

# TOWARDS A MORE GENDER-BALANCED EUROPEAN UNION CIVILIAN CSDP

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The member states of the European Union (EU) established a compact in November 2018 with the aim of strengthening the civilian missions they are conducting in the framework of the EU Common Security and Defence Policy (CSDP): the Civilian CSDP Compact.<sup>1</sup> The compact consists of 10 strategic guidelines and 22 commitments to make these missions ‘more capable, more effective, and more joined up’.<sup>2</sup> Although the commitments are not legally binding, EU member states have expressed their determination to implement the compact fully by 2023.

One significant commitment in the compact is to make civilian CSDP more effective by actively promoting a better representation of women in missions.<sup>3</sup> Member states reaffirmed this in December 2018 when they approved the new

EU Strategic Approach to Women, Peace and Security (WPS).<sup>4</sup> One of its key objectives is to guarantee the ‘meaningful and equitable’ participation of women in CSDP missions.<sup>5</sup> Meanwhile, member states have also committed to provide more personnel and to focus their attention on operational positions in missions (in which women tend to be particularly under-represented).<sup>6</sup> This makes it especially challenging to increase the representation of women in civilian CSDP missions, particularly in the absence of a common strategy on how to achieve this.

## COMMITMENT 16: AMBITIOUS OR AMBIGUOUS?

In commitment 16 of the compact, EU member states commit to ‘actively promoting’ an increase in the representation of women among the international personnel in

<sup>1</sup> Council of the European Union, Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact, 14305/18, 19 Nov. 2018.

<sup>2</sup> Council of the European Union (note 1), p. 3.

<sup>3</sup> Council of the European Union (note 1), para. 16, p. 9.

<sup>4</sup> Council of the European Union, Women, Peace and Security: Council Conclusions, 15086/18, 10 Dec. 2018.

<sup>5</sup> Council of the European Union (note 4), pp. 16–17, 28–29.

<sup>6</sup> Council of the European Union (note 1), para 3, p. 5.

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## SUMMARY

● When European Union (EU) member states established the Civilian Common Security and Defence Policy (CSDP) Compact, in November 2018, they committed to actively promoting a better representation of women at all levels in the missions. Although women’s representation has improved in the past decade, women remain under-represented in all missions. One year into the implementation phase of the compact, the number and the share of women in missions have yet to increase.

The commitment to promote a better representation of women in missions is less concrete and ambitious than other aspects of the compact. The Joint Action Plan of the European External Action Service and the European Commission shifts the main responsibility for implementing it to member states, even though many missions have become increasingly dependent on contracted staff. Meanwhile, it is expected that several member states will not include concrete measures to contribute more women personnel to civilian CSDP missions in their national implementation plans.

To deliver on this commitment, the EU should follow the example of other organizations and elaborate a gender parity strategy for civilian CSDP. This strategy should operationalize the commitment, set concrete targets and prevent efforts to promote women’s representation from being deprioritized during the implementation phase of the compact.



missions ‘at all levels’ and ‘based on increased national contributions’.<sup>7</sup> The commitment is less concrete and less ambitious than other aspects of the compact, even though women’s representation is easy to measure (in theory) and gender equality is said to be a core objective of the external action of the EU.<sup>8</sup> Some member states would have wished to set a target for women’s representation in missions, but this was not politically feasible.<sup>9</sup>

Indeed, when it comes to the representation of women, commitment 16 is more ambiguous than ambitious. It can be broken down into three components, each of which warrants further attention.

The first is ‘actively promoting’. Instead of simply committing to increasing the representation of women, the wording is kept deliberately vague. Each member state can define what actively promoting a better representation of women entails in its national context. Furthermore, it is difficult to hold member states accountable, either individually or collectively, based on real outcomes in terms of women’s representation in missions.

The second is ‘at all levels’. This means that member states commit to promoting a better representation of women in all segments of missions, and that it is not sufficient to only improve among certain positions or on average. Women’s representation can vary significantly depending on job function, seniority or contract type. In order to enhance the meaningful participation of women

in missions, as called for in the EU Strategic Approach to WPS, their representation is especially needed in positions in which they can exert influence and shape outcomes, such as mission leadership and management.

The third is ‘based on increased national contributions’. This refers back to commitments 1 and 3 in the compact, whereby member states pledge to increase the number and share of seconded personnel in missions. It implies that member states will have to increase their contributions of female staff at a higher rate than their contributions of male staff. Previous research suggests it will be challenging to increase the number of seconded personnel and the share of women among them at the same time. Indeed, often when the demand for mission personnel increases, the representation of women actually flatlines or decreases.<sup>10</sup>

### **INCREASING WOMEN’S REPRESENTATION: A JOINT RESPONSIBILITY**

EU member states agreed to implement the compact based on national implementation plans (NIPs).<sup>11</sup> The European External Action Service (EEAS) has provided an indicative template for the development of these NIPs and a voluntary checklist of possible actions and indicators, among others for commitment 16. Due to the voluntary nature of the exercise, there is a risk that member states will not cover the

<sup>7</sup> Council of the European Union (note 1), para. 16, p. 9.

<sup>8</sup> EU member state officials, Interviews with the author, Brussels, July 2019.

<sup>9</sup> European External Action Service official, Interview with the author, Brussels, July 2019.

<sup>10</sup> Smit, T. and Tidblad-Lundholm, K., *Trends in Women’s Participation in UN, EU and OSCE Peace Operations*, SIPRI Policy Paper no. 47 (SIPRI: Stockholm, Oct. 2018).

<sup>11</sup> Council of the European Union (note 1), p. 10.



whole compact in their NIPs but cherry-pick commitments they like and neglect those that they do not. Not all member states are equally convinced of the need to improve the representation of women in their contributions. Whereas some NIPs include concrete steps and targets to ensure that women are well represented in national contributions, it is expected that several NIPs will not make any reference to commitment 16 at all.<sup>12</sup>

The EEAS and the European Commission have developed a joint action plan (JAP) to guide their contribution to the compact's implementation.<sup>13</sup> For each commitment, the JAP lists which key actions will be taken at the EU level. Regarding commitment 16, however, it acknowledges that 'efforts are needed to improve the gender balance in missions'—but it does not specify what, except that member states should nominate more female candidates.<sup>14</sup> Nevertheless, the JAP does note that the representation of women in civilian CSDP has improved only marginally in the past decade and is especially low among seconded personnel.<sup>15</sup>

On the one hand, it is justified to say that member states are primarily responsible for increasing the representation of women in missions as they are supposed to provide the personnel. On the other hand, member states are not solely responsible and there is much that

missions and the Civilian Planning and Conduct Capability (CPCC) can also do.

First, it is the missions that recruit and employ personnel, supported by the CPCC. This includes personnel seconded by member states. As such, there are many things that missions and the CPCC could do within their existing responsibilities to attract, recruit and retain more women. In fact, the JAP refers to the operational guidelines on gender mainstreaming that the Civilian Operations Commander issued to missions in June 2018, which cover many of these aspects.<sup>16</sup> There are plans to turn these guidelines (which are voluntary) into mandatory instructions.<sup>17</sup> The JAP does not refer to the review of the CPCC's recruitment and selection procedures, which member states asked for in the compact.

Second, the representation of women in missions has become increasingly dependent on their representation among the contracted personnel, over which member states have no direct influence. This is because civilian CSDP has become increasingly dependent on contracted personnel in the past decade. The share of contractors among all international mission personnel has increased to 35 per cent and, in certain missions, it is even higher than 50 per cent.<sup>18</sup> Yet both the 2018 Civilian Capability Development Plan (CCDP) that preceded the compact and the 2019

<sup>12</sup> EU member state representatives, Interviews with the author, Brussels, June and July 2019.

<sup>13</sup> Council of the European Union, Joint Action Plan Implementing the Civilian CSDP Compact, 8962/19, 30 Apr. 2019.

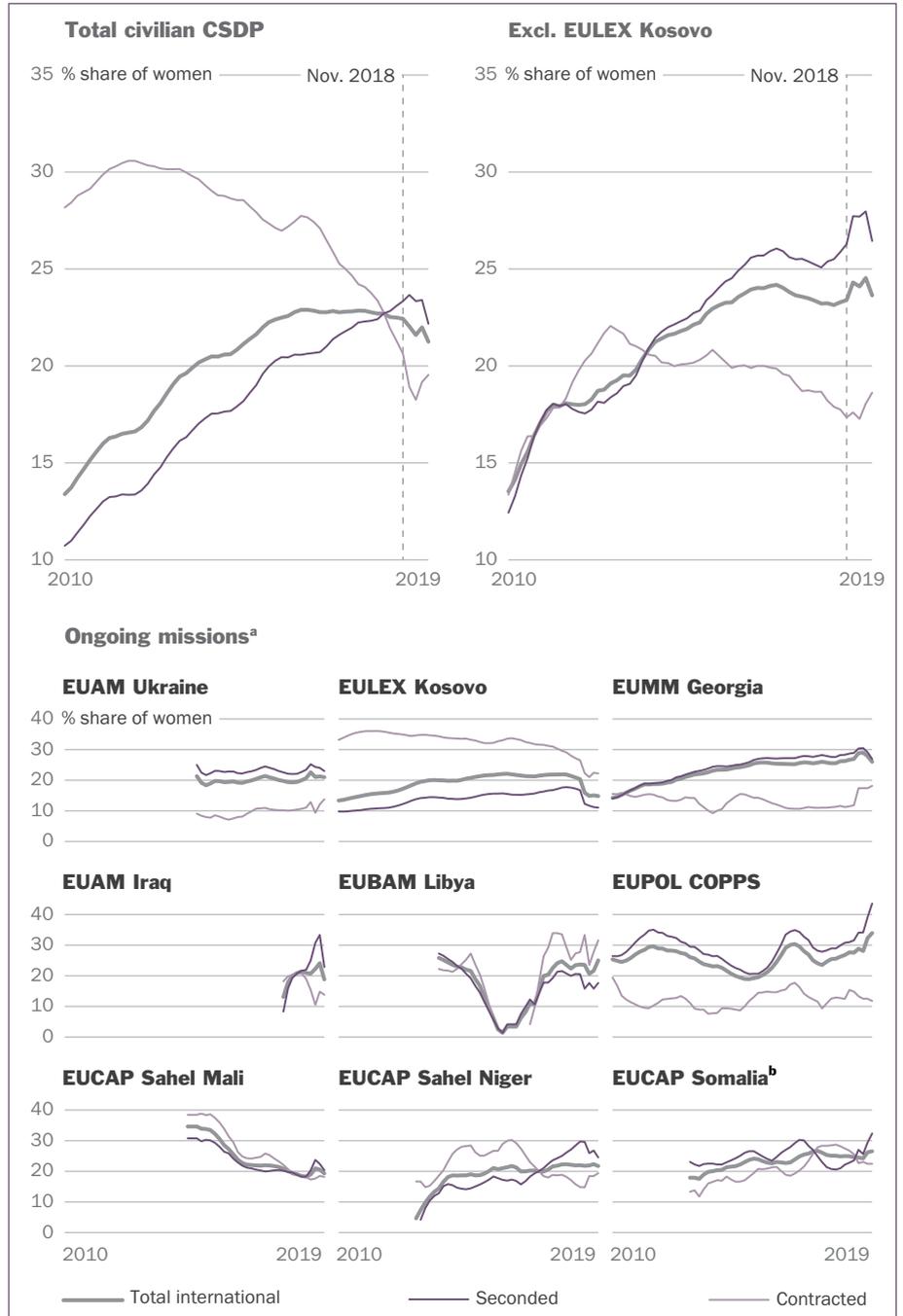
<sup>14</sup> Council of the European Union (note 13), p. 12.

<sup>15</sup> Council of the European Union (note 13), p. 12.

<sup>16</sup> European External Action Service, Civilian Operations Commander Operational Guidelines for Mission Management and Staff on Gender Mainstreaming, EEAS(2018) 747, 29 June 2018.

<sup>17</sup> European External Action Service official, Interview with the author, Brussels, Oct. 2019.

<sup>18</sup> Smit, T., 'Towards a more capable European Union civilian CSDP', SIPRI Policy Brief, Nov. 2019.



**Figure 1.** Representation of women in civilian CSDP missions, Dec. 2009–June 2019

CSDP = Common Security and Defence Policy; EU = European Union; EUAM = EU Advisory Mission; EUBAM = EU Border Assistance Mission; EUCAP = EU Capacity Building Mission; EULEX = EU Rule of Law Mission; EUMM = EU Monitoring Mission; EUPOL COPPS = EU Police and Rule of Law Mission in the Palestinian Territories.

<sup>a</sup> All percentages until Oct. 2018 are moving one-year averages. The EUBAM for the Rafah Crossing point is not included because it has less than 10 international personnel.

<sup>b</sup> EUCAP Somalia was EUCAP NESTOR until Dec. 2016.

*Notes:* The Civilian CSDP Compact was established in Nov. 2018.

Personnel figures do not include the Kosovo Specialist Chambers and Special Prosecutor’s Office.

*Source:* SIPRI Multilateral Peace Operations Database, accessed Nov. 2019.



JAP that followed it understated the need to recruit more women contractors. This was based on the observation that women are better represented among contracted personnel than seconded personnel, which is a misperception based on a superficial reading of the available data (see below).

### **TAKING STOCK OF WOMEN'S REPRESENTATION: NO PROGRESS SO FAR**

At the time when EU member states committed to promoting a better representation of women in missions 'at all levels', there was actually no data available to measure this. The limited availability of gender-disaggregated data had been previously identified as a major obstacle to analysing women's representation in CSDP missions. It has also been problematic from an accountability perspective, as it has restricted the extent to which the effect of efforts to enhance women's representation can be monitored.<sup>19</sup>

The CPCC recently attempted to address this issue by updating the template for the reports in which it regularly compiles statistics on the human resources of civilian CSDP missions. Since 2019, all data in these reports is broken down by gender. This includes data on the country contributions to each mission and on the distribution of job functions within them. This has greatly improved the utility of the data in terms of understanding where the women in missions are

coming from and what they are doing when deployed.

### **At the mission level**

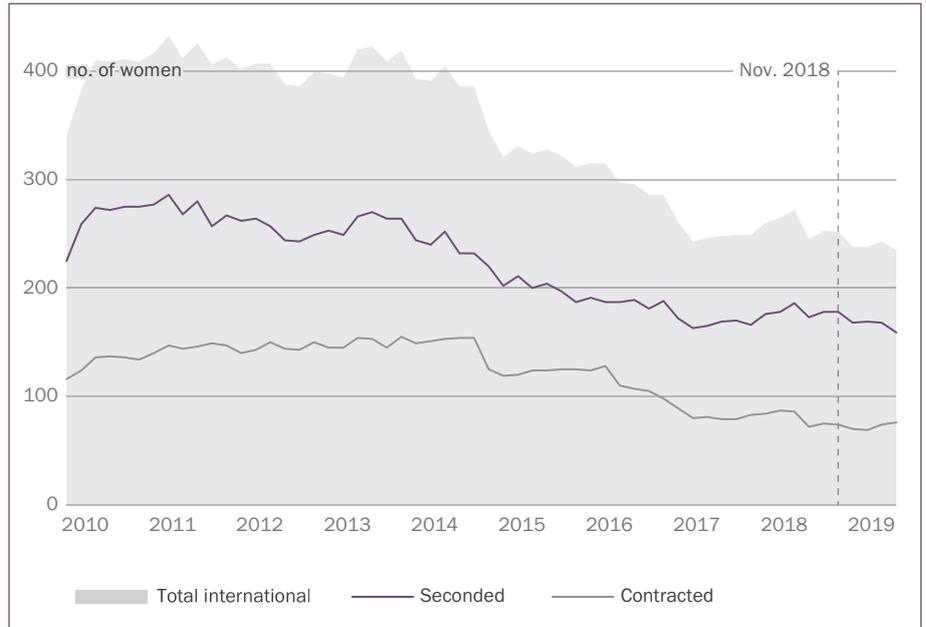
The representation of women among the international personnel in civilian CSDP (not including local staff) is higher now than 10 years ago, although it remains quite low and has slightly decreased in the past few years (see figure 1).<sup>20</sup> The share of women personnel increased at a near constant rate between 2009 and 2015, from 14 to 24 per cent. Since 2016, the share of women personnel has been relatively stable at around 22–23 per cent. Since the establishment of the compact in November 2018, the share of women in civilian CSDP has decreased from 22 to 21 per cent (as of June 2019).

Even though women are better represented than previously, this does not mean that there are more women in missions than before. Between 2010 and 2014, around 400 women were serving in civilian CSDP missions (see figure 2). Since 2017, the number of women personnel has been around 250. Since the establishment of the compact, the number of women personnel has decreased from 252 to 235 (as of June 2019).

The main reason why women are better represented than before, even though the number of women personnel is lower, is that the combined deployments in civilian CSDP missions have decreased

<sup>19</sup> Smit and Tidblad-Lundholm (note 10); European External Action Service, Report on the Baseline Study on Integrating Human Rights and Gender into the EU's CSDP, EEAS(2016) 990, 10 Nov. 2016, pp. 4, 52.

<sup>20</sup> This number does not include the Kosovo Specialist Chambers (KSC) and the Special Prosecutor's Office (SCO). The KSC and the SCO have been active since 2016 and are based in the Hague, the Netherlands. Their personnel (14 seconded and 190 contracted) are recruited by EULEX Kosovo and paid from its budget, but they are not legally part of the mission.



**Figure 2.** Number of women in civilian CSDP missions, Dec. 2009–June 2019

CSDP = Common Security and Defence Policy; EU = European Union.

*Notes:* The Civilian CSDP Compact was established in Nov. 2018.

Personnel figures do not include the Kosovo Specialist Chambers and Special Prosecutor’s Office.

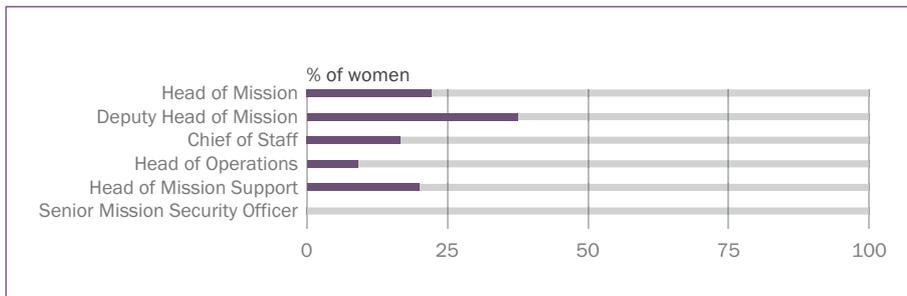
*Source:* SIPRI Multilateral Peace Operations Database, accessed Nov. 2019.

significantly in the past decade. This has been primarily caused by successive reconfigurations of the EU Rule of Law Mission in Kosovo (EULEX Kosovo). The reconfigurations cut many of the operational positions from the mission that were heavily dominated by men, including a number of sizable formed police units (FPUs). As a result of this, the representation of women improved both in EULEX Kosovo and—given the large size of the mission—in civilian CSDP overall.

There is one civilian CSDP mission in which currently more than 30 per cent of the international personnel are women (as of June 2019): the EU Police and Rule of Law Mission in the Palestinian Territories (EUPOL COPPS). Women account for 34 per cent of its international personnel. EUPOL COPPS and the EU Capacity

Building Mission (EUCAP) in Somalia are the only missions in which women are currently better represented than when the compact was established. In most ongoing missions the share of women personnel is currently lower than in November 2018.

Women are currently least represented in EULEX Kosovo. Following the most recent reduction of its authorized strength, in mid-2018, the share of women personnel in the mission fell from 22 to 15 per cent. The main reason for this is that the mission continued to scale down yet maintained a 100-strong and practically all-male FPU. Without it, the share of women among all international personnel would be 21 per cent and among seconded personnel would be 26 per cent, which is comparable to most other missions.



**Figure 3.** Share of women in mission leadership and management positions, June 2019

Source: SIPRI Multilateral Peace Operations Database, accessed Nov. 2019.

### Among seconded and contracted personnel

According to the JAP, women are better represented among contracted than seconded personnel in civilian CSDP missions. This was true at the overall level until 2017. At that time, the share of women among seconded and contracted personnel was 23 per cent in both. As of June 2019, the share of seconded women personnel is 22 per cent whereas the share of contracted women personnel has decreased to 20 per cent (see figure 1). However, even before 2017, women were better represented among seconded than contracted personnel in most of the missions. The main exception to this was EULEX Kosovo.

The share of women has always been relatively high among EULEX Kosovo's seconded personnel and relatively low among its contracted personnel. In most other missions it has usually been the other way around. EULEX Kosovo also used to be exceptionally large, accounting for the majority of the seconded *and* contracted personnel in civilian CSDP missions. As a consequence, EULEX Kosovo suppressed the average share of women among seconded personnel and inflated it among contracted personnel. This is quite apparent when the evolution of women's participation in EULEX

Kosovo is compared with that in the missions that were deployed concurrently (see figure 1).

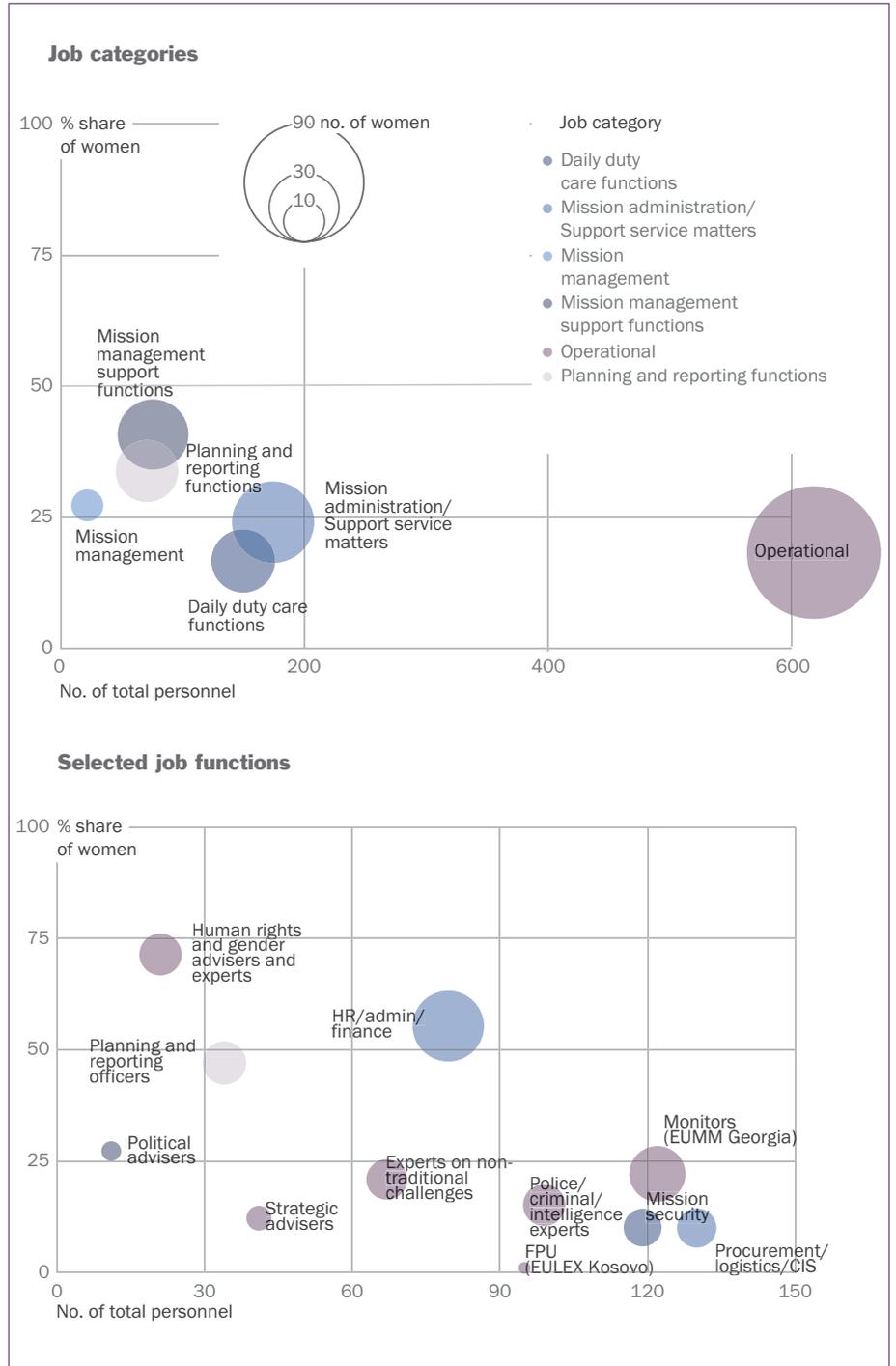
### By job function

Gender-disaggregated data on the distribution of job functions and categories within civilian CSDP missions exists as of 2019. As a result, it is now possible to establish a baseline for the representation of women across the different mission levels and to monitor its progress going forward. Whereas the compact aims to increase the representation of women 'at all levels', the JAP emphasizes leadership and operational positions in missions.<sup>21</sup>

Women remain under-represented in the senior leadership and management positions of the 10 missions that are currently active. In June 2019, 2 of the 9 heads of mission, 3 of the 8 deputy heads of mission, 1 of the 6 chiefs of staff, 1 of the 10 heads of operations and 2 of the 10 heads of mission support were women (see figure 3). As of November 2019, however, there were no female heads of mission at all.

Women are also especially under-represented among the operational positions in missions (see figure 4). Women accounted for 18 per cent of

<sup>21</sup> Council of the European Union (note 13).



**Figure 4.** Distribution of the number and share of women by job category and selected job functions, June 2019

CIS = communication and information systems; CSDP = Common Security and Defence Policy; EU = European Union; EULEX = EU Rule of Law Mission; EUMM = EU Monitoring Mission; FPU = Formed police unit; HR = human resources.

*Note:* Personnel figures do not include the Kosovo Specialist Chambers and Special Prosecutor’s Office.

*Source:* SIPRI Multilateral Peace Operations Database, accessed Nov. 2019.



the operational personnel as of June 2019. Operational personnel execute the political–strategic mandate of a mission and make up the largest part of the personnel. There are currently 620 operational personnel in civilian CSDP missions. Of them, 87 per cent are seconded by member states. Operational personnel are quite commonly recruited from services that are traditionally male dominant, such as the police or gendarmerie. Approximately 250 of the 620 operational personnel are either police, criminal or intelligence experts (15 per cent women), members of the FPU in EULEX Kosovo (1 per cent women), or military experts (6 per cent women).

The share of operational functions in the total personnel in civilian CSDP missions has decreased sharply in the past decade, from 81 per cent in 2009 to 59 per cent at present.<sup>22</sup> Assuming that the representation of women has always been lower among the operational mission personnel than among the non-operational personnel, this development would help to explain why the representation of women in civilian CSDP increased in this period.

### **Variation in member state contributions**

As of 2019, gender disaggregated data is also available on individual member state contributions to each civilian CSDP mission. Going forward, this makes it possible to assess to what extent each EU member state is contributing to the joint objective of increasing the representation of women in missions. This is relevant because

the relative size of member state contributions to a mission can change quickly, which can in turn affect the representation of women if some countries contribute many women and others few.

Member state contributions to civilian CSDP vary significantly in terms of their size and gender balance (see figure 5). For the sake of simplicity, member states can be divided into four quadrants based on whether they are top contributors (>30 personnel) or not (<30 personnel) and whether they contribute relatively many women (>30 per cent) or not (<30 per cent women).

Four member states are top contributors to civilian CSDP and provide relatively many women personnel (as of June 2019). These are Finland (40 per cent women), Sweden (39 per cent women), Italy (36 per cent women) and Denmark (30 per cent women). These four countries contributed approximately half of all the seconded women personnel in civilian CSDP; the three Nordic member states alone accounted for almost 40 per cent.

Four member states are top contributors but do not provide relatively many women personnel (as of June 2019). The share of women in the contributions of the Netherlands (25 per cent) and Germany (23 per cent) are nonetheless above the average in civilian CSDP. By contrast, the share of women in the contributions of France (7 per cent) and Poland (4 per cent) is low. France and Poland have in common that they primarily contribute police or gendarmerie to civilian CSDP missions. In the case of Poland, this includes the 100-strong and practically all-male FPU in EULEX Kosovo. (The share of

<sup>22</sup> Smit (note 18).





contributions of the total number of seconded personnel in civilian CSDP increased from 14 per cent to 23 per cent between 2009 and 2019.

From a burden-sharing perspective, it would be best if the member states that are currently making small contributions could step up and narrow the gap with the top contributors. From a gender-balancing perspective, however, this could adversely affect the representation of women in missions if national contributions are not also becoming more gender balanced. In reality, it will be challenging for most member states to make their contributions more gender balanced while also being expected to provide more personnel to missions—especially if they choose to prioritize the operational functions and capabilities emphasized in the compact, in which women have been particularly under-represented.

### **TOWARDS A GENDER PARITY STRATEGY FOR CIVILIAN CSDP**

When EU member states established the Civilian CSDP Compact in November 2018, they committed to actively promote the increased representation of women in missions. However, since then the number and the share of women have both gone down. There is a risk that the representation of women will decrease further if member states prioritize more concrete commitments in the compact, such as increasing their national personnel contributions. Other factors that could have an adverse effect on the representation of women in missions include changes in the distribution of mission personnel by job function (if the proportion of functions in which

women are more under-represented increases) or by contributing country (if the proportion of the contributions that are relatively gender balanced become smaller). Without a common strategy to increase the representation of women at all levels in the missions, efforts to ‘actively promote’ it are bound to be ineffective.

The EU member states should therefore request the incoming High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission (HR/VP) to elaborate a gender parity strategy for civilian CSDP missions. In doing so, the EU would follow the example of the United Nations and the Organization for Security and Co-operation in Europe (OSCE), which in recent years adopted gender parity strategies for their field operations.<sup>23</sup> This would also be an opportunity for the new HR/VP to champion the meaningful participation of women in the external action of the EU and provide it with the political leadership it requires, similar to what António Guterres did when he took office as UN Secretary-General in 2017. The gender parity strategy could be presented at the second annual civilian CSDP conference, which will probably take place around the same time as the 20th anniversary of UN Security Council Resolution 1325 on 31 October 2020.

<sup>23</sup> United Nations, *System-wide Strategy on Gender Parity* (United Nations: New York, Oct. 2017); United Nations, Department of Peace Operations, *Uniformed Gender Parity Strategy 2018-2028* (United Nations: New York, Mar. 2019); and Organization for Security and Co-operation in Europe (OSCE), Department of Human Resources, *Gender Parity Strategy 2019-2026* (OSCE: Vienna, July 2019).



The objectives of a gender parity strategy for civilian CSDP would be to operationalize the commitment in the compact to increase the representation of women at all levels of the missions and to ensure that this commitment remains high on the agenda. The strategy should build on existing policies and work that has already been done by the EEAS, such as the 2019 Action Plan on WPS, the 2018 Civilian Operation Commander's operational guidelines on gender mainstreaming, the revised recruitment and selection procedures of the CPCC, and the EEAS's internal gender mainstreaming plan that is currently under development.<sup>24</sup>

The gender parity strategy should combine actions at the EU level with incentives for member states to contribute more women personnel to civilian CSDP. The following five issues should be considered in the process of developing a gender parity strategy:

#### *1. Targets.*

The strategy should set concrete and ambitious targets for the representation of women at all levels of the missions. EU member states have already been asked to set such targets in the 2019 Action Plan on WPS.<sup>25</sup> In addition to a general target, there should be specific multi-year and annual targets for each job category and function in missions, which should be based on a thorough analysis as well as consideration of different starting

<sup>24</sup> European External Action Service, EU Action Plan on Women, Peace and Security (WPS) 2019–2024, EEAS(2019) 747, 4 July 2019; European External Action Service (note 16); and EU official, interview with the author, Brussels, Oct. 2019.

<sup>25</sup> European External Action Service (note 24), p. 7.

points. Member states should adopt these targets in their NIPs and develop national strategies to meet them in their contributions.

#### *2. Family duty stations.*

All civilian CSDP missions are non-family duty stations, even though some of them are located in relatively safe countries. There should be at least an investigation into the advantages and disadvantages of redesignating certain missions as family duty stations—not only in terms of attracting a more diverse pool of personnel, but also in terms of the financial implications of this for missions and seconding countries.

#### *3. Review of job requirements.*

All job requirements in missions should be reviewed and adjusted if necessary to ensure that they do not exclude candidates that would be qualified to perform the tasks in the job description. This is particularly relevant to job functions that are currently requiring active or previous professional experience in a national service in which women are under-represented (e.g. police or gendarmerie). There may be cases in which the tasks of these personnel could also be fulfilled by candidates that do not meet some of these specific criteria but who are otherwise qualified.

#### *4. Data collection and analysis.*

The member states should be incentivized to collect gender disaggregated data on their contributions to civilian CSDP (and other peace operations) in a systematic manner and to collect historical data when needed and possible. This data would complement the data that is collected by the missions and



the CPCC. If the national system of nominating and seconding personnel is decentralized, the various seconding ministries and services should regularly report disaggregated statistics on successful and non-successful nominations to one coordinating authority. The member states should use this data to analyse the gender distribution among their contributions and to identify and remedy challenges to making their contributions more gender balanced.

#### *5. Transparency and accountability.*

A gender parity strategy for civilian CSDP missions should include a

periodical review process to monitor progress that has been achieved at the different levels of the missions against the annual and multi-year targets, and to hold missions and member states accountable for their contribution towards achieving these targets. This process should be transparent and all progress reports should be publicly available. The EEAS should publish gender-disaggregated data on the personnel in the missions online to enable civil society organizations and researchers to conduct 'shadow reporting'.<sup>26</sup>

<sup>26</sup> United Nations (note 23), p. 16.

**ABBREVIATIONS**

CCDP	Civilian Capability Development Plan
CPCC	Civilian Planning and Conduct Capability
CSDP	Common Security and Defence Policy
EEAS	European External Action Service
EU	European Union
EUAM Iraq	EU Advisory Mission in Iraq
EUAM Ukraine	EU Advisory Mission in Ukraine
EUBAM Libya	EU Integrated Border Assistance Mission in Libya
EUBAM Rafah	EU Border Assistance Mission for the Rafah Crossing Point
EUCAP NESTOR	EU Mission on Regional Maritime Capacity Building in the Horn of Africa
EUCAP Sahel Mali	EU CSDP Mission in Mali
EUCAP Sahel Niger	EU CSDP Mission in Niger
EUCAP Somalia	EU Capacity Building Mission in Somalia
EULEX Kosovo	EU Rule of Law Mission in Kosovo
EUMM Georgia	EU Monitoring Mission in Georgia
EUPOL COPPS	EU Police and Rule of Law Mission for the Palestinian Territories/Coordinating Office for Palestinian Police Support
FPA	Framework Participation Agreement
FPU	Formed police unit
FRONTEX	European Border and Coast Guard Agency
GNI	Gross national income
HR/VP	High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission
JAP	Joint Action Plan
KSC	Kosovo Specialist Chambers
MENA	Middle East and North Africa
NIP	National implementation plan
OPLAN	Operation Plan
OSCE	Organization for Security and Co-operation in Europe
SCO	Special Prosecutor's Office
SMM Ukraine	Special Monitoring Mission in Ukraine
WPS	Women, peace and security



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