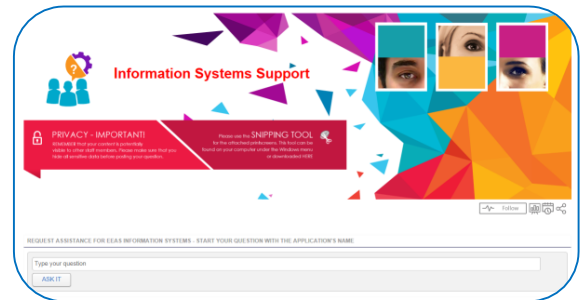


Figure 11: EEAS Information System Support home page on TOGETHER

PART II: HR METRICS & REPORTING

12 EEAS STAFF FIGURES

At the end of 2016, 4237 people were working in the EEAS; 1953 of them (46%) at EEAS headquarters and 2284 (54%) in the 139 EU Delegations around the world. Local Agents were the largest group of staff with 1082 people working in Delegations, followed by 948 AD staff, 661 AST/AST-SCs and 397 Contract Agents. Member States and International Organisations seconded 445 Experts to the EEAS (SNEs).

The EEAS staff also comprised by 230 trainees, 39 Junior Professionals in Delegations and 435 external service providers. The different categories of EEAS staff are explained in Annex I.

The source of all statistics in this chapter was SYSPER in December 2016.

12.1 EEAS STAFF OVERVIEW

EEAS STAFF

	HQ 	DEL 	TOTAL	
AD	AD Officials:	410	230	640
	AD TA MS Diplomats:	141	159	300
	AD TA Others:	7	1	8
	Total AD:	558	390	948
AST & AST/SC	AST Officials:	419	188	607
	AST Temporary Agents:	21	-	21
	AST/SC Officials:	26	-	26
	AST/SC Temporary Agents:	7	-	7
	Total AST,AST/SC:	473	188	661
	Total Establishment Plan:	1.031	578	1.609
Contract Agents	FG IV	46	58	104
	FG III	48	74	122
	FG II	54	87	141
	FG I	29	1	30
	Total Contract Agents:	177	220	397
Local Agents	LA 1	-	171	171
	LA 2	-	224	224
	LA 3	-	296	296
	LA 4	-	157	157
	LA 5	-	234	234
	LA 6	-	-	-
	Total Local Agents:	-	1.082	1.082
	Total Statutory Staff (FO,TA,CA,LA):	1.208	1.880	3.088
Other EEAS STAFF	STG (Stagiaires)	41	189	230
	JPD	-	39	39
	SNE	378	67	445
	Total EEAS Staff (FO, TA, CA, LA, STG, JPD, SNE:)	1.627	2.175	3.802
External Staff	Prestataires de Service:	32	10	334
	Interim Staff	2	99	101
	Total External Staff:	326	109	435
	TOTAL	1.953	2.284	4.237

Table 1: EEAS Population in December 2016. Source: SYSPER 22.12.2016

12.2 DISTRIBUTION OF STAFF BY CATEGORY

12.2.1 Evolution of EEAS Staff

Chart 8 illustrates the evolution of the EEAS statutory staff since the creation of the EEAS in 2011. The total amount of staff in 2016, as well as the staff in different categories, remained more or less the same compared to 2015. Contract agents were the only group with a notable increase (18 people), following the 2016 EEAS decision for additional contract agent positions for Regional Security Officers in order to be assigned in countries with "high" or "critical" risks for extended coverage.

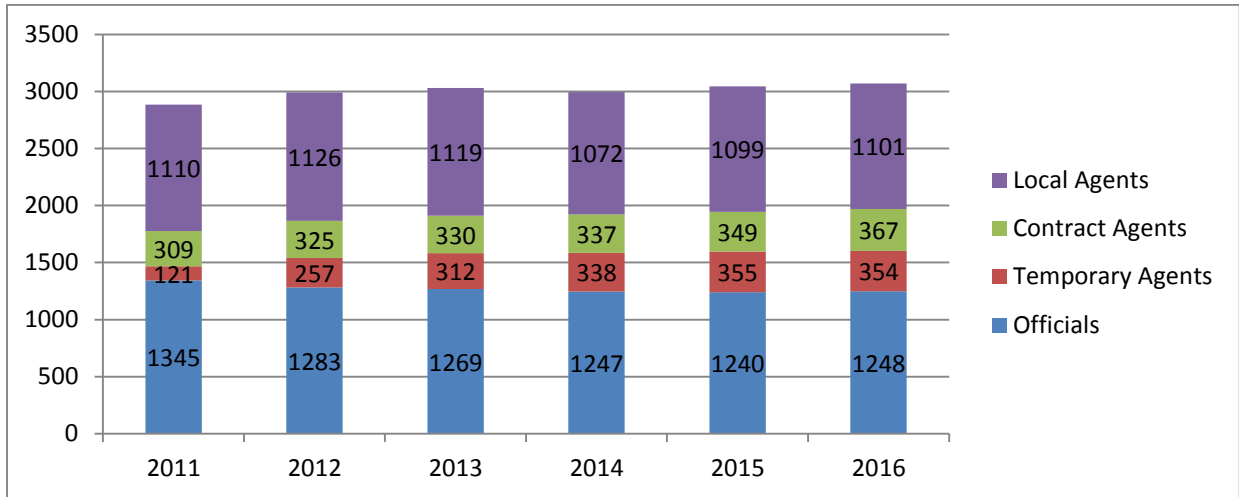


Chart 8: EEAS Staff Trends 2011-2015

12.2.2 Officials and Temporary Agents

Officials and Temporary Agents are either Administrators (AD) or Assistants (AST or AST/SC). Chart 9, illustrates the total number of staff that worked in each group since 2011, compared to the total number allowed based on the establishment plan (TDE) which has been decreasing, due to mandatory staff cuts.

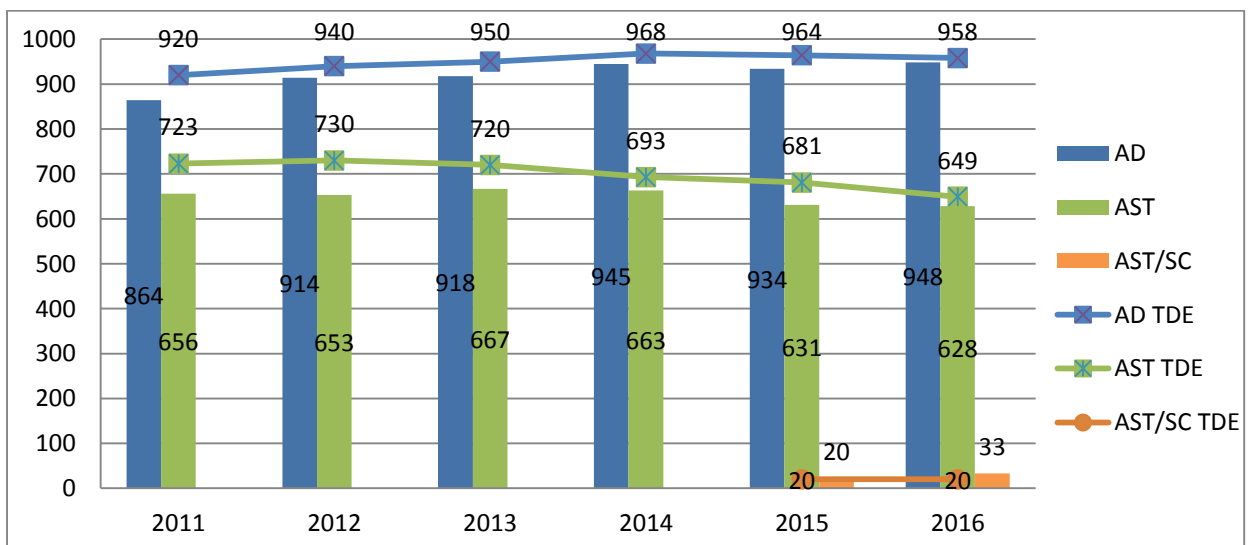


Chart 9: Officials and Temporary Agents, Occupied posts vs TDE

12.2.3 EEAS AD Staff

At the end of 2016, there were 948 AD staff members in the EEAS. 558 of them were in HQ and 390 in Delegations. Most of the EEAS AD Staff can be found in the higher grades, between AD12 and AD14.

2016	AD5	AD6	AD7	AD8	AD9	AD10	AD11	AD12	AD13	AD14	AD15	AD16	Total
HQ	15	28	42	36	41	39	58	115	99	71	14	0	558
DEL	6	8	24	34	45	27	22	84	67	63	8	2	390
Total	21	36	66	70	86	66	80	199	166	134	22	2	948

Table 2: EEAS AD Staff

EEAS AD Staff: Member States Diplomats

As determined in the Article 6(9) of the EEAS Council Decision diplomats from the Member States should represent at least one third of all EEAS staff, whereas the target of EEAS is 35%. At the end of 2016, 31,64% of EEAS AD staff were Member States Diplomats, which indicates a slight decrease in comparison to December 2015 (32,9%).

	HQ	DEL	TOTAL EEAS
AD Officials	410	230	640
AD Temporary Agents Member States Diplomats	141	159	300
AD Temporary Agents Others	7	1	8
Total AD	558	390	948
% of Member States Diplomats within ADs	25.26%	40.76%	31.64%

Table 3: EEAS Member States Diplomats

As illustrated in chart 10, the majority of Member States Diplomats (17%) were based in Delegations.

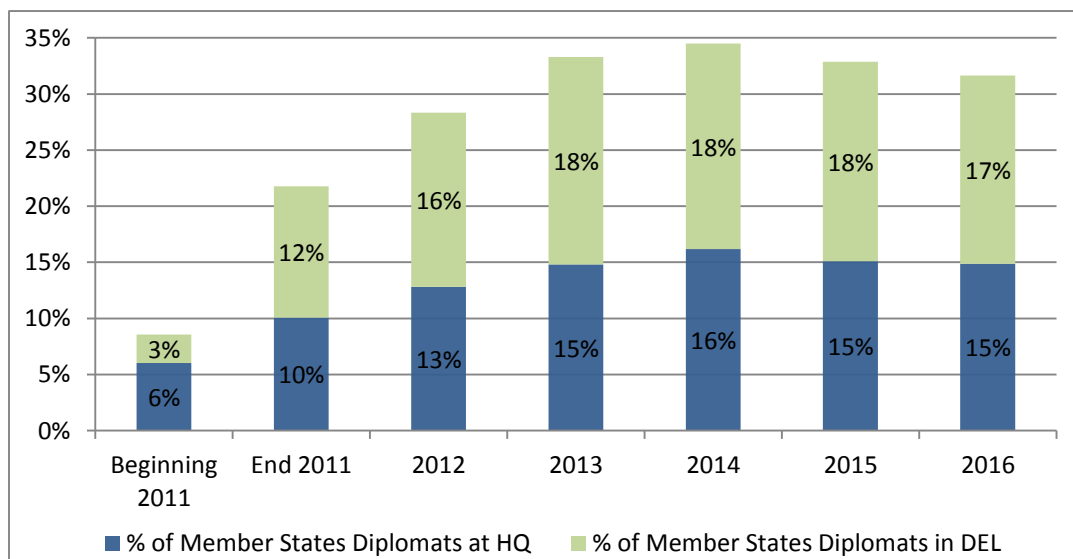


Chart 10: Evolution of Member States Diplomats within EEAS AD Staff

12.2.4 EEAS AST Staff

In total, 661 people worked in the AST and AST/SC groups, 473 in HQ and 188 in Delegations, with more than 70% of the Assistants working in HQ. AST/SC group could only be found in HQ and they made up 5% of the Assistants. Almost in all grades, the majority of staff was working in HQ, except for the higher grades AST10 and AST11, where majority could be found in Delegations.

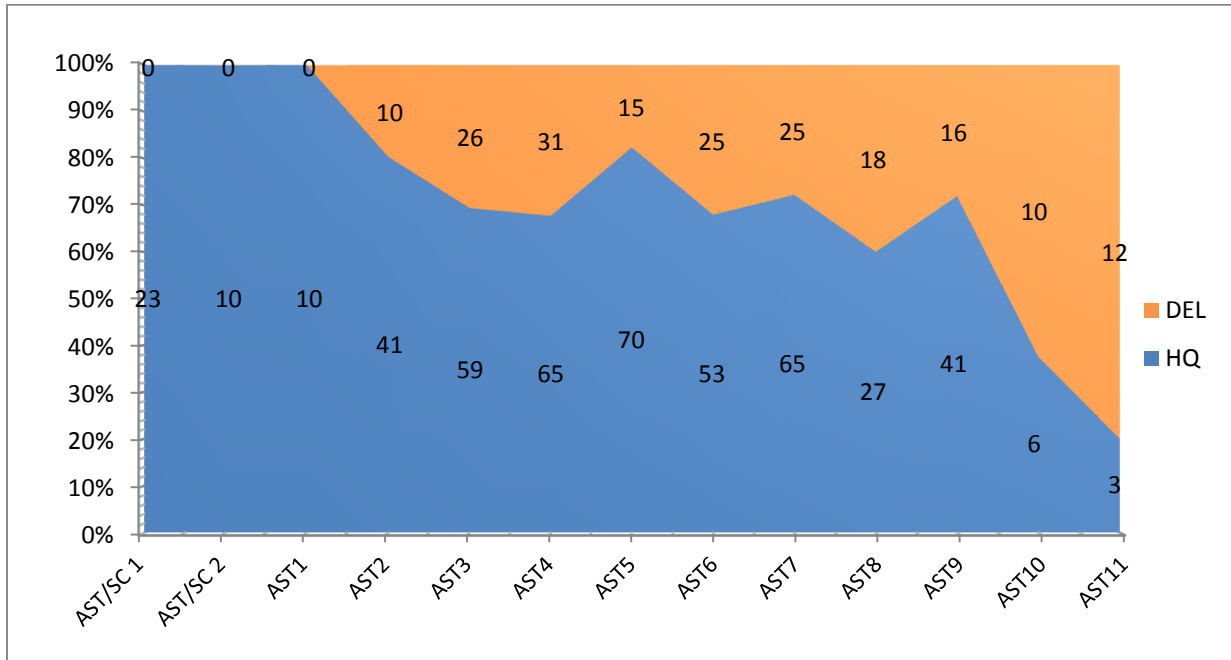


Chart 11: EEAS AST, AST/SC Staff

12.2.5 EEAS Contract Agents

In 2016, the total numbers of contract agents in function groups I and II remained stable compared to previous years, while the total growth in contract agents came from function groups III and IV, as additional contract agent positions were created for Regional Security Officers in order to extend the coverage in high risk countries. Function group II was the largest function group, and is equivalent to secretary level. Function group IV was the second largest, and equivalent to AD level.

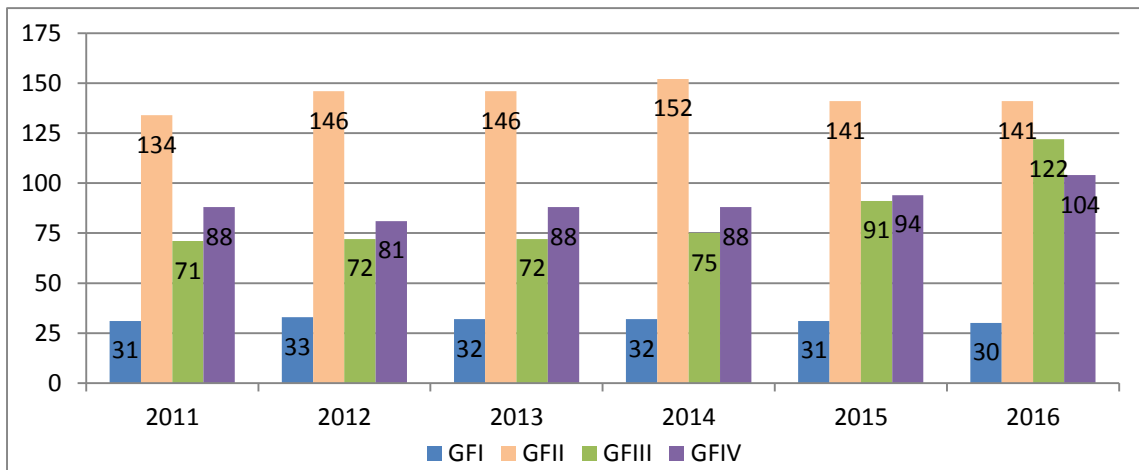


Chart 12: EEAS Contract Agents Trends, 2011-2016

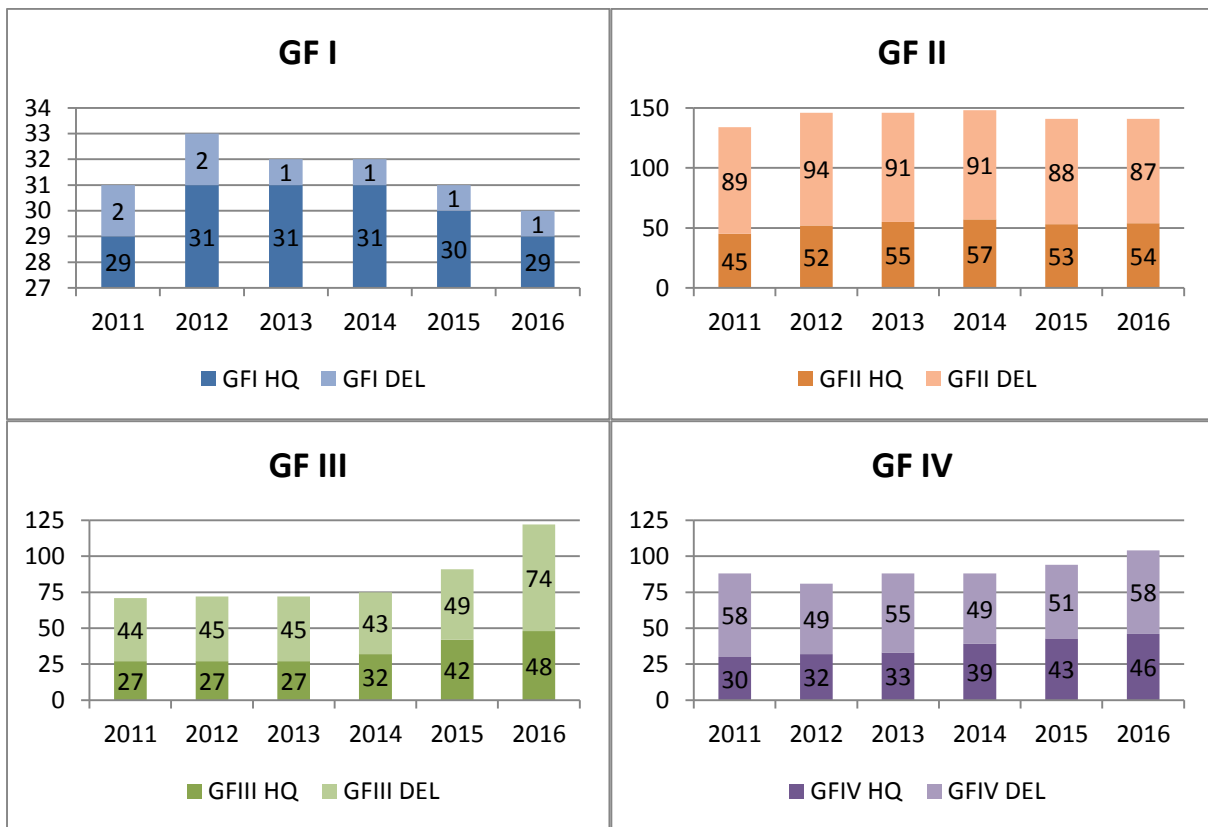


Chart 13: Evolution of Contract Agents per function group

12.2.6 Seconded National Experts

At the end of 2016, there were in total 445 SNEs in the EEAS, 85% of which were based in Brussels and 15% in Delegations.

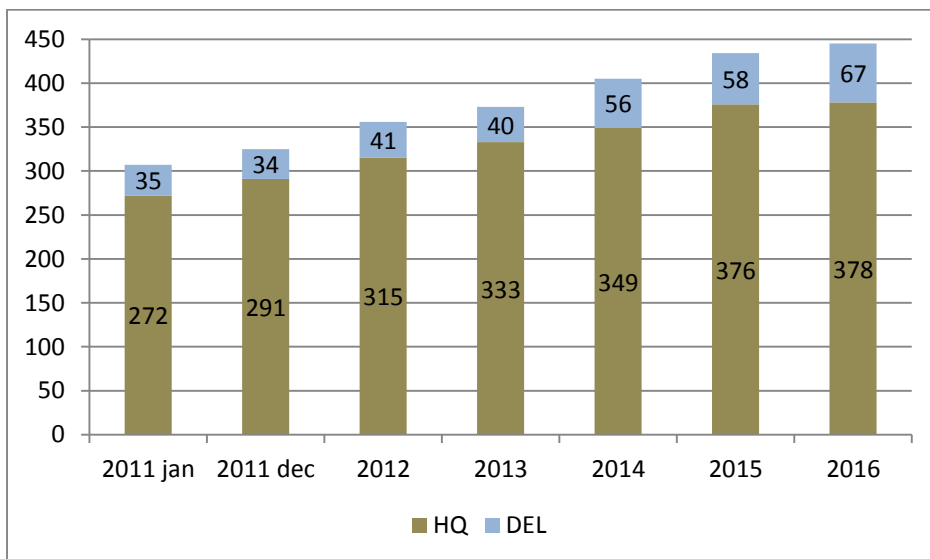


Chart 14: EEAS Seconded National Experts trends, 2011-2016

12.3 Delegations staff, EEAS & Commission

39% of the EEAS Statutory staff worked in Headquarters and 61 % in the EU Delegations. In addition to 1986 EEAS staff members, there were also 3591 Commission staff members working in Delegations. 34% of the Delegations staff was deployed in the 45 Delegations in Africa, 20% in 21 Delegations in Europe and Central Asia, 17% in 26 delegations in Asia and the Pacific, 14% in 25 delegations in Americas and 11% in 14 delegations in the Middle East and North Africa.

Regional Centre Europe, which was created in 2015, employed 1% of the staff working for Delegations. The remaining 4% of the staffs worked in Delegations to international organisations.

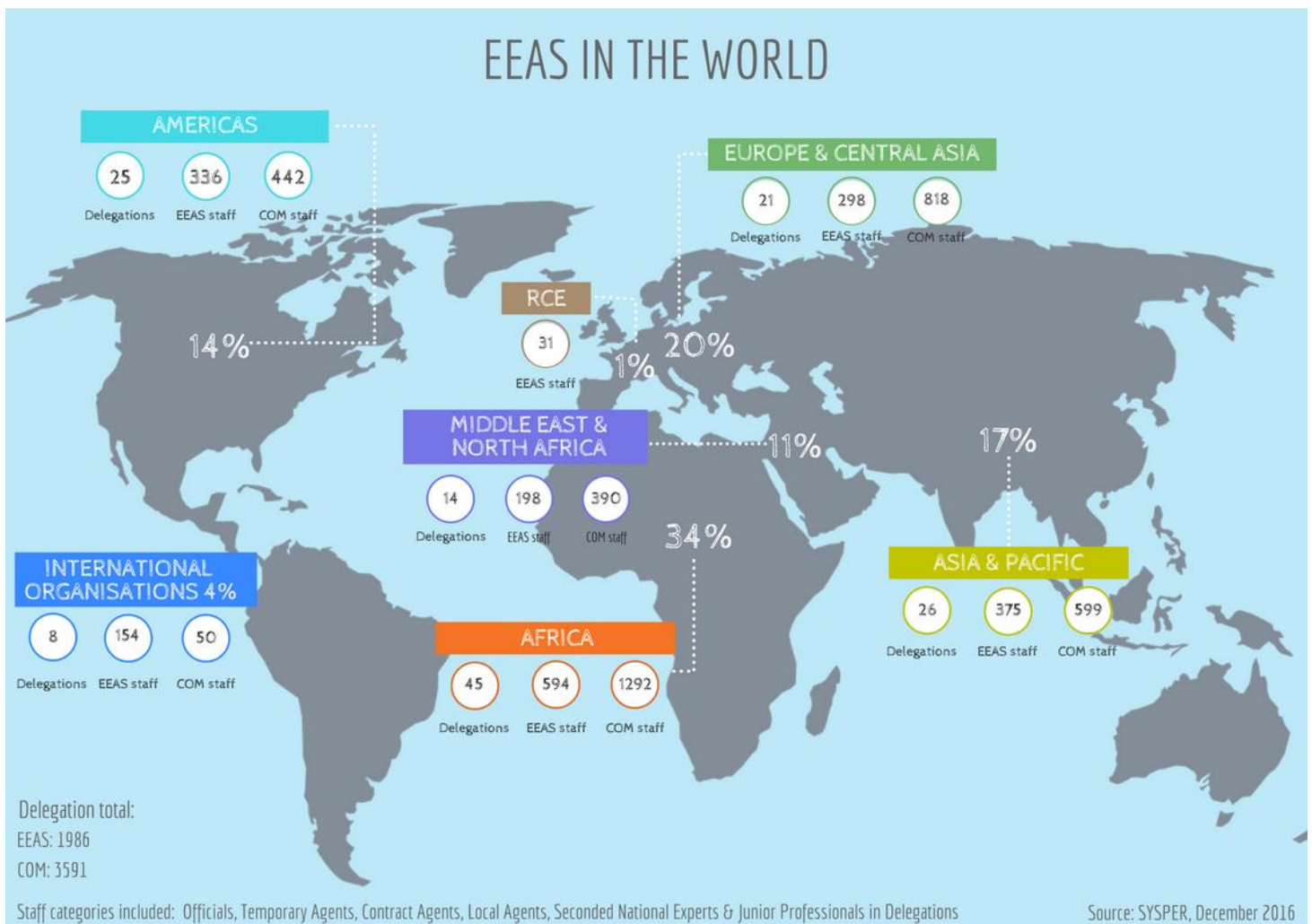


Figure 12: EEAS staff distribution in Delegations and international organisations

12.4 DISTRIBUTION OF STAFF BY GENDER

In December 2016, 47.7 % of EEAS staff were women (including Officials, Temporary Agents, Contract Agents, Local Agents and SNEs). Although the overall gender distribution was close to equal, imbalances existed in numbers per category of staff and per grade. In December 2016, only 33% of all AD staff (Officials + Temporary Agents) were women, which represents a minor increase in comparison with 2015 (32%). At the same time women were the majority in the AST category (68.2%) and Contract Agents category (61%). However, in the Contract Agents staff, men outnumbered women in function group IV (65%), while female were the majority in function groups I & II.

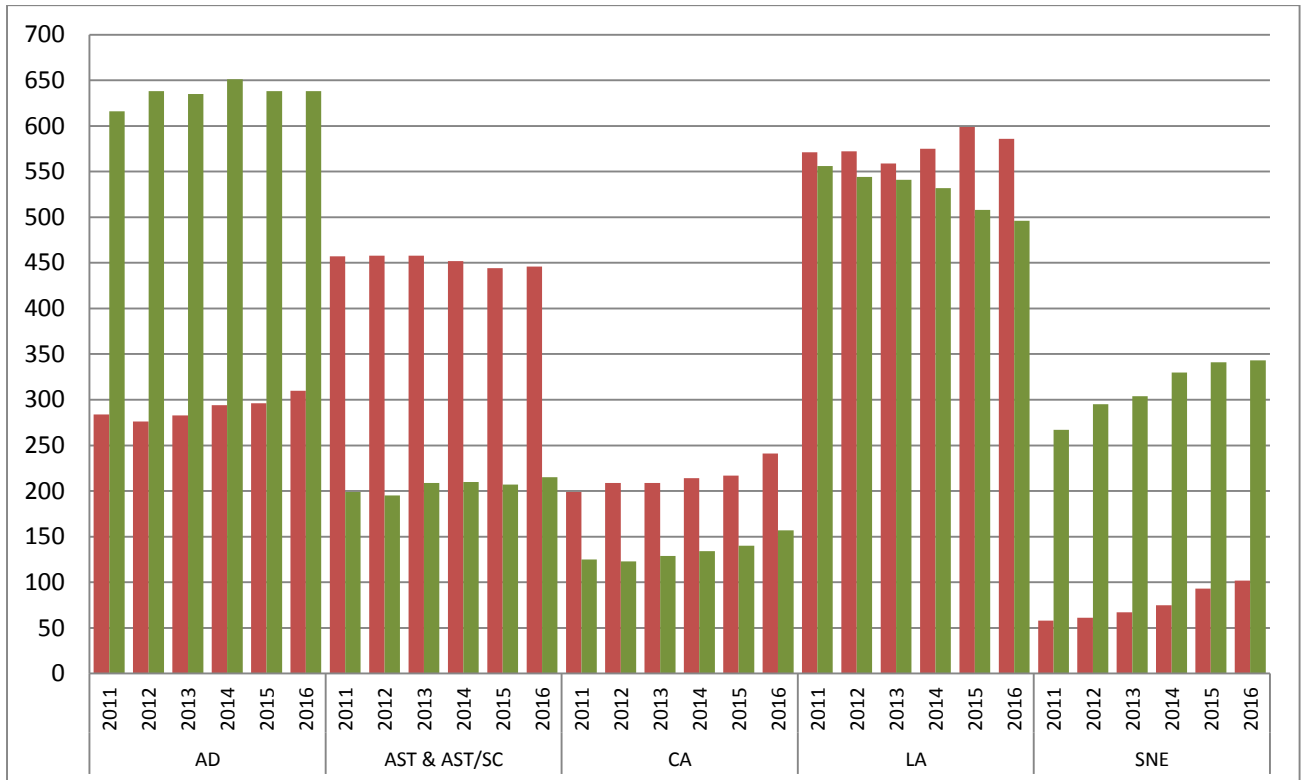


Chart 15: EEAS Staff gender evolution 2011-2016

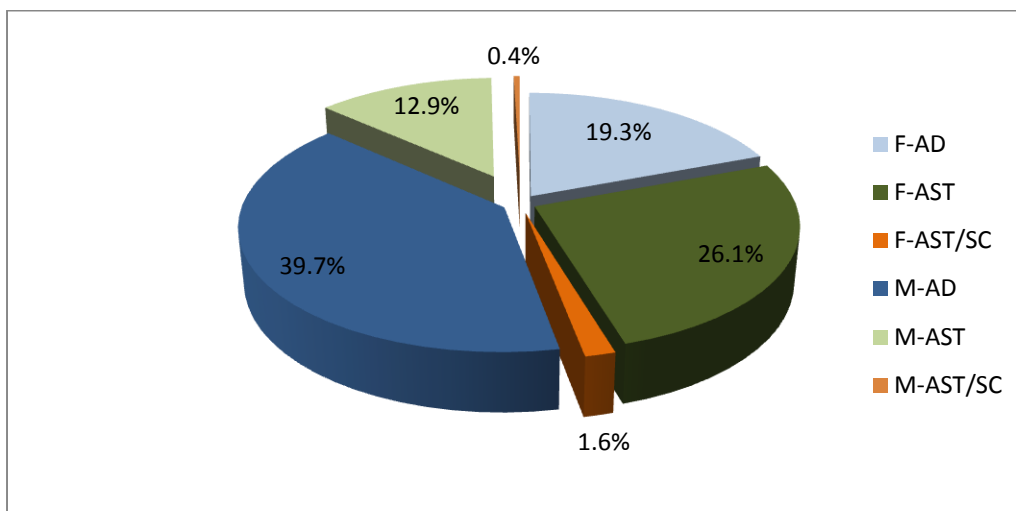


Chart 16: Officials and Temporary Agents by gender and function group

12.4.1 EEAS AD Staff

638 out of the 948 AD posts (67%) were held by men. 365 out of 558 AD posts in Headquarters (65.5%) and 273 out of total 390 (70%) in Delegations. Equality was almost reached in the lowest grades (AD5-AD9), however in higher grades the difference between men and women was more than double. Women represented only 26.9% of the EEAS AD staff in grades 10 and above.

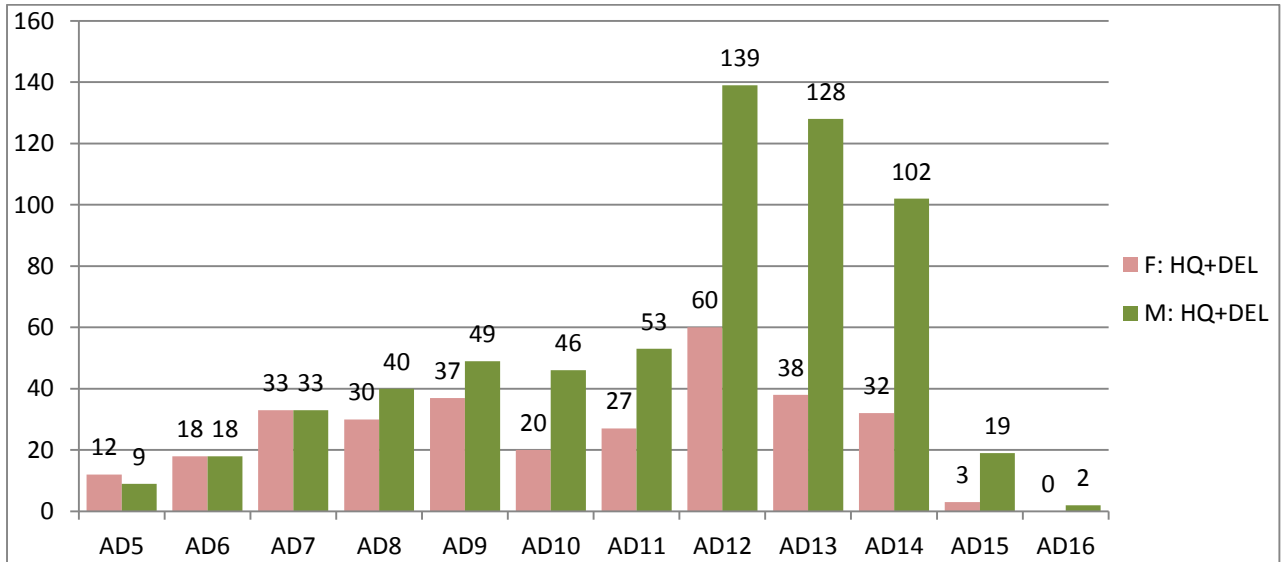


Chart 17: AD Staff distribution by gender and grade (Officials and Temporary Agents)

12.4.2 EEAS AST Staff

Gender distribution among AST staff was in reverse proportion to the AD staff as majority of ASTs were women, with 69.5% of women posts in HQ and 62% in Delegations. Women were better represented in the AST function groups 1-8, however, this was not the case in the higher function groups 10 and 11 where men clearly dominated.

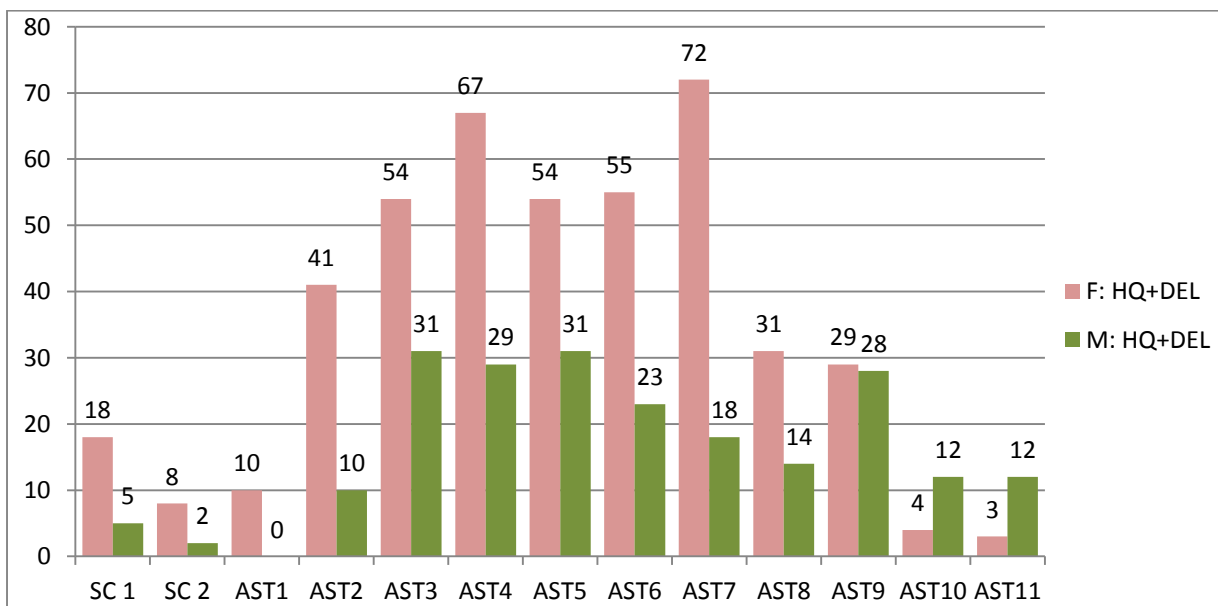


Chart 18: AST Staff distribution by gender and grade

12.4.3 EEAS Contract Agents

Overall, 240 of the 397 Contract Agent posts were held by women (60%). However, gender distribution was strongly influenced by the grade and location. Men dominated in the highest function group IV (65%) which is AD equivalent, whereas women strongly dominated the function group II (91%) which is the equivalent at secretary level. Equality was reached only in the function groups I and III.

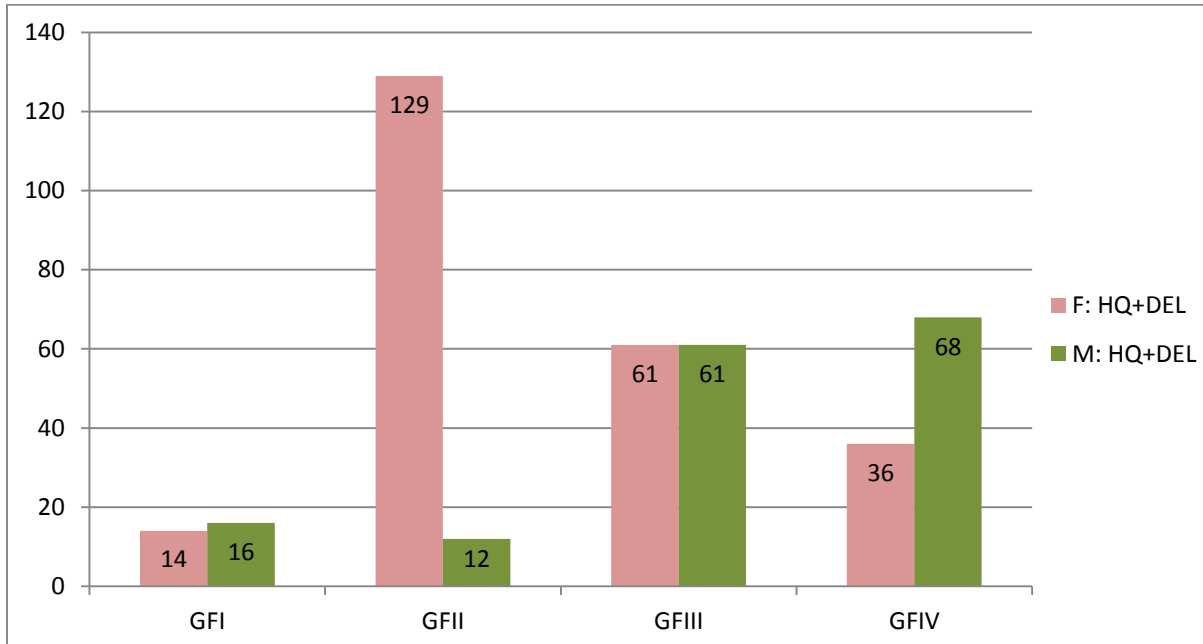


Chart 19: Contract Agents per function group and gender

12.4.4 EEAS Local Agents

The percentage of Local Agent posts held by women remained the same in 2015, with 54%. Unlike in other categories, women held the majority of posts in all grades, except for grade 5 which is typically used for drivers.

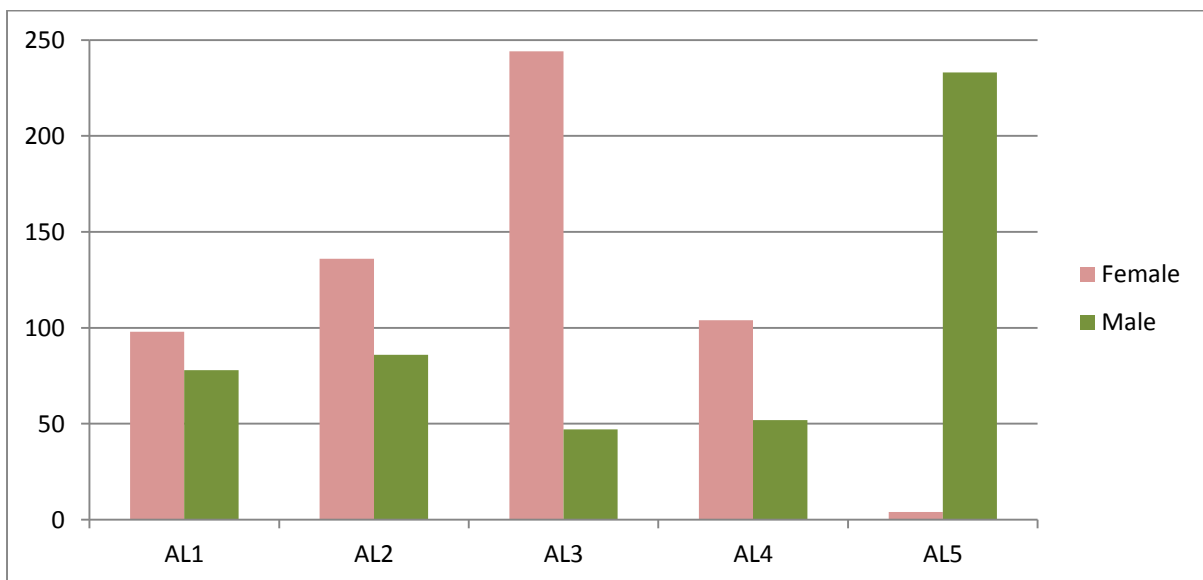


Chart 20: Local Agents per function group and gender

12.4.5 EEAS Seconded National Experts & Junior Professionals in Delegations

As far as gender distribution among SNEs is concerned, there were significantly more men than women seconded to the EEAS with 77%, which mirrors the numbers of the last two years that were 78% (2015) and 81% (2014). This high imbalance was due to the composition of the crisis management structures and the secondment of mainly male military personnel to EU Military staff.

On the contrary, women dominated in the Junior Professionals in Delegations posts, with 69%.

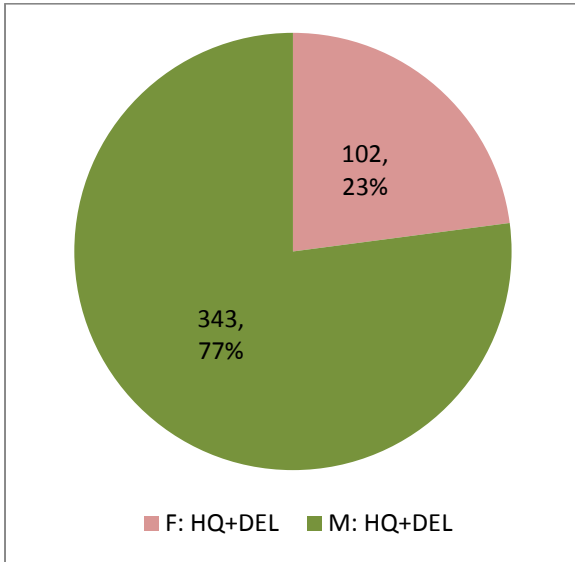


Chart 21: Seconded National Experts per gender

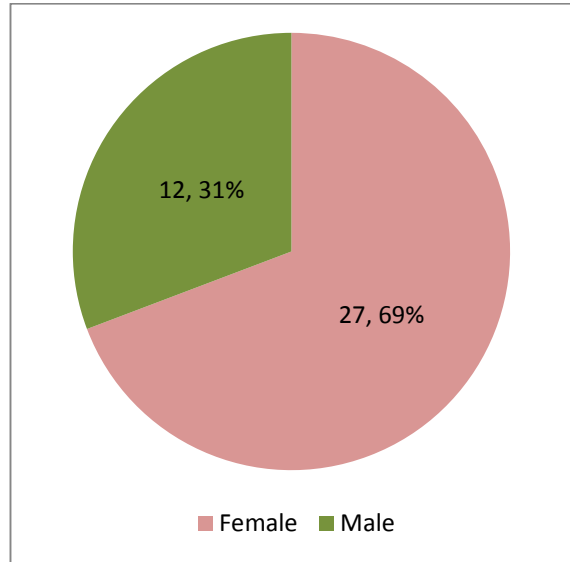


Chart 22: Junior Professionals in Delegations

12.5 DISTRIBUTION OF STAFF BY NATIONALITY

The EEAS does not apply quotas or recruitment policies based on nationality; however, the geographical balance is followed closely. Chart 23 illustrates the distribution of nationalities in various categories of staff. Overall, almost each EU nationality could be found in every staff category, with just 4 exceptions: there were no Contract Agents at the EEAS from Luxembourg, Malta, Estonia and Denmark. There were also differences in the representation of nationalities. The following tables illustrate the distribution of staff by nationality per category of staff.

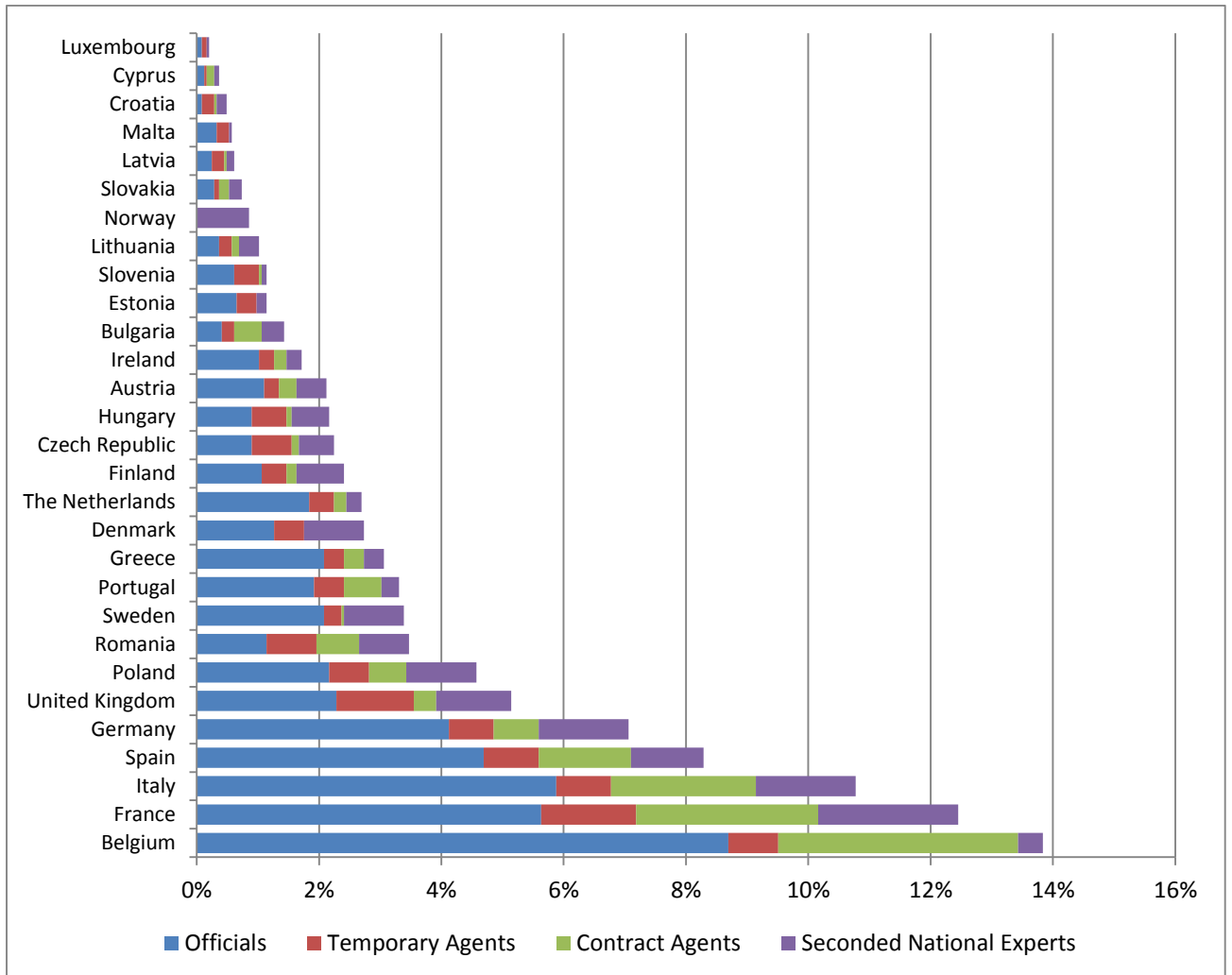


Chart 23: EEAS Staff distribution per nationality

12.5.1 EEAS AD Staff

The table below illustrates the AD staff distribution per nationality at the end of 2016, in HQ and Delegations, as well as the total number per country. Each EU nationality was represented in the category of Officials, a positive development compared to 2015, where some small and new Member States were not represented at AD level in the EEAS.

2016 Nationality	HQ			DEL			TOTAL EEAS AD staff
	Officials	Temporary agents	Total AD in HQ	Officials	Temporary agents	Total AD in DEL	
Austria	10	4	14	8	2	10	24
Belgium	34	8	42	23	7	30	72
Bulgaria	4	3	7		2	2	9
Croatia	1	1	2		4	4	6
Cyprus	1	1	2	2		2	4
Czech Republic	8	5	13	2	8	10	23
Denmark	13	6	19	5	6	11	30
Estonia	4	1	5	1	7	8	13
Finland	4	3	7	7	6	13	20
France	57	16	73	23	18	41	114
Germany	50	8	58	22	10	32	90
Greece	16	4	20	7	4	11	31
Hungary	6	9	15	5	4	9	24
Ireland	9	4	13	6	2	8	21
Italy	59	10	69	33	7	40	109
Latvia		2	2	2	3	5	7
Lithuania	2		2	3	4	7	9
Luxembourg	1	1	2	1	1	2	4
Malta	2	3	5	2	2	4	9
Poland	14	9	23	10	6	16	39
Portugal	11	5	16	8	7	15	31
Romania	6	10	16	2	6	8	24
Slovakia	2	1	3	1	1	2	5
Slovenia	2	6	8	1	4	5	13
Spain	35	10	45	26	12	38	83
Sweden	20	3	23	8	3	11	34
The Netherlands	16	5	21	8	5	13	34
United Kingdom	23	10	33	14	19	33	66
Grand Total	410	148	558	230	160	390	948

Table 4: EEAS AD Staff per nationality

Percentage of EEAS AD staff distribution per nationality compared to the country's population

% of AD is in line with the share of the country's population within the EU
 % of AD is above the share of the country's population within the EU
 % of AD is below the share of the country's population within the EU

Nationality	Population	%	% of Total AD at HQ	% of Total AD at DEL	TOTAL per nationality
Austria	8,576,000	1.7%	2.5%	2.6%	2.5%
Belgium	11,258,000	2.2%	7.5%	7.7%	7.6%
Bulgaria	7,202,000	1.4%	1.3%	0.5%	0.9%
Croatia	4,225,000	0.8%	0.4%	1.0%	0.6%
Cyprus	847,000	0.2%	0.4%	0.5%	0.4%
Czech Republic	10,538,000	2.1%	2.3%	2.6%	2.4%
Denmark	5,659,000	1.1%	3.4%	2.8%	3.2%
Estonia	1,313,000	0.3%	0.9%	2.1%	1.4%
Finland	5,471,000	1.1%	1.3%	3.3%	2.1%
France	66,415,000	13.1%	13.1%	10.5%	12.0%
Germany	81,197,000	16.0%	10.4%	8.2%	9.5%
Greece	10,858,000	2.1%	3.6%	2.8%	3.3%
Hungary	9,855,000	1.9%	2.7%	2.3%	2.5%
Ireland	4,628,000	0.9%	2.3%	2.1%	2.2%
Italy	60,795,000	12.0%	12.4%	10.3%	11.5%
Latvia	1,986,000	0.4%	0.4%	1.3%	0.7%
Lithuania	2,921,000	0.6%	0.4%	1.8%	0.9%
Luxembourg	562,000	0.1%	0.4%	0.5%	0.4%
Malta	429,000	0.1%	0.9%	1.0%	0.9%
Poland	38,005,000	7.5%	4.1%	4.1%	4.1%
Portugal	10,374,000	2.0%	2.9%	3.8%	3.3%
Romania	19,870,000	3.9%	2.9%	2.1%	2.5%
Slovakia	5,421,000	1.1%	0.5%	0.5%	0.5%
Slovenia	2,062,000	0.4%	1.4%	1.3%	1.4%
Spain	46,449,000	9.1%	8.1%	9.7%	8.8%
Sweden	9,747,000	1.9%	4.1%	2.8%	3.6%
The Netherlands	16,900,000	3.3%	3.8%	3.3%	3.6%
United Kingdom	64,875,000	12.8%	5.9%	8.5%	7.0%
Grand Total	508,438,000	100.0%	100%	100%	100%

Table 5: Percentage of EEAS AD staff distribution per nationality compared to the country's' population

12.5.2 Member States Diplomats

In the EEAS, one third of AD posts should be filled by Temporary Agents from Member States Diplomatic Services. This target was achieved in July 2013 and since then, the overall proportion of Member States Diplomats (MSD) within EEAS AD staff has been approximately 33%. In December 2016, Member States Diplomats made up 31% of EEAS staff.

2016	Country Population	%	AD Officials	%	Other AD TA	%	MSD	%	Total AD staff	%
Austria	8,576,000	1.7%	18	2.8%	1	13%	5	1.7%	24	2.5%
Belgium	11,258,000	2.2%	57	8.9%	1	13%	14	4.7%	72	7.6%
Bulgaria	7,202,000	1.4%	4	0.6%			5	1.7%	9	0.9%
Croatia	4,225,000	0.8%	1	0.2%			5	1.7%	6	0.6%
Cyprus	847,000	0.2%	3	0.5%			1	0.3%	4	0.4%
Czech Republic	10,538,000	2.1%	10	1.6%			13	4.3%	23	2.4%
Denmark	5,659,000	1.1%	18	2.8%			12	4.0%	30	3.2%
Estonia	1,313,000	0.3%	5	0.8%			8	2.7%	13	1.4%
Finland	5,471,000	1.1%	11	1.7%			9	3.0%	20	2.1%
France	66,415,000	13.1%	80	12.5%			34	11.3%	114	12.0%
Germany	81,197,000	16.0%	72	11.3%	1	13%	17	5.7%	90	9.5%
Greece	10,858,000	2.1%	23	3.6%			8	2.7%	31	3.3%
Hungary	9,855,000	1.9%	11	1.7%			13	4.3%	24	2.5%
Ireland	4,628,000	0.9%	15	2.3%			6	2.0%	21	2.2%
Italy	60,795,000	12.0%	92	14.4%	2	25%	15	5.0%	109	11.5%
Latvia	1,986,000	0.4%	2	0.3%			5	1.7%	7	0.7%
Lithuania	2,921,000	0.6%	5	0.8%			4	1.3%	9	0.9%
Luxembourg	562,000	0.1%	2	0.3%			2	0.7%	4	0.4%
Malta	429,000	0.1%	4	0.6%			5	1.7%	9	0.9%
Poland	38,005,000	7.5%	24	3.8%			15	5.0%	39	4.1%
Portugal	10,374,000	2.0%	19	3.0%	1	13%	11	3.7%	31	3.3%
Romania	19,870,000	3.9%	8	1.3%			16	5.3%	24	2.5%
Slovakia	5,421,000	1.1%	3	0.5%			2	0.7%	5	0.5%
Slovenia	2,062,000	0.4%	3	0.5%			10	3.3%	13	1.4%
Spain	46,449,000	9.1%	61	9.5%			22	7.3%	83	8.8%
Sweden	9,747,000	1.9%	28	4.4%			6	2.0%	34	3.6%
The Netherlands	16,900,000	3.3%	24	3.8%			10	3.3%	34	3.6%
United Kingdom	64,875,000	12.8%	37	5.8%	2	25%	27	9.0%	66	7.0%
Total	508,438,000	100%	640	100%	8	100%	300	100.0%	948	100.0%

Table 6: Member States Diplomats as a proportion of AD staff

France, UK and Spain were by far better represented in the Member States Diplomats group (MSD). In 2016, the number of MSD decreased especially for Germany, Italy and Bulgaria. On the contrary, the number of MSD increased significantly for Croatia, Denmark, Hungary, Portugal and Romania.

Chart 24 illustrates the evolution of Member States Diplomats per nationality, since 2011.

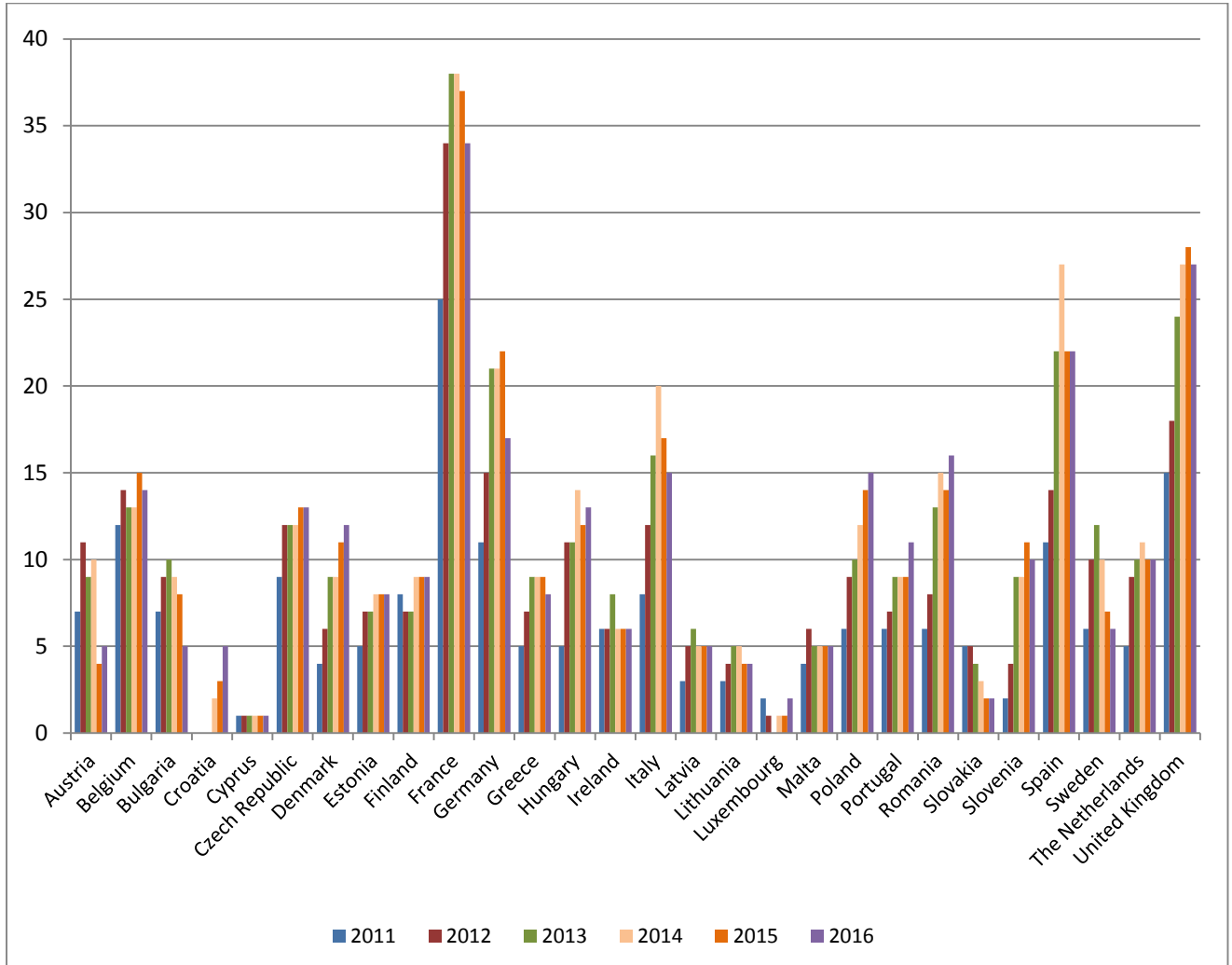


Chart 24: Member States Diplomats evolution per nationality

12.5.3 EEAS AST & AST/SC Staff

The Member State best represented in the AST category was Belgium (24.4%), followed by France (9.4%) with a 1.4% increase from 2015, Italy and Spain (8%). Luxembourg and Cyprus are the only Member States not represented in either of the two categories, AST and AST/SC.

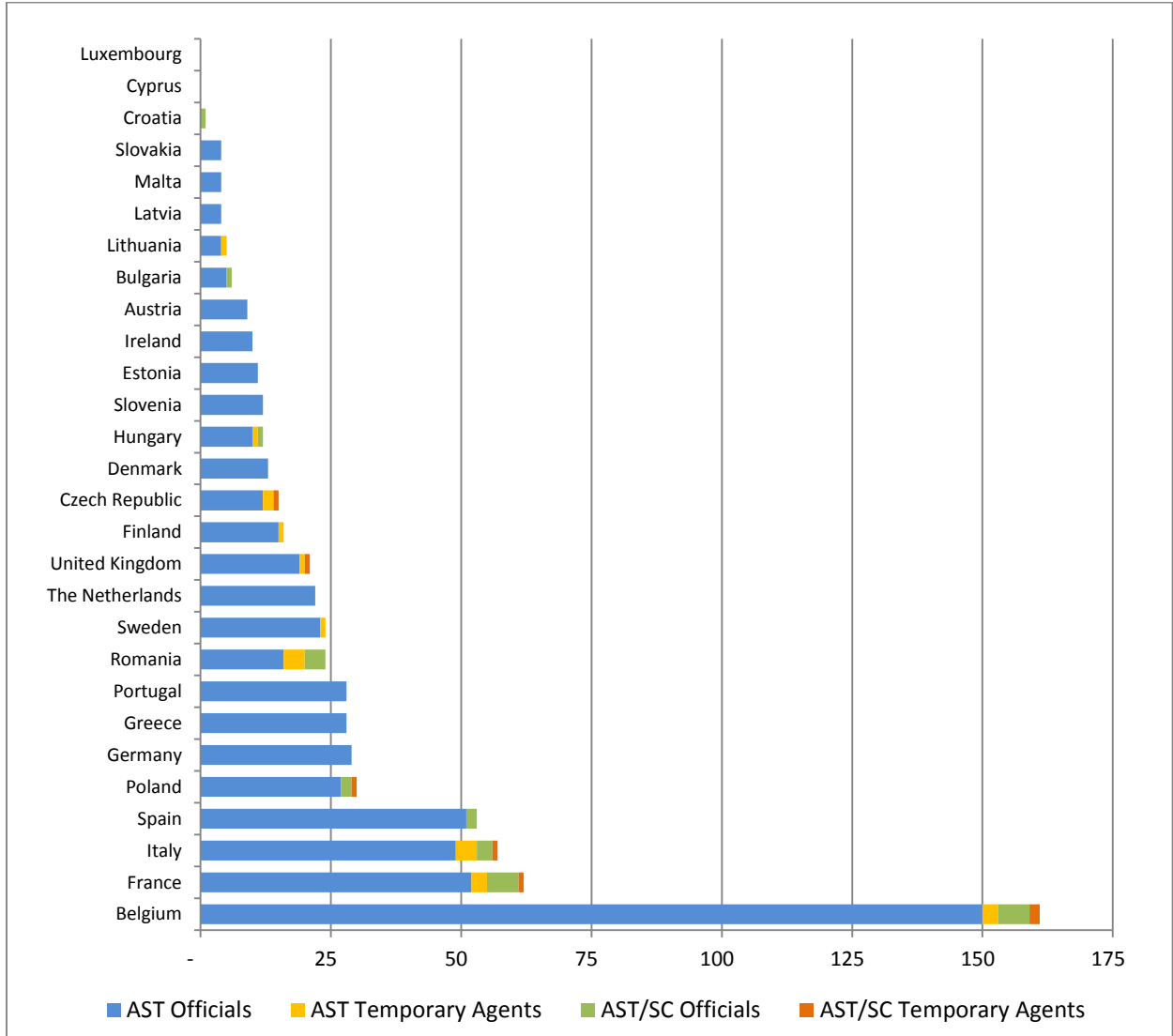


Chart 25: AST & AST/SC staff distribution per nationality

12.5.4 EEAS Contract Agents

Chart 26 illustrates the Contract Agents staff distribution per nationality at the end of 2016. Belgium was best represented with 24%, followed by France (18%) and Italy (15%). Together, those three countries made up 57% of all Contract Agents. Four countries were not represented in the CA staff category: Malta, Luxembourg, Estonia and Denmark.

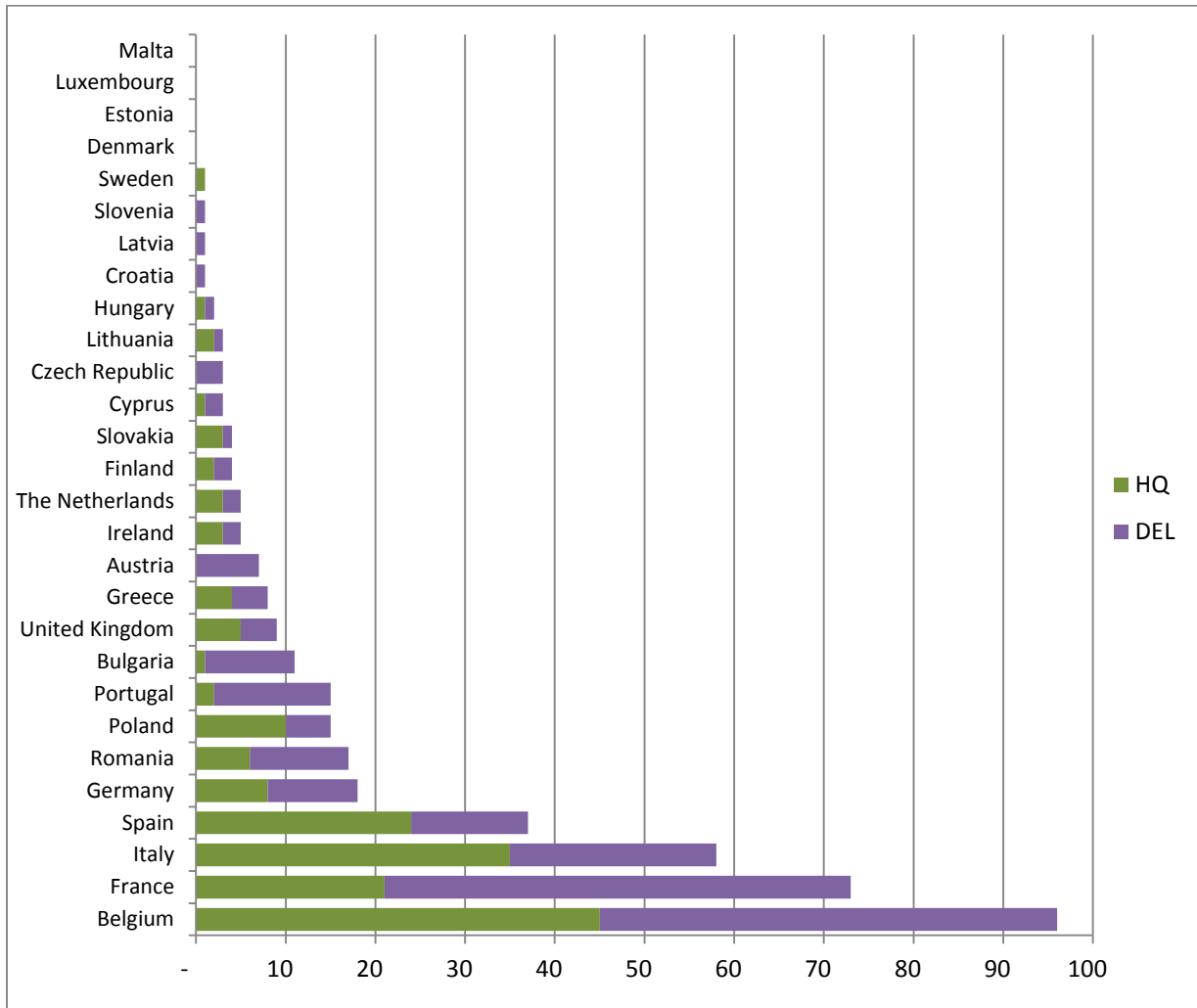


Chart 26: EEAS Contract Agents distribution per nationality (HQ & DEL)

12.5.5 Seconded National Experts

All Member States had seconded national experts to the EEAS in 2016, and in addition to that, also Norway, who seconded 3 Norwegian SNEs in 2016. France had the most seconded national experts, representing 12,5%, followed by Italy (8,9%) and Germany (8%).

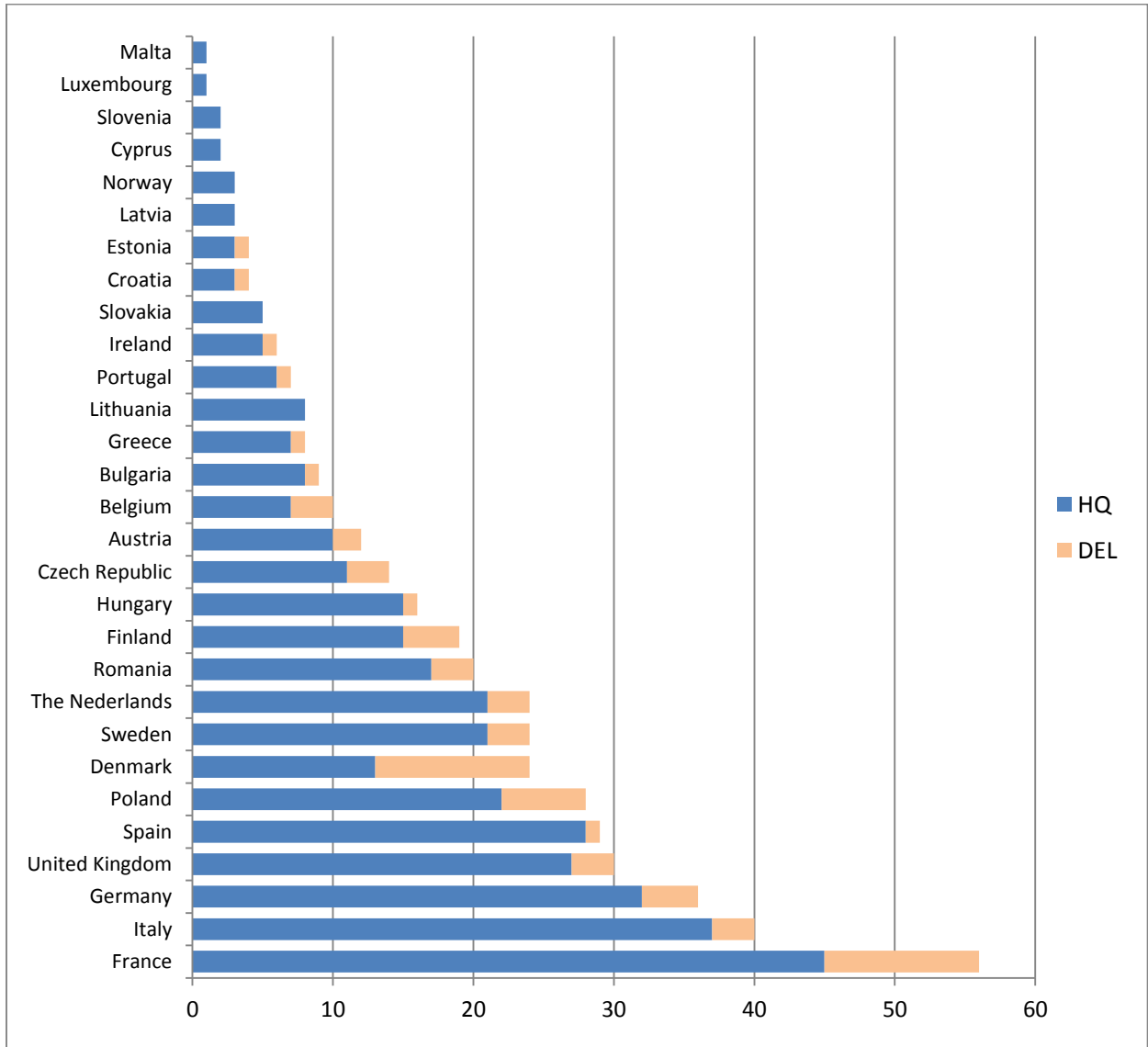


Chart 27: EEAS Seconded National Experts per Nationality (HQ&DEL)

12.6 DISTRIBUTION OF STAFF BY AGE

The average age of EEAS staff, including Officials, Temporary Agents, Contract Agents, Local Agents and Seconded National Experts was 46.6 years, a negative development from 2015 as the number has increased from 46.1. Table 7 shows that the EEAS is a relatively old organisation as the majority of its staff (70%) belonged in the 40-59 age group. Only a minority of EEAS staff members were younger than 30 years old (2%), most of them being Local Agents in Delegations. A comprehensive overview of all staff categories in all age groups is given in Chart 28. Further details on all function groups are given later in this chapter.

Age range	HQ Staff Count	DEL Staff count	Total Staff Count	%
<30	21	50	71	2%
30-39	316	428	744	21%
40-49	619	724	1343	38%
50-59	526	602	1128	32%
>=60	104	143	247	7%
Grand Total	1586	1947	3533	100%

Table 7: EEAS staff distribution by age groups (FO, TA, CA, LA and SNE's)

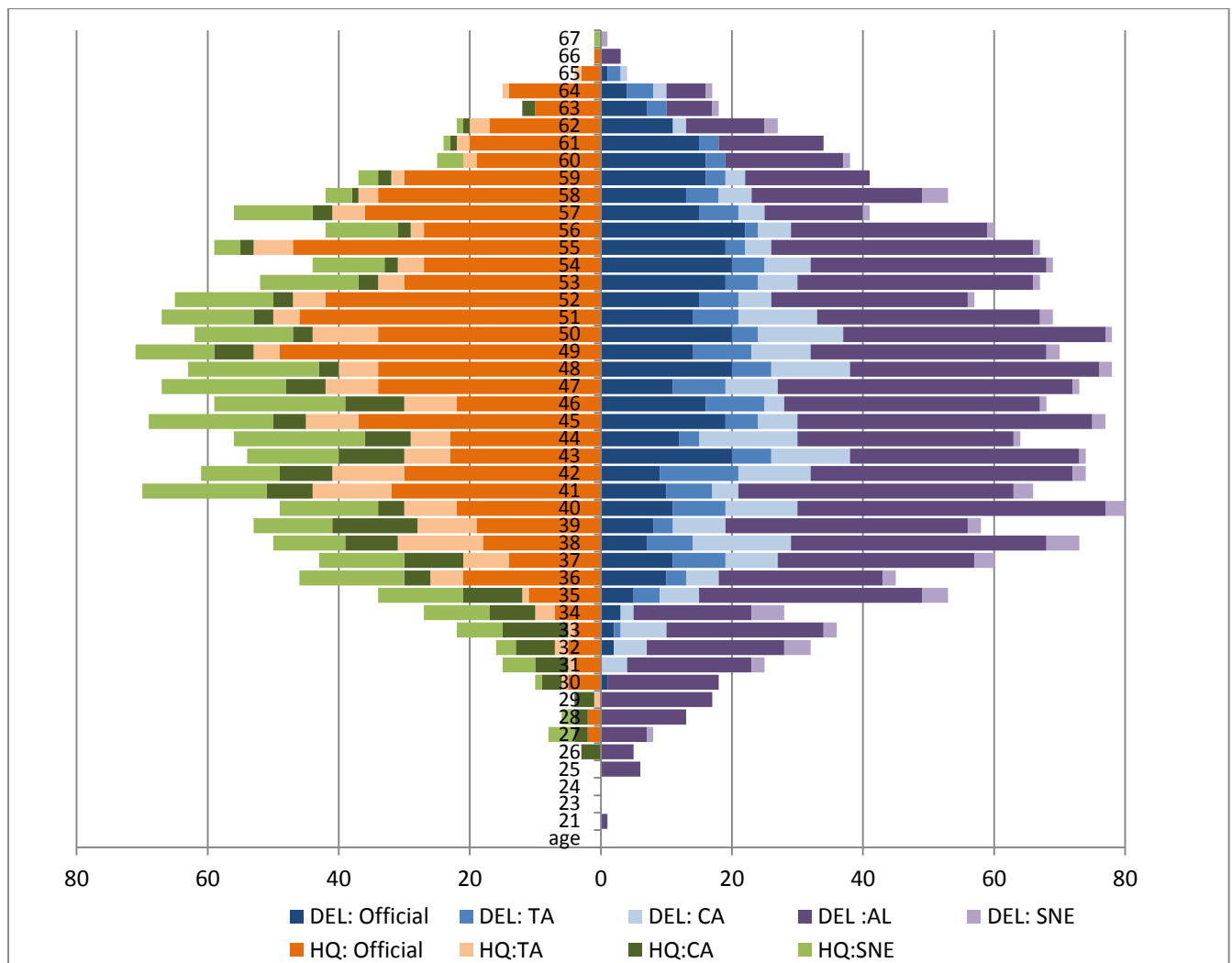


Chart 28: EEAS age pyramid (Officials, Temporary Agents, Contract Agents, Local Agents and SNEs in HQ&DEL)

As regards gender, table 8 shows that both in headquarters and Delegations, female staff was in majority in the younger age groups, 39 years old and below, while men dominated the older groups, 40 years old and above. Notably at the age of 60 years old and above 70% of the staff were men.

Age range	HQ					DEL					Grand Total
	Female	%	Male	%	HQ Total	Female	%	Male	%	DEL Total	
<30	14	66.7%	7	33%	21	35	70%	15	30%	50	71
30-39	183	57.9%	133	42%	316	271	63%	157	37%	428	744
40-49	275	44.4%	344	56%	619	366	51%	358	49%	724	1343
50-59	211	40.1%	315	60%	526	257	43%	345	57%	602	1128
>=60	30	28.8%	74	71%	104	40	28%	103	72%	143	247
Total	713	45.0%	873	55%	1586	969	50%	978	50%	1947	3533

Table 8: EEAS staff distribution by gender and age group (FO, TA, CA, LA and SNE's)

12.6.1 EEAS Officials per gender and age

The age pyramid shows that female and male Officials were equally distributed between the age categories 45 to 56 years old. However, Officials above the age of 60 were men in majority, with 73%, whereas female officials tended to be younger and dominated the younger categories under the age of 45. The average age of officials was 49.5 years.

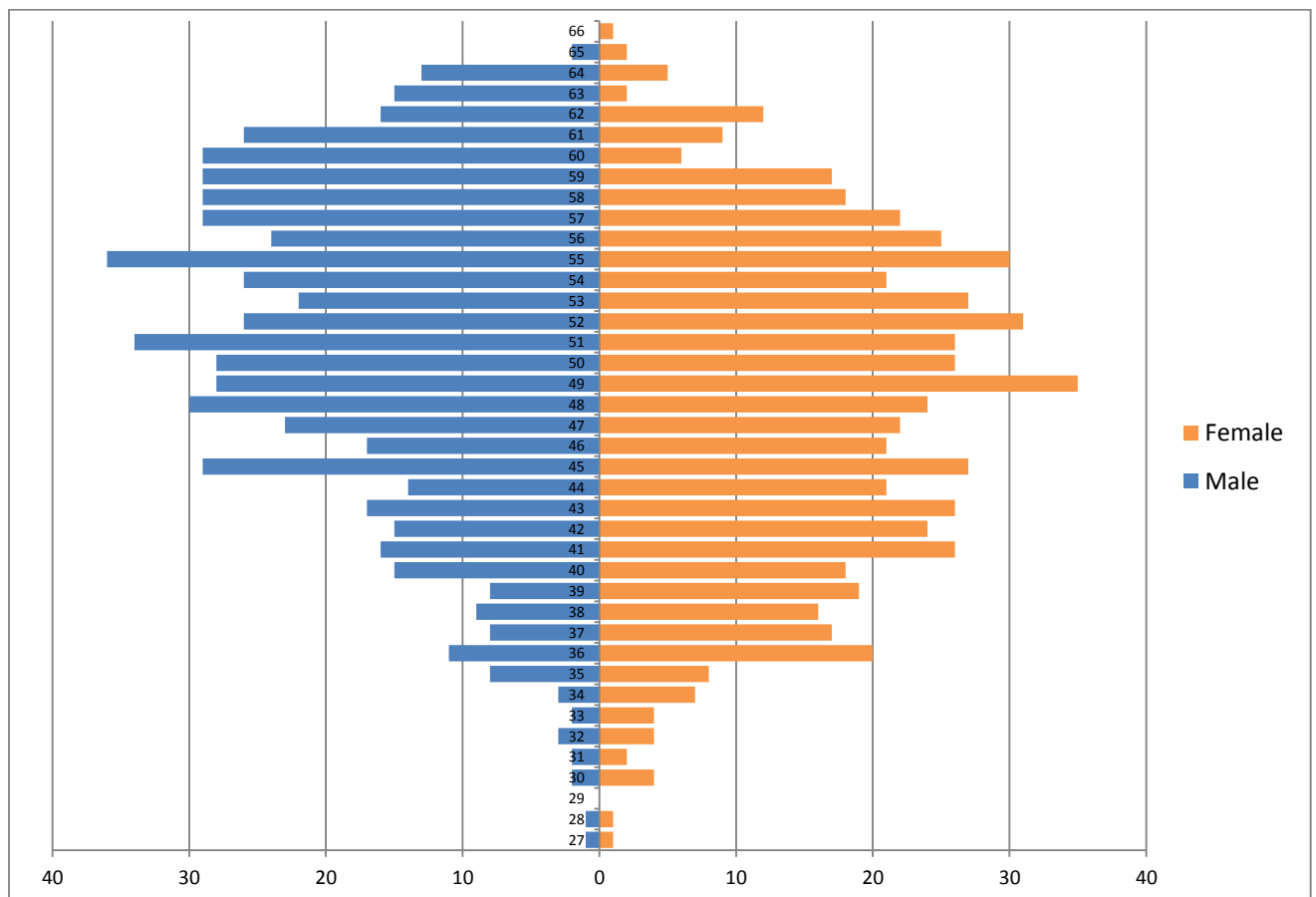


Chart 29: Age pyramid EEAS Officials per gender

12.6.2 Local Agents per gender and age

Like Officials, female Local Agents tended to be younger, occupying 67.5% of the posts between the ages of 21-40 and with men dominating the age group of 62-66. Female and male Local Agents were equally represented in age groups from 41-61. The average age of local agents in 2016 was 45.1 years.

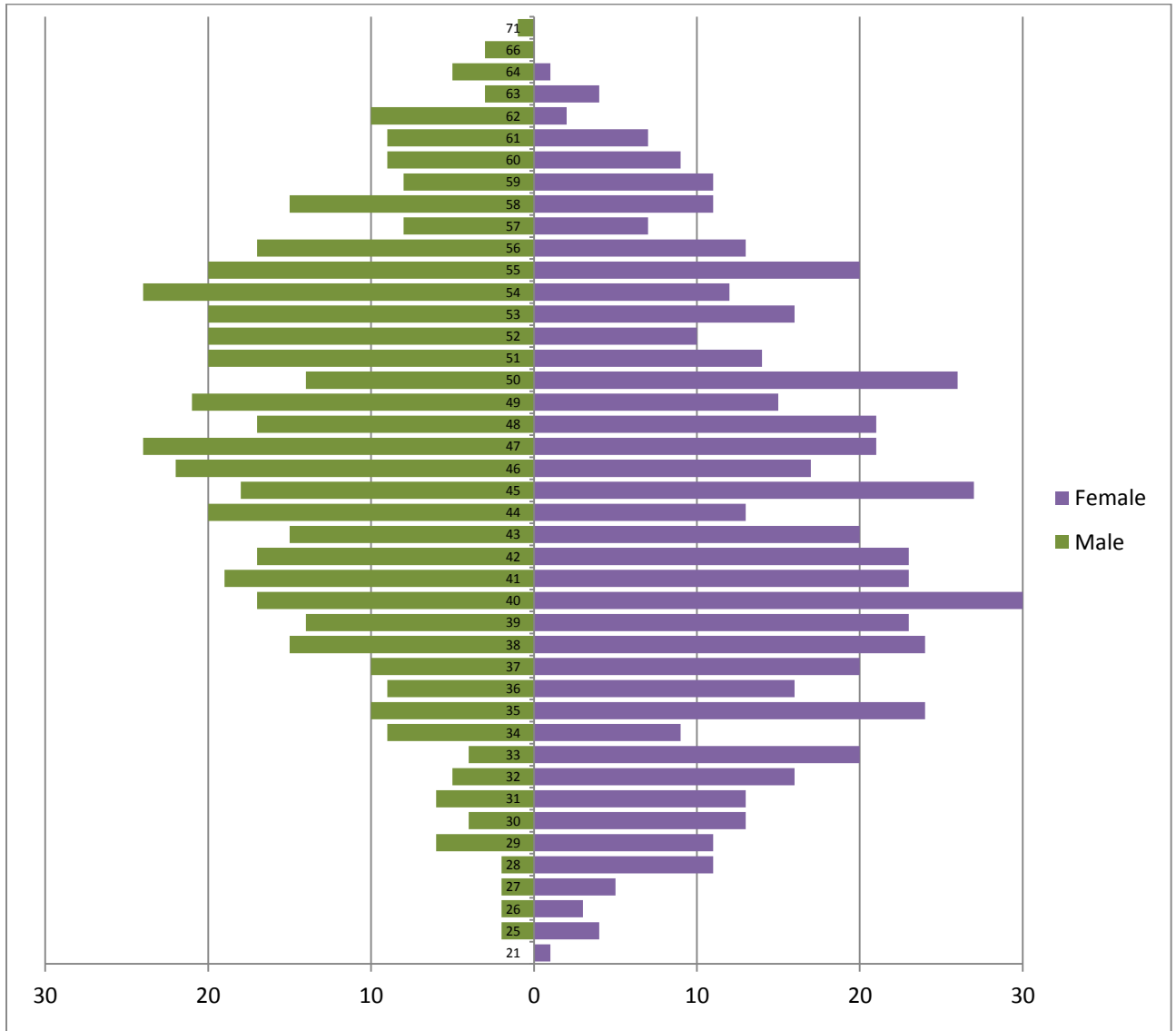


Chart 30: Age pyramid EEAS Local Agents per gender

12.6.3 EEAS Contract Agents per gender and age

With 60% of Contract Agents being women, they were better represented in almost all age groups. Women made up 67.5% of staff in the age group 26-36 and 57.8% of staff in the age group 37-47.

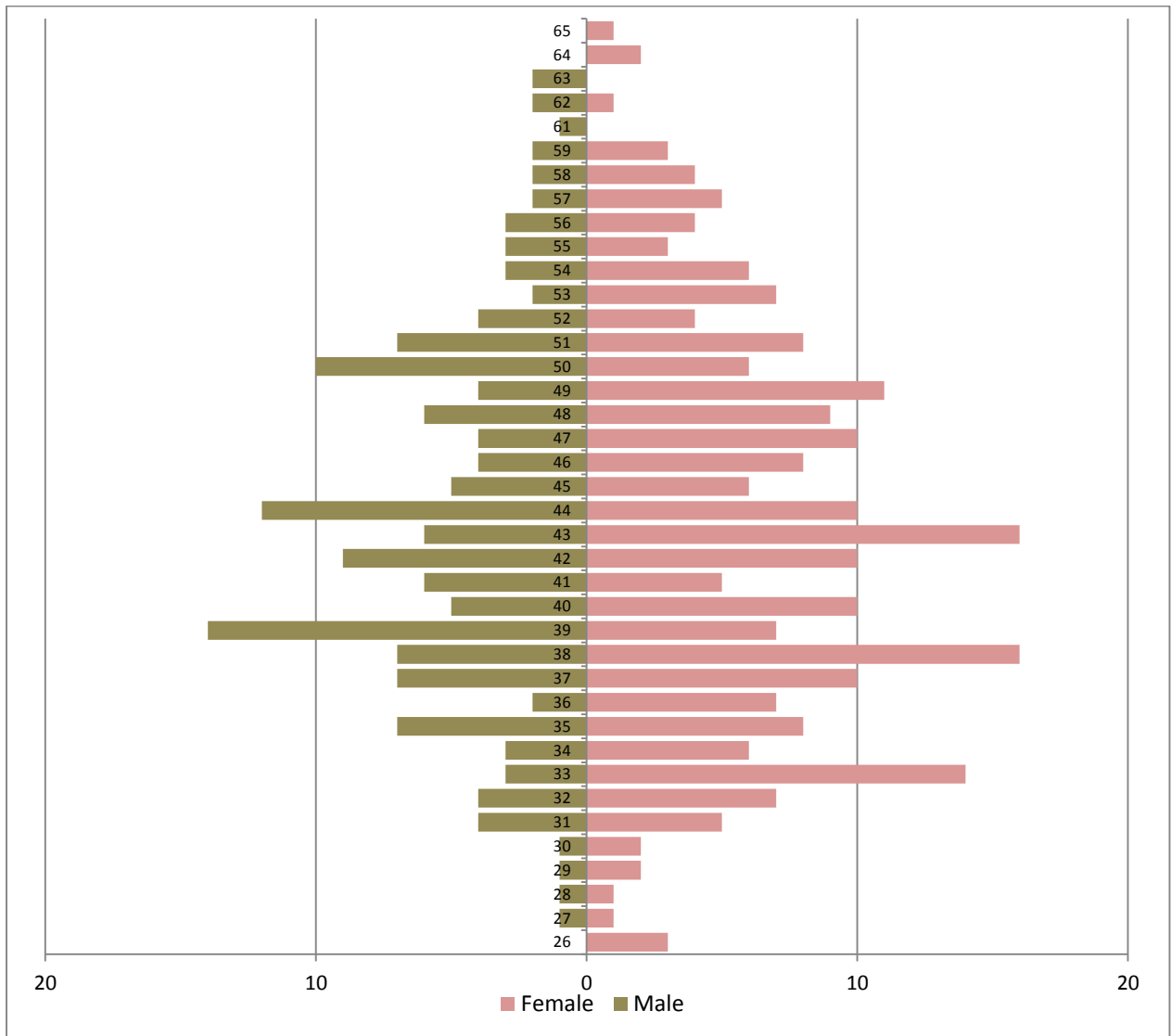


Chart 31: Age pyramid EEAS Contract Agents per gender

12.7 EEAS AD MANAGEMENT STAFF

12.7.1 AD Management staff in relation to total EEAS staff

As a result of the 2015-2016 re-structuring, EEAS had a less ‘top heavy’ organisation structure in 2016, with only 6.4% of staff in management positions, compared to 7.5% in 2014.

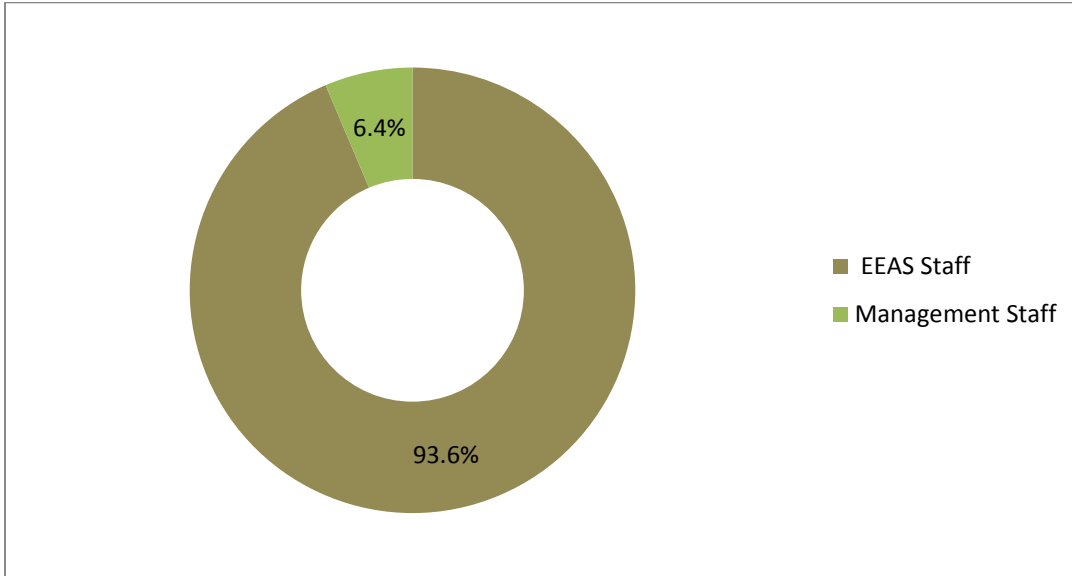


Chart 32: Management staff in relation to total staff

12.7.2 AD Management staff by gender

In 2016, a large number of management positions were filled by men, with women managers remaining highly underrepresented occupying only 6 out of total 44 senior management posts (14%) and 53 out of 215 middle management posts (25%).

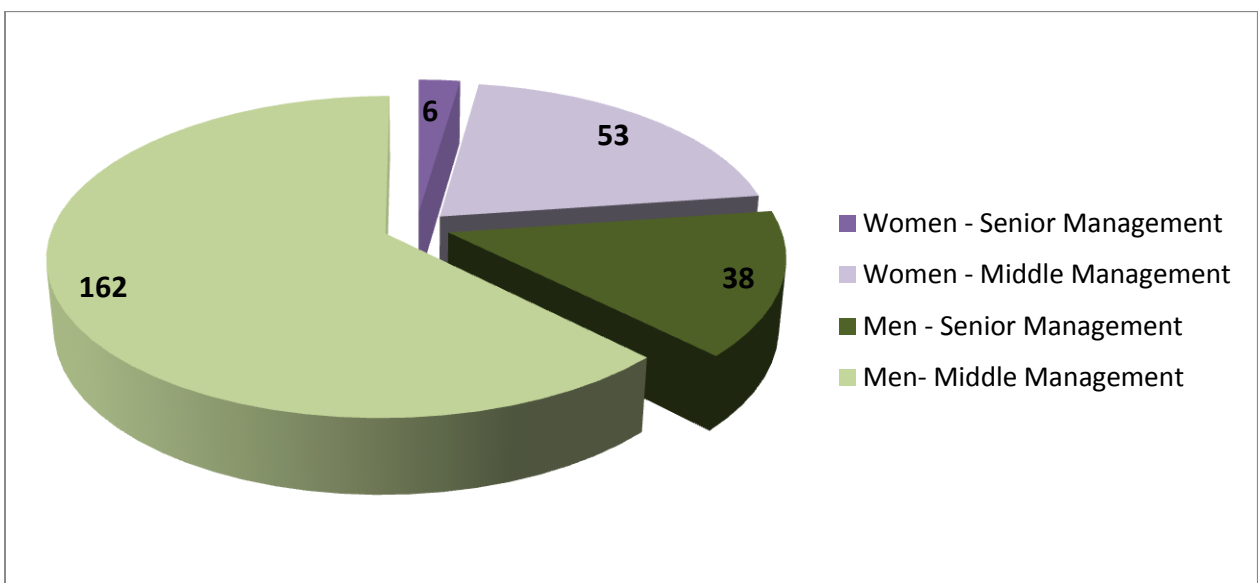


Chart 33: EEAS management staff by gender (Officials & Temporary Agents)

12.7.3 AD Management staff by category

EEAS AD managers can either be officials or Member States Diplomats and as shown in the chart below, Member States Diplomats occupied more than one third of the management positions (34.4%). Only one third of them were based in Brussels as the majority of Member States Diplomats managers were Heads of Delegation.

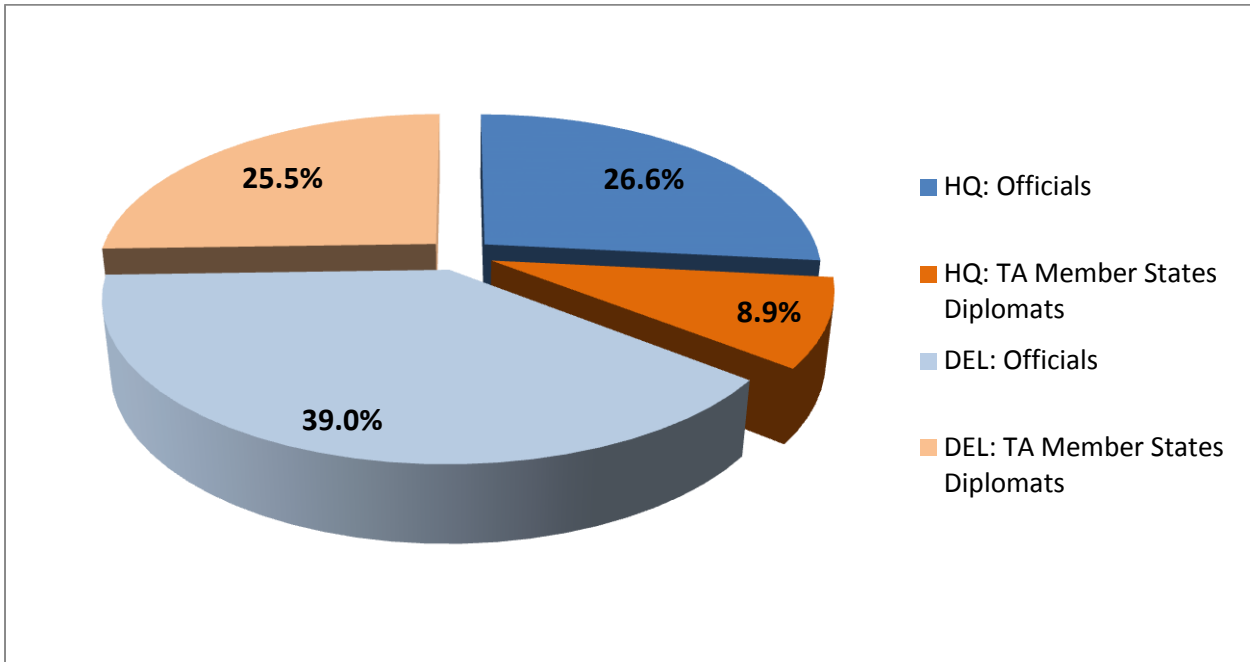


Chart 34: Management staff by category, Member States Diplomats and Officials

12.7.4 AD Management staff distribution by nationality

Looking at the representation of Member States in management positions, it is clear that certain Member States were better represented than others, in particular Italy (15%), Spain (10,8%), France (10%), Germany (9%), Belgium (8%) and UK (8%). Together, these six Member States made up 60% of all management staff. Cyprus and Slovakia were the only countries not represented at all in a management position.

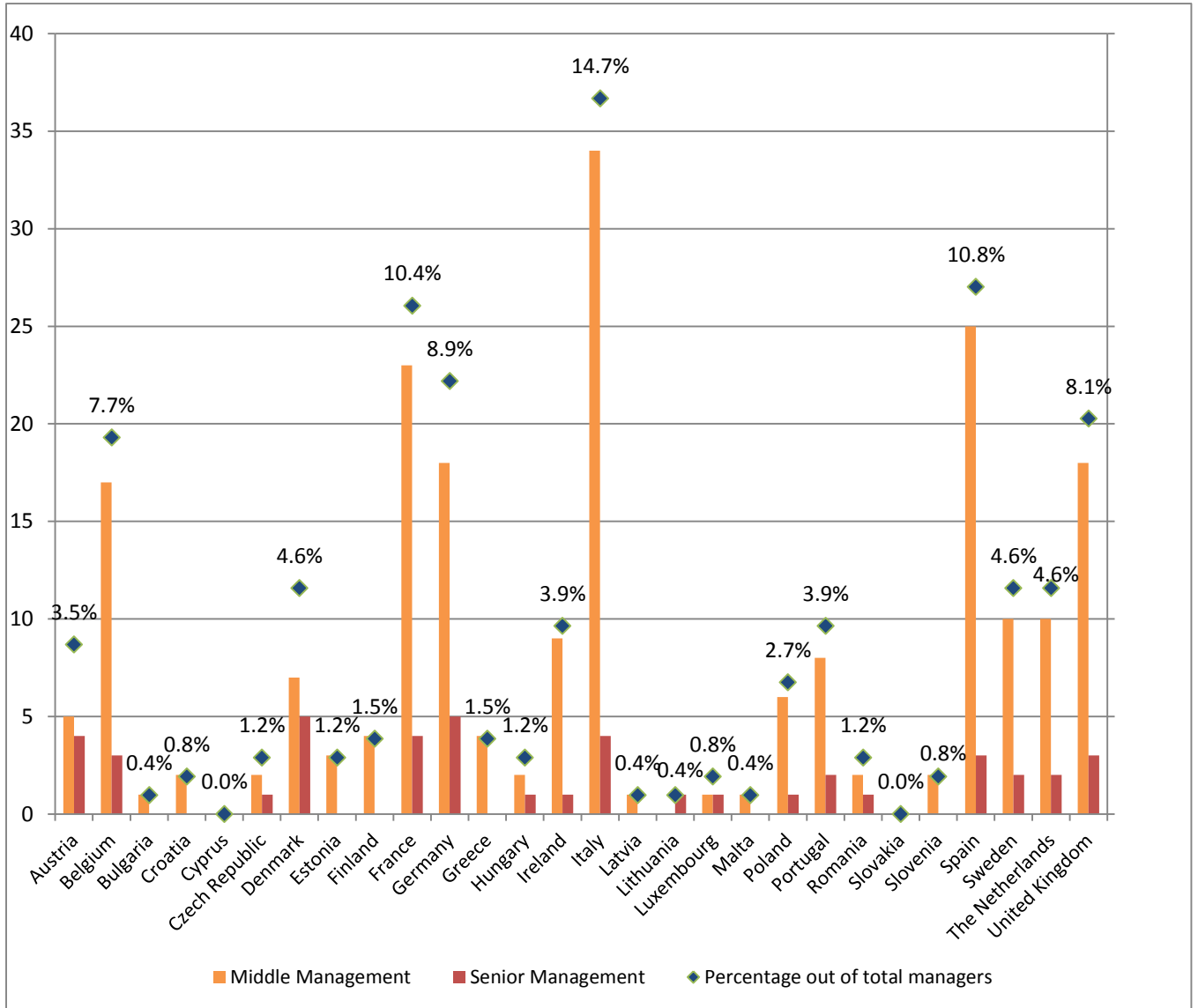


Chart 35: EEAS Management staff per nationality, HQ&DEL (Officials & Temporary Agents)

12.7.5 EEAS AD management staff in HQ (Officials & Temporary Agents)

Spain, UK, France and Germany, countries that are generally well represented among managers in HQ, decreased their numbers over the last years. The number of Italian managers, the highest of all countries, kept increasing until 2016 where it remained stable. In 2016, Bulgaria, Croatia, Cyprus, Lithuania, Luxembourg and Slovenia still remained the only countries that were never represented in management positions in HQ. A positive change for the Czech Republic, which was represented for the first time.

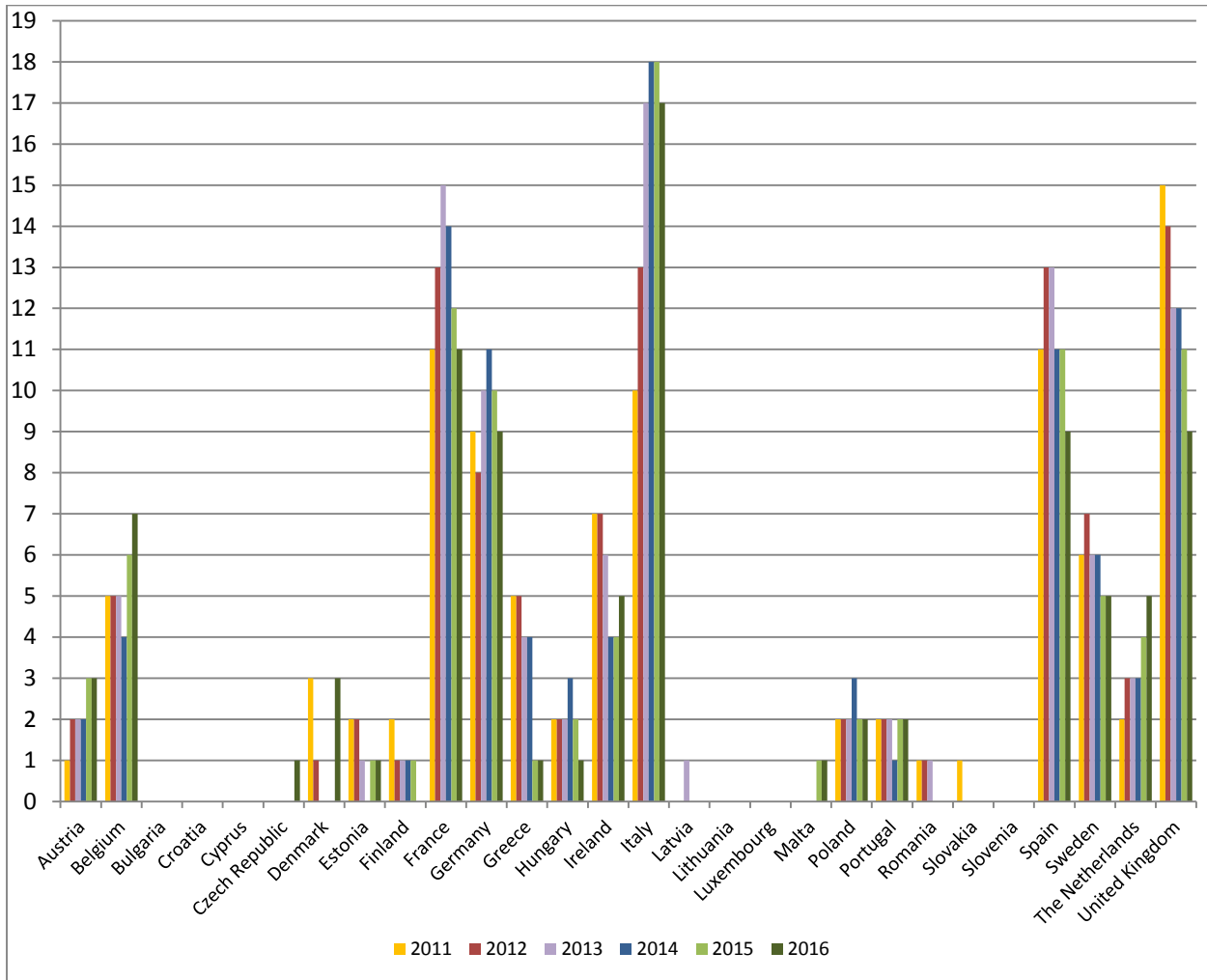


Chart 36: EEAS Management Staff in HQ nationality trends

Table 9 provides a comprehensive overview of management staff per nationality in HQ and Delegations, compared to the country's population.

	2011	2012	2013	2014	2015	2016	% of Total AD management staff		% Country's population
							in 2011	in 2016	
Austria	8	7	8	9	9	9	3.3%	3.5%	1.7%
Belgium	21	20	17	15	18	20	8.7%	7.7%	2.2%
Bulgaria	2	3	3	2	2	1	0.8%	0.4%	1.4%
Croatia	0	0	0	2	2	2	0.0%	0.8%	0.8%
Cyprus	0	0	0	0	0	0	0.0%	0.0%	0.2%
Czech Republic	4	6	6	4	3	3	1.7%	1.2%	2.1%
Denmark	5	5	8	9	10	12	2.1%	4.6%	1.1%
Estonia	2	3	2	1	3	3	0.8%	1.2%	0.3%
Finland	4	3	4	5	5	4	1.7%	1.5%	1.1%
France	28	31	32	30	27	27	11.6%	10.4%	12.9%
Germany	19	21	24	22	24	23	7.9%	8.9%	16.1%
Greece	11	10	8	8	5	4	4.6%	1.5%	2.2%
Hungary	6	6	5	6	5	3	2.5%	1.2%	2.0%
Ireland	12	12	12	9	9	10	5.0%	3.9%	0.9%
Italy	26	25	32	35	38	38	10.8%	14.7%	12.0%
Latvia	2	2	3	1	0	1	0.8%	0.4%	0.4%
Lithuania	1	1	1	1	1	1	0.4%	0.4%	0.6%
Luxembourg	1	1	0	0	0	2	0.4%	0.8%	0.1%
Malta	1	1	1	1	1	1	0.4%	0.4%	0.1%
Poland	5	7	7	7	6	7	2.1%	2.7%	7.6%
Portugal	10	10	8	7	9	10	4.1%	3.9%	2.1%
Romania	3	3	3	2	3	3	1.2%	1.2%	4.2%
Slovakia	2	2	1	0	0	0	0.8%	0.0%	1.1%
Slovenia	0	2	2	2	3	2	0.0%	0.8%	0.4%
Spain	26	25	29	28	27	28	10.8%	10.8%	9.1%
Sweden	8	9	10	10	10	12	3.3%	4.6%	1.9%
The Netherlands	9	10	12	13	11	12	3.7%	4.6%	3.3%
United Kingdom	25	27	24	27	26	21	10.4%	8.1%	12.4%
Grand Total	241	252	262	256	257	259	100%	100%	100%

Table 9: EEAS AD management staff in HQ&DEL, nationality trends

12.7.6 EEAS Heads of Delegations

Chart 37 demonstrates Heads of Delegations by nationality, compared to each country's population. Together, Italy, Spain, France, Germany and Belgium make up for almost half of the Head of Delegation positions (47%), whereas there was no Head of Delegation from Cyprus, Malta and Slovakia.

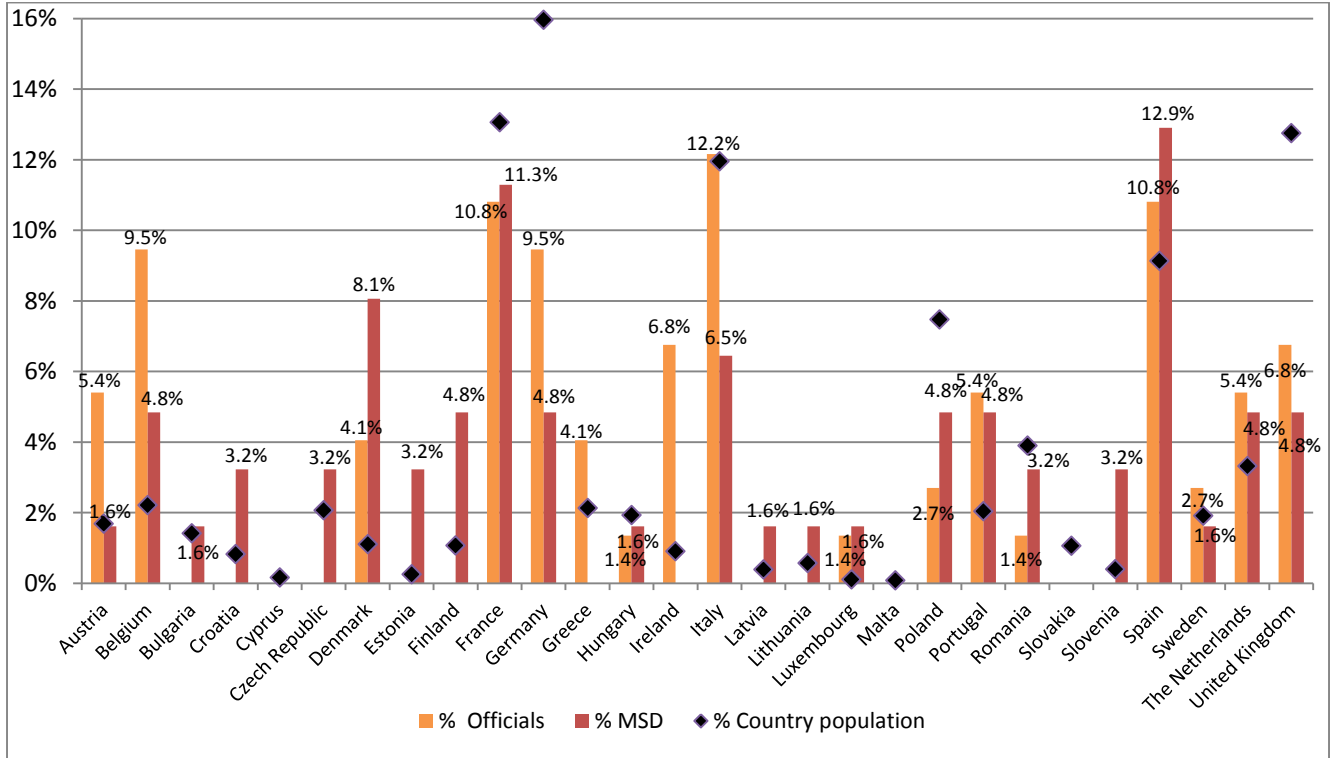


Chart 37: EEAS Heads of Delegation distribution by nationality

Chart 38 demonstrates the evolution of EU Heads of Delegation per Member State. Cyprus is the only country which was never represented amongst Heads of Delegation, while Luxembourg was represented again in 2016, after two years of no representation.

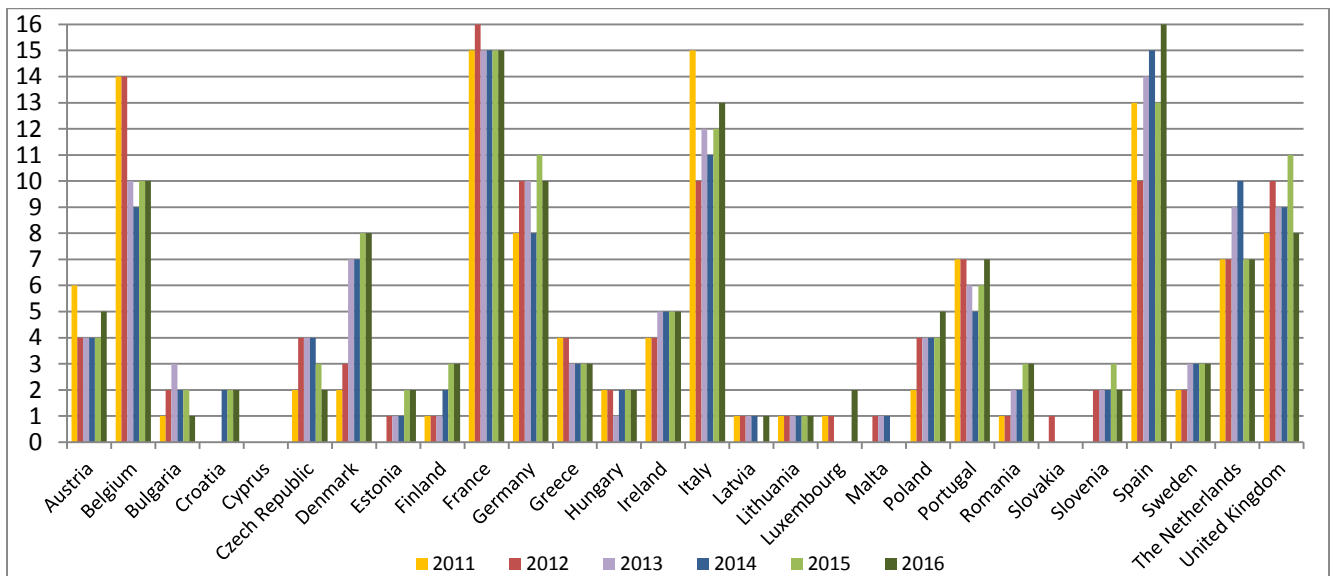


Chart 38: EEAS Heads of Delegation nationality trends

As regards female Heads of Delegation, the number remained relatively stable with only 0.6% increase.

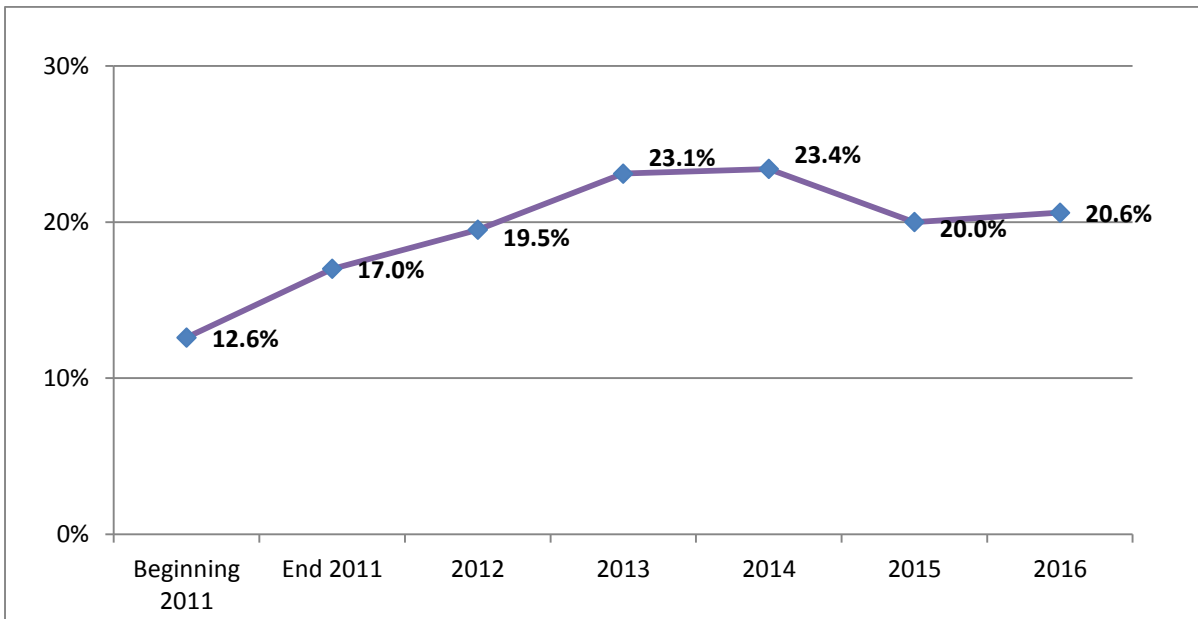


Chart 39: Proportion of female Heads of Delegation

Among the AD staff occupying posts of Head of Delegation, nearly half of them are coming from Diplomatic Services of Member States (46%).

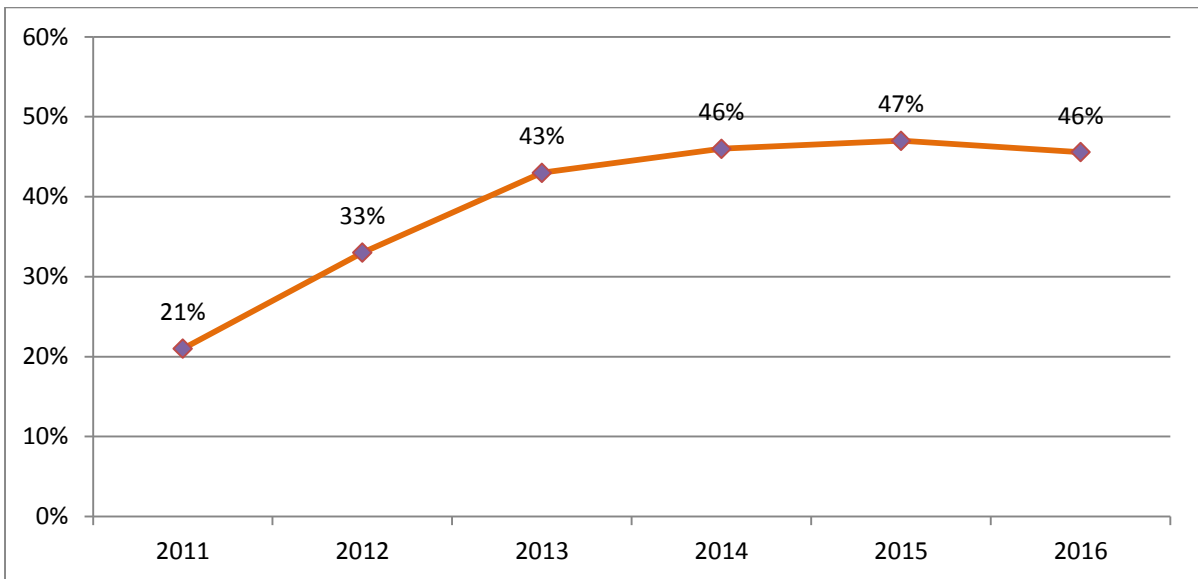


Chart 40: Proportion of Member States Diplomats Heads of Delegation

13 ANNEXES

13.1 ANNEX 1: Staff Typology

1. STATUTORY EEAS STAFF

The employment conditions of staff members employed by the EEAS are governed by the Staff Regulations of Officials (SR) or the Conditions of Employment of Other Servants of the European Union (CEOS). The CEOS apply to Officials, Temporary Agents, Contract Agents, Local Agents and special advisers. These staff members are referred to as statutory staff.

Officials (FO) are appointed by the EEAS after they have passed a competition or selection procedure under Article 29(2) SR and are assigned to permanent establishment plan posts for an undetermined period of time.

Temporary Agents (TA) in the EEAS are essentially staff seconded from national diplomatic services of the Member States contracted to fill temporarily permanent establishment plan posts in the EEAS (Article 2 (e) CEOS);

Contract Agents (CA) are contracted by the EEAS and assigned to jobs not covered by the establishment plan:

- to carry out manual or administrative support service tasks for either a determined or undetermined period of time (Article 3a(a) CEOS);
- in Representations and Delegations of Union institutions (Article 3a(d) CEOS);
- to replace certain absent Officials or Temporary Agents or to perform duties other than those referred to in Article 3(a) CEOS for a period of maximally three years (Article 3b CEOS).

Local Agents (LA) (Article 4 CEOS) are employed by the EEAS for manual or service duties and are working in places outside the European Union, according to local law. Local staff is assigned to posts not covered by the establishment plan.

2. NON-STATUTORY EEAS STAFF

In addition to statutory staff, the European Commission and the EEAS also employ non-statutory staff. The legal basis for employment contracts between the EEAS and non-statutory staff members is different from the legal basis for staff covered by the Staff Regulations or the Conditions of Employment of Other Servants. The employment conditions of non-statutory staff members are governed by national laws and regulations in force in the place of employment. Non-statutory staff (Agents under national law) are assigned to jobs not covered by the establishment plan and most contracts expire after a fixed period of time.

Persons other than those mentioned above are related to the EEAS through their professional activity, directly or indirectly. They collaborate with the EEAS outside the context of an employment contract with the EEAS and, hence, are not EEAS staff.

Some of them (trainees) have an individual contract, as opposed to an employment contract, with the EEAS. Some are contracted by an employment agency or belong to a national administration and are

subsequently seconded to the EEAS. Some are not remunerated. Others receive an allowance or grant on top of the salary they receive from their employer. For example:

Seconded National Experts (SNE) are employed by a national administration and seconded to the EEAS.

Junior Professionals in Delegations (JPD): The EEAS and the Commission have deployed from March 2013 a programme for Junior Professionals in Delegations. The aim of the programme is to enable graduates from Member States of the EU to gain first-hand experience in the work of the Delegations. The basic principle is of one EEAS Junior Professional per Member State. The legal basis for the recruitment of JPDs is the Joint Decision of the European Commission and the High Representative of the EU for Foreign Affairs and Security Policy of 12 June 2012 establishing a High Level Traineeship Programme in the EU Delegations in Partnership with the EU Member States, EEAS DEC(2012) 009/02.

Trainees sign individual contracts with the EEAS. Some types of traineeship contracts include the payment of an allowance or the reimbursement of expenses, whereas other contract types do not provide for any remuneration. The overall purpose of all traineeships is to enable trainees to learn about EU policies and EEAS's activities.

Service providers are contracted by a private company and carry out specialised outsourced tasks, in particular in the area of information technology.

Interim Staff is contracted by job agencies and deliver services to the EEAS to replace absent staff or to carry out short-term duties for a maximum of six consecutive months.

**Source: Staff Regulations, EU Commission HR report*

13.2 ANNEX 2: Acronyms

Services & Offices:

BA IBS.2: EEAS Field Security Division

BASE: Basic Awareness in Security

COM: European Commission

COPAR: Common Joint Committee

CSDP: The Common Security and Defence Policy

DEL: EEAS EU Delegations

DG: Directorate General

DG BUDG: DG Budget

DG DEVCO: DG International Cooperation and Development

DG HR: DG Human Resources and Security

DG NEAR: DG Neighbourhood and Enlargement Negotiations

DG RELEX: Directorate-General for the External Relations

EEAS: European External Action Service

EEAS Zone: EEAS Intranet

EDA: European Defence Agency

EP: European Parliament

EPSO: European Personnel Selection Office

EUMS: European Union Military Staff

FPI: Foreign Policy Instrument

HR: Human Resources

HQ: EEAS Headquarters

ICT: Information and Communications Technology

IMB: Interinstitutional Medical Board

IT: Information Technology

MD: Managing Directorate

MD ASIAPAC: Asia and Pacific Managing Directorate

MD GLOBAL: Human Rights, Global & Multilateral Issues Managing Directorate

MD MENA: Middle East & North Africa Managing Directorate

PRISM: Prevention of conflicts, Rule of Law/Security Sector Reform, Integrated Approach, Stabilisation and Mediation

RCE: Regional Centre Europe

SAFE: Security Awareness in Fragile Environments

Personnel:

GSC: General Secretariat of the Council

HoA: Head of Administration

HoD: Head of Division

HoDEL: Head of Delegation

HoU: Head of Unit

RSA: Regional Security Advisers

RSO: Regional Security Officers

13.4 ANNEX 4: EEAS Delegations

EEAS DELEGATIONS

AMERICAS

- ARGENTINA
- BARBADOS*
- BOLIVIA
- BRAZIL
- CANADA
- CHILE
- COLOMBIA
- COSTA RICA
- CUBA
- DOMINICAN REPUBLIC
- ECUADOR
- EL SALVADOR
- GUATEMALA
- GUYANA
- HAITI
- HONDURAS
- JAMAICA*
- MEXICO
- NICARAGUA*
- PARAGUAY
- PERU
- TRINIDAD AND TOBAGO
- UNITED STATES
- URUGUAY
- VENEZUELA

MULTILATERAL DELEGATIONS TO INTERNATIONAL ORGANISATIONS:

- ADDIS ABABA (AFRICAN UNION)
- GENEVA (UN)
- GENEVA (WTO)
- NEW YORK (UN)
- PARIS (OECD/UNESCO/ANDORRA/MONACO)
- ROME (FAO/HOLY SEE/SAN MARINO/ORDER OF MALTA)
- STRASBOURG (COE)
- VIENNA (UN/IAEA/OSCE)

* Regional Delegations (without dependent regionalised Delegation)

** Representation Offices

December 2016

EUROPE & CENTRAL ASIA

- ALBANIA
- ARMENIA
- AZERBAIJAN
- BELARUS
- BOSNIA AND HERZEGOVINA
- FYROM
- GEORGIA
- ICELAND
- KAZAKHSTAN
- KOSOVO**
- KYRGYZSTAN
- MOLDOVA
- MONTENEGRO
- NORWAY
- RUSSIA
- SERBIA
- SWITZERLAND*
- TAJIKISTAN
- TURKEY*
- UKRAINE
- UZBEKISTAN

MIDDLE EAST & NORTH AFRICA

- ALGERIA
- EGYPT
- IRAQ
- ISRAEL
- JORDAN
- LEBANON
- LIBYA
- MOROCCO
- SAUDI ARABIA*
- SYRIA
- TUNISIA
- UNITED ARAB EMIRATES
- WEST BANK AND GAZA STRIP**
- YEMEN

AFRICA

- ANGOLA
- BENIN
- BOTSWANA
- BURKINA FASO
- BURUNDI
- CAMEROON
- CAPE VERDE
- CENTRAL AFRICAN REPUBLIC
- CHAD
- CONGO
- CONGO, DEMOCRATIC REP
- DJIBOUTI
- ERITREA
- ETHIOPIA
- GABON*
- GAMBIA
- GHANA
- GUINEA
- GUINEA-BISSAU
- IVORY COAST
- KENYA
- LESOTHO
- LIBERIA
- MADAGASCAR
- MALAWI
- MALI
- MAURITANIA
- MAURITIUS*
- MOZAMBIQUE
- NAMIBIA
- NIGER
- NIGERIA
- RWANDA
- SENEGAL
- SIERRA LEONE
- SOMALIA (BASED IN KENYA)
- SOUTH AFRICA
- SOUTH SUDAN
- SUDAN
- SWAZILAND
- TANZANIA
- TOGO
- UGANDA
- ZAMBIA
- ZIMBABWE

ASIA & PACIFIC

- AFGHANISTAN
- AUSTRALIA
- BANGLADESH
- BURMA/MYANMAR
- CAMBODIA
- CHINA (Mongolia)*
- CHINA (Hong Kong)**
- FIJI*
- INDIA*
- INDONESIA*
- JAPAN
- KOREA
- LAOS
- MALAYSIA
- NEPAL
- NEW ZEALAND
- PAKISTAN
- PAPUA NEW GUINEA
- PHILIPPINES
- SINGAPORE
- SOLOMON ISLANDS*
- SRI LANKA*
- TAIWAN**
- THAILAND
- TIMOR-LESTE
- VIETNAM

In addition, 40 Accreditations (Non-resident Ambassador): Andorra (Paris), Antigua And Barbuda, (Barbados), Bahamas (Jamaica), Bahrain (Saudi Arabia), Belize (technical office)(Jamaica),Bhutan (India), Brunei (Indonesia), Comoros (technical office) (Mauritius), Cook Islands* (Fiji), Dominica (Barbados), Grenada (Barbados), Equatorial Guinea (Gabon), Holy See**(Roma), Kiribati (Fiji), Kuwait (Saudi Arabia), Liechtenstein (Switzerland), Maldives (Sri Lanka), Marshall Islands (Fiji), Micronesia (Fiji), Monaco (Paris), Mongolia (China), Nauru (Fiji), New Caledonia (technical office) (Fiji), Niue* (Fiji), Oman (Saudi Arabia), Palau (Fiji), Panama (Office) (Nicaragua), Qatar (Saudi Arabia), St Kitts And Nevis (Barbados), St Lucia (Barbados) St Vincent And The Grenadines (Barbados), San Marino (Roma), Sao Tome And Principe (Gabon), Seychelles (Mauritius), Surinam (Guyana), Tonga (Fiji), Turkmenistan (Turkey), Tuvalu (Fiji), Vanuatu (Solomon Islands). *not member of the UN ** observer to the UN

13.5 ANNEX 5: Evacuation Map

EVACUATION LEVELS – December 2016 (According to EEAS DEC (2014)008)



Evacuation Level 2: ▲
 Withdrawal from the place of
 assignment of dependents

 None

Evacuation Level 3: ▲
 Withdrawal from the place of
 assignment of non-essential
 Delegation expatriate staff

South Sudan (08.07.2016)
Burundi (09.11.2015)
Central African Rep. (25.03.2013)
Iraq (15.12.2005)
Libya (01.03.2012)
Syria (14.08.2011)

Evacuation Level 4: ▲
 Withdrawal from the place of
 assignment of all Delegation
 expatriate staff

Yemen (06.06.2014)

13.6 ANNEX 6: RSO Map

