

EUROPEAN EXTERNAL ACTION SERVICE



2014 DISCHARGE

**Answers by the European External Action Service
to the written questions of the Committee on Budgetary Control**

**Committee on Budgetary Control
Hearing of 21 January 2016**

GENERAL

1. Please describe in detail the rationale underlying the adoption of the new organization chart of the EEAS.

A new streamlined organisational structure of the EEAS was adopted in July 2015 and entered into force on 16 September aiming to create a simpler, classical organisation structure with clear reporting lines and responsibilities was needed.

As one of the objectives was to have a less 'top heavy' structure, the number of hierarchical layers and senior management posts has been reduced. A new, third, Deputy Secretary General (Global and Economic issues) was created. The EEAS has now one fewer Managing Director (MD VII, Crisis response and operational coordination) and the number of Director posts in geographical and thematic Departments have been reduced to one Director per Department (with the exception of the Europe and Central Asia Department which will retain two Directors). With the creation of a new Director post for General Affairs, there is a net reduction of three Directors.

Another priority was to empower, within this structure, the geographical/ managing directors by making them the key interlocutors for relations with countries/international organisations under their responsibility. The intention was to bring more clarity in the reporting lines and responsibilities for Managing Directors to enable them to support and guide the work of Delegations more directly, and to ensure an improved coordination with EUSRs in their respective policy areas. It is also important to note that in the new structure, Directors act as Deputy Managing Directors, i.e. they take over tasks without adding a hierarchical layer.

Finally, the intention was to promote civil-military synergies and to establish a closer coordination with other policy departments of the EEAS, therefore CSDP and crisis management was further integrated by creating a clear chain of command under the authority of a Deputy Secretary-General for CSDP and Crisis Response (and by abolishing the post of Managing Director for Crisis Response).

2. How has the EEAS improved the inter-service cooperation?

One of the key recommendations of the 2013 EEAS review was the need to enhance the coordination role of the High Representative as Vice President with a view to ensuring – as set in the EU treaties – a stronger coherence of foreign policy with the external aspects of internal EU policies.

This has been a guiding principle for the new Commission in its working methods. In President Juncker's mission letter to High Representatives/Vice President Mogherini of 1 November 2014, it was specifically stressed that, as Vice-President of the Commission, Mrs Mogherini would be "responsible for steering and coordinating the work of all Commissioners with regard to external relations".

As part of the new Commission structure introduced by President Juncker, the Commissioners' Group on External Action has been established with the Vice-President/High Representative Mogherini chairing monthly meetings of Commissioners with external

relations responsibilities. This Group has become the focus for the co-ordination of external policies of the Community and a forum to better prepare decisions of the Commission. The Group also Functions as a preparatory forum to ensure coherence of foreign policy with the external aspects of EU policies, as Commissioners responsible for sectorial policies are often invited to contribute with their input and ensure synergies.

Interaction between the EEAS and the Commission at services level has also been strengthened, contributing to increased effectiveness and consistency of the EU's external action. While the EEAS is a functionally autonomous body, it is in practice working closely with Commission services on a broad range of issues on a daily basis, including in areas such as climate action, energy, migration, justice, home affairs and trade, which have a strong external dimension.

3. Can you describe the main initiatives to simplify the budget scheme for supporting Union Delegations and EUSR?

In the context of the 2015 budget procedure, a significant simplification was implemented when the appropriations relating to the Commissions share of "common infrastructure costs" in European Union Delegations were transferred from Heading IV and Heading V of the Commissions budget to the administrative budget of the EEAS. This transfer means that the EEAS is now fully responsible for all costs related to the running of the offices of the delegation network. The only exception for the delegations in ACP countries where the European Development Fund (EDF) continues to contribute to the office running costs on a pro-rata basis related to the number of staff financed by the EDF compared to the total number of delegation staff. This complicated cost sharing arrangements still exist in ACP countries but discussions are ongoing with Commission services on a simplified solution.

The need for better integration and cooperation of the EUSRs with the EEAS is shared by many actors and was also subject to a specific recommendation in the 2013 EEAS Review. Since 2013, efforts have been made to improve the cooperation in headquarters and with delegations. In 2014, the EEAS included a proposal to the Budget authority for the 2015 budget to include the EUSR/CFSP budget in the EEAS administrative budget but it was not retained. In 2015, the new HRVP launched an analysis on the functioning and the management of EUSRs. The different contributions confirmed the value-added, political clout and visibility of the EUSR instrument but identified at the same time a scope of possible improvements in its functioning. There are specifically 3 issues that are being further analysed: the interaction between the EEAS and EUSRs, the phasing out of double-hatted EUSRs, relationship/differences between EUSRs and Special Envoys. A paper was presented to Member States (PSC) in November.

4. What is the state of play of the setting-up of shared services centre (SSC) to support CSDP missions and Union special representatives?

The proposal to create a Shared Services Centre (SSC) aims at increasing the efficiency of the management and the support of the Common Security and Defence Policy (CSDP) civilian Missions. This concerns enabling function such as human resources, logistic, procurement, ICT, document management, legal advice etc.

Despite the excellent cooperation between the Institutions concerned, the planning, setting-up and support to civilian crisis management operations remains challenging. In particular, the rapid deployment of administration and logistics support is difficult despite the possibility of financing preparatory measures.

Presently, every mission has to build up *ex nihilo* all aspects of the mission's administrative and financial organisation. Key staff members have to be hired and basic goods/services have to be procured within very short deadlines. In order to carry out their mandate effectively, it is of utmost importance that mission personnel are efficiently supported soon after their arrival. Moreover, sustainable management of missions is essential for maintaining the motivation and efficiency of staff.

Following intense discussion on the creation of a SSC as an autonomous entity through a Council Decision, it has been proposed to establish a Mission Support Platform (MSP) consisting of two cells within the European Commission and the European External Action Service (EEAS), whereby EEAS/CPCC and COMM/FPI would be staff from MS. Work on this is ongoing.

5. What measures has the EEAS implemented in order to improve its procurement procedures?

EEAS HQ services conduct regularly training for colleagues both at HQ and in Delegations on procurement procedures. Moreover, HQ services provide assistance to colleagues through the development of templates, direct coaching and other forms of assistance in procurement. Training is conducted at a regional level with a view to taking on board specific local conditions.

EEAS HQ services play a leading role in the procurement of security services by Delegations, both directly as a contracting party and indirectly through quality control. This practice was introduced with a view to addressing delays in contracting obliging Heads of Delegation to extend contracts beyond their initial duration. At the end of 2014 the situation was as follows: Delegations for which security contracts had to be renewed had either signed a new contract signed or had launched a tender procedure in accordance with the provisions of the Financial Regulation.

6. How did the Institution meet the principle of green public procurement in 2014?

Respecting clear and verifiable environmental criteria in the procurement of goods and services is an integral part of procurement of the EEAS. This concerns not only goods (furniture, electric generators, vehicles, etc.) but also services such as cleaning (sanitary products). The relevant criteria are included in the technical specifications of each tender and subsequently verified in the technical evaluation of the different offers.

While these principles are also applied by Delegations, local market conditions sometimes constrain the full application of these standards.

7. How much the Institution spent on 2014 for the CO₂ emission? And how much would have been needed to have a fully offset funding covering all direct and indirect emissions?

The EEAS does not have the tools to identify spending for CO₂ emissions. It is not possible either to identify the funds needed to fully offset all direct and indirect emissions.

The EEAS encourages and supports eco-friendly practices with a view to reducing CO₂ emissions. Eco-friendly property management, both of EEAS owned offices but also of rented offices, is an important instrument. Where financially and technically possible, the EEAS aims for green building certification (LEED certification/ISO9001, Green Globe) for new office projects. This is, for example, the case for the new office building in Paraguay; the cost to obtain this certification amounts to about 10 percent of total construction costs i.e. about €200,000. A number of Delegation offices have seen recently or will see shortly the installation solar panels (Tokyo, Cape Verde, Eritrea).

8. How much electricity did the Institution use in 2014? How does it correlate to the usage of the previous years? How many percent of the total usage was coming from renewable energy resources? How much did the Institution pay for the electricity? Did the Institution invest into solar or wind energy to support its energy needs? How much did the Institution invest in energy efficiency in 2014? Does the EEAS have a CO₂ offsetting budget line?

The consumption of electricity of the EEAS HQ building amounted to 41.6 million kW in 2014. The consumption in 2013 was about the same. The cost for the electricity in 2014 was €60,571. The electricity supplied to the EEAS comes from 100% sustainable energy sources. There is no other direct investment in solar or wind energy for HQ buildings. The EEAS, as it is the case for the Commission, has no CO₂ offsetting budget line.

COSTS

9. What measures were taken during 2014 to make the Institution more cost efficient and to reduce overall administrative costs of the Institution? Could the EEAS outline the core cost-effective and sustainable measures in place for the EEAS' premises?

- How much savings were made in 2014 from which budget lines?
- Could it be indicated for which purpose these savings were used /or transferred to other budget lines?

The draft budget of the EEAS for 2014 contained a number of measures to reduce the overall administrative cost of the Institution, while ensuring the same quality of service, among which:

- In line with Inter-Institutional Agreement on budgetary discipline, a reduction of 1% in the number of establishment plan posts;
- The downgrading of a number of senior level posts with the transformation of 5 AD16 and 9 AD15 posts into 9 AD7 and 5 AD5;

- A review of rest leaves and living conditions allowances for a number of delegations leading to savings in excess of €1 million;
- Estimated saving of some €3.8 million resulting from the reform of the Staff Regulations, notably in relation to promotion rates and annual travel;
- A reduction of 0.7% in relation to appropriations for non-statutory staff;
- Reductions of €1.2 million for Headquarters building security and €0.3 million for fitting out and security works;
- A reduction of €2.5 million for Informatics at Headquarters. This was reversed by the Budget Authority at the initiative of the European Parliament which decided to add appropriations totalling €6 million for secure IT;
- A reduction of €1.6 million for IT services in the delegations;
- A reduction of €1.4 million for the cost of guarding delegation buildings and a reduction of some €3.7 million for security works. These reductions were partially offset by increases in the costs of guarding persons and houses, but overall the reduction on security costs came to some €1.5 million;
- A reduction of €0.4 million in the cost of housing rents due to the introduction of a new housing policy for the delegations aimed at replacing the reimbursement of actual rents paid by the payment of lump sums reflecting the housing norms in each country;
- A reduction of €1.7 million for the purchase of furniture in delegations;
- A reduction of 5% for appropriations for missions in delegations;

Furthermore, an active policy is pursued to reduce cost of EEAS buildings, both at Headquarters and in Delegations. Delegations are invited to explore options to align surfaces of and/offices or residences with the building policy (e.g. colocation with Member States, relocation before the end of the lease contract if financially feasible and attractive). Moreover, Delegations have been asked to identify opportunities for real estate purchase; this could trigger significant savings in the longer term. Finally, colocation, which is a strategic priority of the EEAS, could also lead significant efficiency gains.

10. What were the mission travel costs of staff in 2014 and how many missions took place?

The EEAS incurs mission costs for staff based in the EEAS Headquarters in Brussels, but also for EEAS staff posted in Delegations. The total costs incurred cover travel costs, hotel costs, daily allowances and miscellaneous costs.

Headquarters

Mission costs: The total mission costs (including travel, hotel, daily allowances etc.) paid in 2014 amounted to €8,079,387. This includes €373,262 paid to DG HR to cover the mission costs of the close protection team assigned to the HR/VP mission.

Travel costs: The total travel costs included above in relation to Headquarters staff amounted to €5,035,112. A total of 4,989 missions were performed by EEAS Headquarters staff.

Delegations

The total amount paid in 2014 for missions executed by EEAS staff in the delegations was €6,293,164. This amount covers travel, accommodation, daily allowances and other

miscellaneous costs. As the MIPS (Mission Processing System) tool became only available 2014, it is not possible to provide the total number of missions carried out or a more detailed breakdown between travel and other costs.

11. What were the costs in 2014 respectively for away days, closed conferences or similar events for staff? How many staff members participated in the respective events? Where did these events take place?

In 2014, 7 teambuilding activities were organised 2014 for Headquarters' staff in which 235 persons participated. The events took place in Brussels in a conference centre procured under a framework contract. In delegations, 12 teambuilding were held with 493 staff participating.

The total cost for teambuilding events in Brussels was €45,987 and for Delegations €82,589. In 2013, the total cost of teambuilding activities in HQ and Delegations were €209,000.

Teambuilding requires the involvement of a professional trainer to ensure the strictly work related orientation of the events. In that regard, the increased use of local facilitators and providers has contributed to lower cost in Delegations.

12. What were the costs for translations and interpretations ordered by the EEAS for year 2014?

In 2014, the EEAS paid €480,608 to the Commission interpretation service (SCIC) for the services provided under the service level agreement which the EEAS has with the European Commission.

The EEAS receives translation services from the European Commission, also under a service level agreement conclude in 2011. In 2014, the EEAS did not incur any costs for translation services as the number of pages requested remained below the free threshold (franchise) provided under the agreement.

13. What were the costs for recruitment procedures in 2014?

In 2014, the Headquarters services of the EEAS spent a total amount of €154.810 (compared to €177.924 in 2013) on recruitment procedures for staff at Headquarters and also staff to be posted to Delegations. To be noted that this excludes the cost of recruitment of local staff in Delegations. This is however not significant as no travel is involved and cost are limited to medical examinations of selected candidates.

STAFF

14. Could you explain to us how the 5% staff reduction is being implemented in your Institution?

The staff reduction of 1 percent per year, equivalent to about 17 posts, has been implemented as follows in the EEAS:

	AD posts	AST posts	TOTAL
2013	-	17	17
2014	10	7	17
2015	8	9	17

In agreement with the decision of the budgetary authority further annual reductions of 1 percent are foreseen for the next 2 years. So far, staff reductions have not affected the network of EU Delegations. Staff cuts have been achieved through re-adjustments of resources in coherence with political priorities and, if possible, making use of the departure of officials (retirement). Exempting the delegations from the staff cuts is in line with the general objective of the EEAS to strengthen its global presence.

15. Could the EEAS describe the main trends and provide the number of staff working for the Institution's administration broken down by nationality (overall geographical balance), sex and grade? What are the forthcoming developments in that domain?

On 31 December 2014, the EEAS had 3.480 staff members, including Officials and Temporary Agents, Contract Agents, Local Agents, SNEs and Junior Professionals in Delegation. 1.610 staff Members were officials, representing 46% of the total EEAS staff, of which 944 of them were Administrators (27% of total staff) and 666 were Assistants (19% of total staff). 347 staff members were Contract Agents (10% of total staff), 1.070 were Local Agents (31% of total staff), 407 were SNEs (12% of total staff) and 46 were Junior Professional in Delegation, representing the 1% of the total EEAS staff.

1.546 (44%) of them were working in Headquarters and 1.934 (56%) were working in Delegations.

Gender distribution

Out of the 3.480 staff members, 1.629 were women, representing 47%, and 1.851, representing 53%, were men. The gender distribution of the 1.610 Officials was 750 women (47%) and 860 men (53%). For Contract Agents there were 213 women (61%) and 134 men (39%). Local Agents were 568 (53%) women and 502 (47%) men. The SNEs category was 76 (19%) women and 331 (81%) men and JPDs were 22 (48%) women and 24 (52%) men.

Geographical balance

Recruitment in the EEAS is based on merit. The EEAS monitors closely the geographical balance of staff, including AD level staff, temporary agents from Member States, managerial positions including for Head of Delegation positions. As for other institutions, this is a continuous process. It should be noted that the permanent officials in the EEAS were transferred directly from other institutions without any particular regard to their nationality. In addition, their mobility possibilities outside EEAS and towards other institutions are at the moment very limited. At present, the EEAS has permanent staff of all the Member States nationality, although we are not in full balance as per the size of all Member States.

EEAS Officials at Headquarters and Delegations by nationality, gender and grade (31/12/2014).

Category	Nationality	16		15		14		13		12		11		10		9		8		7		6		5		4		3		2		1		Total
		F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M			
AD	AUT			2	1	3		4	3	8		1	1	1	1	1	1	1	1	1												27		
	BEL					3	9	2	10	3	10	1	1	3	4	1	1		6	3	2	1	3									63		
	BGR							2			2		1	1					1	3	1	1		1							13			
	CYP													1				1				1									3			
	CZE						1	2		4				1	2	3	1	2	4				2								22			
	DEU			1	1	2	9	5	14	7	14	6	7	1	3	2	6	3	2		5			4	1						93			
	DNK				1		5	1	5	1	4	1		1	2		2			1			1								25			
	ESP			1	2	5	7	15	4	15	8	4	1	4	3	4	3	1	1	4	1	2	3	1							89			
	EST							2		1						3		1	1	1	2	1									12			
	FIN					2		2	1	3	2	2		3	1		3	1			1		1		1						22			
	FRA	1		1	2	8	7	25	9	19	4	4	1	8	1	1	1	5	3	11	2	3		4							120			
	GBR				4	1	4	1	14	4	16	3	5	4	2	2	1	2			2	1		1							67			
	GRC			1	1	1	5		5	2	5	2	3		2		1			1	1		1	1							32			
	HRV						1			1											1										3			
	HUN						2	1		4	1	1		3	2		2	2	1	3	1										23			
	IRL	1			1	6	2	3	1	2		1	1			1	1	1	1		1										22			
	ITA			1	1	1	11	8	24	3	17	1	11	2	10		4		7	2	2	1	1	2	2						111			
	LTU				1								1	1			2	1		2											9			
	LUX							2																							3			
	LVA								1	1					2				2					2							8			
	MLT									2					1		2				1				1						7			
	NLD				1		9	3	5	2	5		2		2		2	1							1						33			
	POL				1		3	2	1		2	1		1	2	3	2	1	2	6	5	4		1							37			
PRT	1			1	6	1	6	4	3	1	1	1		1	1	1				1			1							30				
ROU				1					1	2				1			2	2	1	3	2		1	3						19				
SVK													1						3	1										5				
SVN							1		1	2					1	2							3	1						11				
SWE				1	1	2	4	4	3	7	1	2	3				3		1		1		1	1						35				
AD Total			3	3	17	16	89	50	142	49	148	34	46	17	53	26	32	29	36	32	51	18	14	20	19					944				
AST	AUT												1				2	1	1	2	1		1							10				
	BEL											4	1	1	4	12	6	7	16	4	18	6	16	9	11	9	12	7	5		9	1	158	
	BGR																						1		2		2		1		6			
	CYP																											1		1	2			
	CZE																						1		5		3		2		3	14		
	DEU											1	2		1		1	8	3	6		5	2	7	1	1	1		1		41			
	DNK															1	1	2	2		2	1		1	1		3				14			
	ESP												1	2	1	3	1	1	1	5	1	5	4	4	4	4	6	4	3	1		50		
	EST																								1		1		6		4	12		
	FIN													2							1		4		5	1	2	2			1	18		
	FRA											2		1	1	7	5	1	3	1	5		6	4	4	2	1		2		7	52		
	GBR											1				1		3		9		2		3	3		1	1				24		
	GRC															2	1	1		5	1	4		1	1	1	3	4		1	2	3	30	
	HUN																							1	2	4	1		1	2	1	11		
	IRL												1		1								2		2	1		2				11		
	ITA												1	1	2		1	1	4	3	4		5	2	5	5	1	6	4	4	3	4	57	
	LTU																								1	1		2	1			6		
	LVA																								1		1		2			4		
	MLT																								1		1		2			4		
	NLD												1		3	1	2			8		2	1	1	1	1	1	1				24		
	POL																								1		4	1	6	1	8	2	5	28
	PRT												1		1	2	1	2	1	7	3	2		4		1		3	1	1		1	31	
	ROU																									3	1	4			1	7	16	
SVK																								1			1		1	1		4		
SVN																									1	2		5		1	2	1	12	
SWE															1		4	2	1	3	4		4		4	1	1	1			1	27		
AST Total												3	13	5	12	18	32	33	23	71	13	61	16	63	35	48	27	63	23	43	11	48	5	666
Grand Total			3	3	17	16	89	50	142	49	148	37	59	22	65	44	64	62	59	##	64	79	30	83	54	48	27	63	23	43	11	48	5	1610

Administrative staff

On 31 December 2014, there was a total of 1182 staff working specifically on Administrative tasks, distributed with 343 staff members in Headquarters and 839 staff members in Delegations. These numbers includes Officials, Contract Agents, SNEs and Local Agents.

Local Agents is the category with most members, 699 staff representing 59% of the total. There are 381 officials (32%), 99 Contractual Agents (8%) and 3 SNE's (0.3%).

Forthcoming developments in that domain

In Headquarters, the staff will be reduced by 1% (only Officials) per year, in line with the overall reduction of 1% reduction per year foreseen for the Institution.

Administrative support to Delegations will be reformed in the coming years. The current set-up of administrative support does no longer meet the requirements of our decentralised network of Delegations characterised by a high turn-over of key staff and confronted with an increased complexity of tasks. At the same time, the EEAS as an institution faces enhanced scrutiny by the different oversight bodies.

For the reasons mentioned the EEAS launched three projects in South East Asia, in North America and in South America with a view to identifying tasks that can be performed remotely. Built on this work, a joint EEAS-Commission working group, established in September 2014, looked into the division of labour between the administration sections in Delegations and EEAS Headquarters and the different aspects of reforming current working practice. The working group concluded that a number of tasks that are highly technical/infrequent and standardised/repetitive could be regionalised or centralised at Headquarters and/or Regional Centres. The working group concluded that five regional centres should be established that provide specialised administrative support to Delegations. This would allow for specialisation and 'economies of scale' and better quality work.

In first instance a pilot project covering 28 countries in/around Europe has been launched. The Regional Centre for Europe started to operate in December 2015.

Under the reformed set up administration sections can again concentrate on providing day-to-day administrative and logistic support to the functioning of Delegations.

16. Could you provide us the number of Heads of Unit, director and Director-General by nationality, gender and grade? Has there been any progress in relieving the top-heavy administration?

On 31 December 2014, there were 281 managers in the EEAS, including Officials, Temporary Agents, and SNEs: 88 staff members occupied middle management posts in Headquarters, and 139 in Delegations; 35 staff members occupied senior management posts in Headquarters and 19 in Delegations.

On 31 December 2014, at the HQ there were 8 Managing Directors (including 1 SNE), 22 Directors (incl. 5 SNEs) and 88 Heads of Division (incl. 18 SNEs). In the Delegations there were 128 Heads of Delegation and 30 Deputy Head of Delegation.

EEAS Management staff per grade

Category	Grade	HQ						DEL		TOTAL	
		Secretary-General	Deputy Secretary-General	Chief Operating Officer	Managing Director	Director	Head of Division	Head of EUMS	Head of Delegation		Deputy Head of Delegation
AD	10								1	1	
	11						5		1	1	
	12						12		37	10	
	13						28		36	15	
	14					16	25		45	3	
	15		2	1*	7	1			8		
	16	1						1		2	
SNE				1	5	18	1			25	
Grand Total		1	2	1*	8	22	88	1	128	30	281

*Ad interim

Gender

On 31 December 2014, at the EEAS HQ there were 12% female Managing Directors (1 out of 8), 4% female Directors (1 out of 22) and 19% female Heads of Division (17 out of 88). On 128 Head of Delegation posts occupied, female Heads of Delegation represented 23%.

Since 2011 the proportion of female Member State Diplomats has been steadily increasing, as well as the proportion of women in Head of Delegation posts. In 2011 there were only 17.8% and in 2012 there were 19.5 % of women occupying the Head of Delegation posts. In 2013 and 2014, a continued effort to attract more women to the Management posts in Delegations resulted in 23% of women as Heads of Delegation.

Nationalities

Managers with French, UK, Italian, Spanish or German nationality account for 54% of all EEAS managers. Managers with a nationality from the Member States that joined the EU after 2004 represent 13 % of EEAS management staff. The population share of these countries in the EU accounts for 64% and 21% respectively. No management function is occupied by nationals of Luxembourg or Cyprus.

No Head of Delegation has Luxembourg, Cyprus or Slovak nationality.

17. Can the institution provide the details on how it recruits its staff? How many staff members were recruited following an EPSO competition? How many staff members have been recruited without passing any competition? How many staff members have been recruited by tempo working agencies? Could the institution provide detailed information on the different systems in place to recruit staff?

Permanent staff, temporary agents

Recruitment in the EEAS follows the staff regulations that apply in all EU institutions and bodies. An important feature of the EEAS is that vacant AD positions are also open to EU Member States diplomatic services. EU Member States diplomats selected for a post are employed as Temporary Agents (Art. 2(e) of CEOS). This corresponds to 1/3 of all AD Staff.

In detail, the HR department publishes the vacancy which is sent to the Permanent Representations in Brussels. The recruiting entity is asked to set up the selection panel. After

receiving the applications, the HR department verifies the eligibility and the pre-selection is done on the basis of the qualifications and the professional experience described in the CV and in the motivation letter. Candidates who have been pre-selected are invited for a selection interview. The selection panel produces a selection report and the HR Department approves the outcome (in line with AIPN tables) and launches the recruitment process.

In terms of figures, during 2014 only 1 AD and 1 AST candidate have been recruited following an EPSO Competition. This corresponds to the specificities of the EEAS being able to fill AD posts by recruiting MS diplomat without going through the laureates' lists.

Regarding staff recruited without passing an EPSO competition during the year 2014, 41 MS candidates have been employed as Temporary Agents (Art. 2(e) of CEOS). In addition, 1 AD and 4 AST have been employed as Temporary Agents (Art. 2(b) of CEOS).

Contract Agents (CA)

Contract agents (CA) are recruited under two types of contracts: CA in Delegations and CA FG I (administrative and service support) at HQ may have indefinite duration contracts (3a) while CA at HQ have contracts of fixed duration- maximum 6 years (3 b).

As the last EPSO CAST (competition for contract agents) was organised in 2010, at the moment different procedures apply for recruiting CA at HQ and in Delegations.

To be recruited in a Delegation, contract agents should have a valid CAST in view of the possibility of benefiting from an indefinite duration contract in due course. For recruitment at HQ, a temporary derogation allows for the recruitment of candidates registered in the database of the call of manifestation of interest for CA launched in 2013.

The EEAS is working closely with EPSO to ensure that a new Permanent EPSO CAST is launched at the beginning of 2016. 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.

Posts in EU Delegations are filled within the mobility exercise for CA in Delegations. Posts that become vacant between mobility exercises are at the first stage offered to CAs working for at least 1 year at HQ. If there are no suitable candidates, the vacancy is published.

Posts of contract agents at HQ are not published and services can recruit candidates from the EPSO CAST database and from the database of the call for manifestation of interest. Recruiting services organise panels for shortlisted candidates.

The recruitment process is done by the Directorate Budget and Administration in cooperation with the DG HR of the Commission (under the Service level Agreement).

In 2014 we recruited 16 contract agents in EU Delegations and 26 contract agents were transferred between Delegations. 38 contract agents were recruited at EEAS HQ (23 AC via the call for manifestation of interest and 15 candidates from the CAST list).

Intérimaires

In 2014 the EEAS recruited 14 interim workers via the interim agency Randstad.

Seconded National Experts

Seconded national experts (SNEs) in the EEAS are governed by new rules introduced in 2014. These new rules simplify the administrative and financial management of SNEs and bring the working conditions of this category of staff closer to other EEAS staff members. The amended Decision also allows for the secondment of junior diplomats (with less than 3 years of professional experience) to the EEAS.

In December 2014 there were 407 Seconded National Experts (SNEs) corresponding to 350 SNEs at Headquarters and 57 SNEs in Delegations.

In 2014, 119 new SNEs arrived in the EEAS and 108 left the Institution. 40 new SNEs arrived in the Delegations and 26 left. The HR Department is in charge of the publication of vacancies through the Permanent Representations and prepares the exchange of letters between the EEAS and the Member States for the secondment.

Recruitment of SNEs is done in two main steps: (1) call for applicants sent to Member States' Permanent Representations in Brussels, (2) eligible candidates are interviewed by relevant Services and/or Delegations concerned.

Junior Professionals in Delegations (JPDs)

The EEAS manages JPDs (currently 83) in Delegation: 43 assigned to the EEAS and 40 to the Commission. These JPD were recruited in 2014. 8 posts are funded bilaterally by Member States.

Main steps of recruitment process: 1) calls for applications published by the EEAS and the EU Member States 2) eligibility check and pre-selection of candidates is done by MS; 3) MS propose a shortlist of candidates to the EEAS and 4) EEAS selects the final candidates and does the final matching on the basis of preferences and priorities of EU Delegations and of the candidates.

18. How many recruitments of Heads of Unit, Director and Director' General were organised in 2014? How many women and men were selected as Heads of Unit, Director and Director-General?

47 selections procedures for managers were finalised in 2014 (date of taking duty) including 15 external recruitments (TA 2(e) from MS). Details are as follows:

2014	Total selections (includes internal mobility, transfers & recruitments)		External Recruitments (TA 2(e) from MS)	
	Female	Male	Female	Male
DG level (MD and up)	0	0	0	0
Director	0	4	0	2
Head of Unit level	5	38	1	12
	5	42	1	14
	47		15	

Regarding the gender balance, significant progress has been made in recent years. Women represent about 22% of middle management posts and 9% at senior level. This is quite similar to many national foreign ministries.

19. Did the EEAS 2014 personnel promotions reflect the need to bridge the gap between the EU staff from "old" countries and the countries that have acceded the EU since 2004?

The key criterion for promotion are the merit of an official, taking into account performance, input, output, achievements as well as the working context. The EEAS follows a promotion policy for its staff which makes every effort to ensuring a balanced treatment of staff that was engaged before and after 2004 when the new Staff Regulation entered into force. The new Staff Regulations implied lower entry grades and, linked to this, a slowing down in career advancement. Irrespective of the country of origin of staff, the EEAS pays particular attention to the lower grades in the annual promotion exercise.

20. What are the main actions taken to develop thematic expertise in the Union Delegations? Has there been any progress made on improving the profile of the Delegation staff in order to make their work more effective and appropriate, as outlined by the discharge authority?

With the intention to improve the profile of the Delegation staff, EEAS offers targeted training on skills and knowledge for Delegation staff. Thematic training (ex. Human Rights, Migration, Energy diplomacy, Geopolitics) is organised for Headquarters and Delegation staff. These courses are organised back to back with the Annual Seminars for delegation staff in order to minimise mission costs. In addition, regional seminars with different thematic subjects (financial and procurement procedures, communication,) are organised for Delegation staff. In the framework of the General pre-posting seminars for Delegation staff, thematic courses on relevant important topics such as "Public Diplomacy" are held. High priority is also given to the development of adequate language skills.

21. What measures has the EEAS implemented in order to improve its salaries and allowance management? Has the EEAS improve the PMO system?

Proper management of salaries and allowances, in close cooperation with PMO, is a key priority. Improved exchange of reliable and timely is critical. In 2014 the EEAS continued the practice begun in 2013 of opening the rights for school allowances for a maximum period of

12 months. This aligns the EEAS with the practice followed by PMO and ensures a better monitoring of the rights of staff members in this area.

Staff is regularly reminded to update, if necessary, their family situation in the SYSPER2 application.

The EEAS is also actively engaging with PMO in its development to improve the management of rights in Sysper2.

22. How did the EEAS use the potential of EU officials that had been working for long periods in EU crisis management structures and were shifted further within the mobility exercise?

The Council decision establishing the EEAS foresees that "members of the staff of the EEAS are subject to a high degree of mobility". In line with the decision, the EEAS mobility policy is applicable for all EEAS officials and temporary agents (2e) who have been in the same (or similar) post for between three and five years by the time of the mobility in any given year.

The overall 2014 mobility exercise involved 99 AD (including Managers) and 36 AST staff of which 23 AD and 10 AST were from the Crisis Management Structures. Mobility also promotes exchange of experience and know-how, builds synergies between services, and helps colleagues to diversify their careers by acquiring new competencies and skills.

ASSURANCE AND CONTROL ACTIVITIES

23. What is the role of the Head of Delegation when weaknesses or insufficient performance in the implementation of the foreign policies and programmes decided by Headquarters appear?

Heads of Delegation play a key role in implementing the Union's foreign policies and programmes. Each Head of Delegation receives at the start of his mandate a 'Lettre de Mission' on EU Policies, concerning the strategy to be followed during the period of assignment of the Head of Delegation and Operational Guidelines covering the functioning of the Delegation.

The 'Lettre de Mission' on Policies (strategic instructions and possibly tactical advice) covers (i) the geographical/political priorities of the country; (ii) the thematic priorities (Human Rights, Multilateralism, CMPD, etc.) and (iii) the Commission priorities (FPI and Commission DG, both RELEX family and any other DG with relevant external expression of EU policies). The strategic goals included in the 'Lettre de Mission' are the political objectives towards the host country (or region, or international organisation) that the EU expects the Delegation to reach in the period of 3-4 years under the direction of this Head of Delegation. They will cover both the long term and the short term. The Operational Guidelines cover the primary functions of the Head of Delegation, overall political and representation function, the implementation of the Union's external actions, public diplomacy and the overall management responsibility of the Delegation and its staff.

It is within the framework described before that Heads of Delegation, through regular reporting, missions etc. provide feedback to Headquarters on the implementation of the different policies. In addition to providing factual information, Heads of Delegation are also expected to make recommendations on the relevance, efficiency and effectiveness of Union policies and ways to enhance these. Of course, this is particularly expected when weaknesses are identified.

24. What is the reaction and proceedings of the EEAS under the situation when a Head of Delegation displays weaknesses in reporting?

The EEAS and the Commission have put in place a system of control and oversight which demands from Heads of Delegation regular reporting on a wide range of matters. In terms of planning, the Annual Management Plan is a key document which sets out by type of activity (policy area, operational activity, management of Delegation), planned activities and corresponding results indicators. Regular political reporting by Heads of Delegation and the reporting on the implementation of co-operation, in particular the External Assistance Management Report, play a critical role in informing Headquarters about the (planned) activities of Delegations. These reports are mandatory. In addition there are several other reports that deal with more specific aspects of Delegations management and activities, including (i) reports of the evaluation and support division dealing with the different aspects of Delegation management; a 4-year cycle applies; (ii) regular ex-post control of administrative expenditures, (iii) reports dealing with specific matters including human rights; these serve also as an input for reports that are prepared by Headquarters, (iv) ad-hoc contributions, for example to regular political dialogues, on trade matters, on upcoming (international) conferences, on specific human rights matters such as the death penalty, torture etc.

The Directorates in charge of the different reports play in first instance a key role in monitoring and quality control. The quality of reporting is reviewed between the service concerned and the Delegation and corrective action undertaken if necessary.

The Annual Management Plan and the regular 4-year inspection of Delegations by the Evaluation Division of the EEAS provide a qualitative global overview of individual Delegations, including the quality of reporting. The inspection reports are followed-up by the preparation of an action plan by all the services concerned. The action plan defines the different actions that must be undertaken with a view to addressing the shortcomings identified.

25. Who is involved in the definition of mitigating actions under such cases?

The services concerned are in first instance responsible for defining mitigating actions. This is in general done in co-ordination with the competent geographical directorate which plays a key role in the overall co-ordination of Delegations for which it geographically competent.

26. What is the consequence in the management of the EU specific foreign policies and instruments and for the project management cycle?

The consequences vary from case to case. Weaknesses in the implementation of specific foreign policies can have an impact on the overall efficiency and effectiveness of the policy concerned depending on the nature of the policy and the importance of EU relations with the country involved. This in turn might have a reputational effect for the Union. In terms of project management, weaknesses in management might adversely affect the Union's relations with the country concerned while it might also have an impact on the overall performance of the specific financial instrument concerned.

EU SPECIAL REPRESENTATIVE

27. Could the EEAS provide the Parliament with exhaustive information on the role and responsibilities of the Union Special Representatives?

The EU currently has seven EUSRs dealing with different topics, countries and regions of the world (Afghanistan, Bosnia and Herzegovina, Horn of Africa, Human Rights, Kosovo, Sahel, South Caucasus and the crisis in Georgia). The EUSRs promote EU policies and interests in specific regions and countries and play an active role in efforts to consolidate peace, stability and the rule of law.

EUSRs support the work of High Representative of the European Union for Foreign Affairs and Security Policy / Vice-President of the European Commission Federica Mogherini, in the regions and on the issues concerned. They play an important role in the development of a strong and effective EU Foreign and Security Policy. EUSRs provide the EU with an active political presence in key countries and regions.

The EUSRs are appointed by the Council of the European Union upon recommendation of the EU High Representative for Foreign Affairs and Security Policy. EUSRs carry out their mandates under the authority of the High Representative, but they are managed on a specific CFSP operational instrument financed from the CFSP budget.

As for all other CFSP actions, the Parliament receives the budgets of the EUSRs within five working days of their adoption by the Council.

It is worth recalling that the EUSRs update Members of Parliament on their respective activities. The High Representative has always been very supportive of the interaction between EUSRs and the Parliament.

28. What has been done for the better integration of the EU Special Representatives into the EEAS structures?

The EUSRs, being a specific CFSP instrument, carry out their mandates under the authority of the High Representative. In order to maximise effectiveness of their actions, close coordination and cooperation with the EEAS is of utmost importance.

Hence the following steps have been taken in the recent years:

- all Brussels-based EUSRs and their staff are co-located with the EEAS and work hand-in-hand with the respective geographical or thematic divisions;
- the EUSRs coordinate their activities with the senior management of the EEAS;
- the EEAS provides IT and telecommunication support to the EUSRs and their staff;

In practice, the interaction between the EEAS and the EUSRs takes place at various levels. Most of the regular interaction takes place between the EUSRs and the EEAS in the geographical and thematic departments to which they are affiliated. This interaction has a very wide range from day-to-day contacts, joint visits, and division of labour to formulation of policy response to current challenges in regions and countries, coordination with other EU actors and instruments in the field and presentations to Member States of salient foreign policy issues. Obviously, the extent and scope of interaction differ. The nature of their mandate or the specificity of the policy objectives can play a role as well.

A clear illustration of closer interaction between EUSRs and the relevant geographical or thematic department is the recent EEAS organigram in which the EUSRs are placed next to the relevant geographical or thematic department.

29. Has the European Parliament request (EEAS discharge 2013) for transferring the Union Special Representatives budget from the operational Common Security and Defence Policy (CSDP) to the EEAS budget been implemented?

Under the 2014 budget procedure, the EP proposed an amendment to transfer the EUSRs under the EEAS administrative budget. No agreement could be found on such transfer because of opposition by the Council. In 2015, the HRVP has performed a review of the EUSRs in view of proposing an informed decision to the MS on the way forward for the EUSRs system. It has been proposed that the three double-hatted EUSRs (Afghanistan, Bosnia, and Kosovo) are phased out and that their functions are taken over by the respective Delegations. Discussions in this sense are ongoing with Member States. However, it is important that such transition is performed in an orderly manner and in particular as regards the necessary financial resources, taking into account the limits of the EEAS administrative budget.

OLAF

30. What is the progress of the new Anti-fraud Strategy?

- In the 2012 Discharge procedure, the replies to written questions stated that "the EEAS is fully cooperating with OLAF and will shortly finalise a specific Memorandum of Understanding to put this cooperation on a solid basis". The EEAS 2013 Annual Activity Report however refers to this Memorandum of understanding as still being under discussion. In the 2013 discharge procedure, EEAS responded that it hopes will be concluded in the first months of 2015.

- what is the current situation"

The administrative arrangement between the EEAS and OLAF entered into force 23 January 2015. From that date onwards administrative relations between the EEAS and OLAF are governed by this arrangement. In addition to regular exchanges between the services concerned, a senior level meeting took place in the first semester which established operational contacts for the implementation of the arrangement.

As in previous years, staff is reminded regularly of respecting the highest ethical standards. The last time this was done was in a note of 26 August of the Managing Director Administration and Finance addressed to all staff.

31. Has the EEAS adopted the internal rules on whistle-blowers?

The EEAS is committed to the application of the 16 Internal Control Standards also applied by the Commission. As for fighting fraud and whistle blowing, internal standard 2 (Management and staff are aware of and share appropriate ethical and organisational values and uphold these through their own behaviour and decision-making) is the relevant standard. The compliance with this standard is the subject of an annual survey of Heads of Delegation and HQ management staff, of which the results are reported in the Annual Activity Report of the EEAS.

Preparation for operational guidelines on whistle-blowing has been initiated.

EU DELEGATION

32. Were there any new EU Delegations opened in 2014? Were there any EU Delegations closed in year 2014? If yes what was the reason for opening and/or closing down those Delegations?

In 2014 the EEAS re-opened the Delegation to Somalia with its seat in Nairobi, Kenya. The Delegation of the European Commission to Somalia was closed in 1991, when its entire staff was transferred to Nairobi where it is hosted by the Delegation to Kenya. In view of the political developments since 2012 and the formal accreditation of EU Special Envoy to Somalia the reopening of the Delegation is justified. It is therefore planned to relocate the seat of the Delegation to Mogadishu in the course of 2016.

No other Delegations were opened or closed in 2014.

33. The lack of equilibrium between the various budget sources created serious difficulties to implement the budget, particularly in relation to shared costs in the Delegations such as rent of buildings and security services which relate to both EEAS and Commission staff. What are the actions to be taken by the EEAS?

In the context of the 2015 budget procedure, the appropriations relating to the Commissions share of "common infrastructure costs" in European Union delegations were transferred from Heading IV and Heading V of the Commissions budget to the administrative budget of the EEAS, which simplified the budget management significantly.

This transfer means that the EEAS is now fully responsible for all costs related to the running of the offices of the Delegation network, with the exception of the Delegations in ACP countries where the European Development Fund (EDF) continues to contribute to the office running costs on a pro-rata basis, i.e. related to the number of staff financed by the EDF compared to the total number of Delegation staff. Discussions are ongoing between the EEAS and Commission services to introduce also simplified management for the EDF-funded contribution to the management of common infrastructure.

34. Could the EEAS provide the full data about the annual rent paid for its external buildings?

DECHARGE 2014			
MONTANTS DE LOYERS PAYES SUR LES CREDITS 2014			
	DEPENSES LOYERS LIQUIDES EN 2014 SUR CREDITS 2014	DEPENSES LOYERS SUR CREDITS 2013 LIQUIDES EN 2014	TOTAL DEPENSES LOYERS IMPUTES SUR CREDITS 2014
BUREAUX DELEGATIONS *	50,561,874	1,562,565	52,124,439
BUREAUX SIEGE	18,091,427	293,916	18,385,343
RESIDENCES	10,937,643	91,979	11,029,622
LOGEMENTS EEAS	19,285,729	1,580,285	20,866,014
TOTAUX	98,876,673	3,528,745	102,405,418

* Bureaux Délégations : Les loyers des immeubles à usage de bureaux sont payés par les crédits EEAS et Commission sur base d'une clé de répartition pré-définie.