

**HANDBOOK
FOR POLICE OFFICERS
DEPLOYED In
EU POLICE MISSIONS**



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FOREWORD

This handbook aims at providing useful information for EU Police Missions officers destined to be deployed to civilian crisis management missions.

The goal is therefore to facilitate understanding of how missions are structured and to answer the most common questions regarding norms, logistics and personal concerns. The handbook's underlying principle is that officers who are well informed and mentally predisposed to face new realities are more likely to perform well and adapt.

Thus, it was decided to present not only a synopsis of EU regulation and resolution guiding these missions, but also a summary of the most common individual and social problems connected with the special environment in which the missions usually take place. However, certain issues have been omitted since they are normally addressed during the generic training and the mission-specific training that police officers undergo before being sent to a mission.

1. REFERENCES

1.1. European Council Presidency Conclusions:

- Feira SN 200/00 ADD 1 REV 1;
- Nice SN 400//00 ADD 1 REV 1;
- Göteborg 9526/1/01;
- Laeken 15193/01.

1.2. Training Curricula for Police Officers for deployment to international civilian crisis management missions.

1.3. Police Capabilities & Training Criteria and Selection Criteria:

- Ministerial Commitment Conference Declaration 14197/01;
- Cepol 13857/00;
- EU Selection Criteria for Police Officers, Equipment And Training Requirements 5038/3/01 REV 3;
- Guidelines for Training and Selection Criteria ;.

1.4. Police Planning & Command and Control:

- EU Concept for Police Planning 6923/02
- Guidelines for C2 Structure for EU Police Operations in Civilian Aspects of Crisis Management 6922/02;
- EU Military Committee Advice 7400/02;

1.5. Police Missions:

- Comprehensive Concept for Strengthening of Local Police Missions 9535/02;
- Comprehensive Concept for Police Substitution Missions 8655/1/0.

1.6. Logistics and Equipment:

- Standardisation and Interoperability 1330/0;

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- Equipment Lists for EU Police Missions 8776/02.
- 1.7. Compendium of principles for the Use of Force and consequent guidance for the issue of Rules of Engagement for police officers participating in EU Crisis Management operations 12415/03.
 - 1.8. Model Agreement on the Status of an EU led police Mission 9313/03.
 - 1.9. Guidelines for rapid deployment of Integrated Police Units - IPU - and other Police elements in the initial stage of an EU-led substitution mission and interoperability of IPU and Police Headquarters, 10385/3/03, .
 - 1.10.
 - 1.11. EUPM SOP.

2. EU CIVIL CRISIS MANAGEMENT POLICE SYSTEM.

- 2.1. As per the Nice European Council Presidency Conclusions a definition was outlined for two generic scenarios concepts for EU police missions, based on the recent experiences of the Member States:
- substitution of local police forces
 - strengthening of local police forces.
- 2.2. The Member States, co-operating voluntarily, according to Chapter V of the Treaty of the European Union (Pillar II), committed themselves to supplying, within the year 2003, 5000 police officers for international police missions, 1413 of which to be operative within 30 days. In order to co-ordinate better the efforts of the Member States in this direction, the Police Unit was set up within the Secretariat-General.
- 2.3. In a **Substitution Mission** international police personnel is summoned to substitute the local police, (no longer in existence or in control), in exercising executive powers to apply the law. In this case, international police officers are armed. These police missions take place where state structures have wholly or partly collapsed owing to serious events such as civil wars or uprisings.
- 2.4. **Substitution Missions are structured into three phases:**
- 2.4.1. **Initial Stage.** This phase foresees the presence of a military force with the task of stabilising the situation by separating the conflicting parties and stopping violence. In this stage the deployment of Police components will
- In this phase police components are deployed to an area to quickly take over from the military the management of public order, and to start to apply the law.
- During this phase, the possibility that the EU police component could be placed under the direct supervision of the military, might be considered.

2.4.2. **Stabilisation Stage.** Focused on restoring the full range of law enforcement functions as a condition for return to normality. In this stage the substitution mission will ensure a smooth transition to local ownership gradually involving local police forces into the policing process.

2.4.3. **Final Stage.** In this phase the mission passes from the substitution to the strengthening stage, after setting up a local police. This evolution is typical of substitution missions and can be explained as the natural need, with the local situation improving, to guarantee an orderly and scheduled transfer of activities to the reborn and reformed local police. Therefore, it can be said that the strengthening mission always derives from the substitution stage, being the natural and necessary evolution towards the end of the mission: the complete assumption of responsibility by the new local police.

The structure of substitution mission must be modular, that is, capable of conforming to the evolution of the mission. The structural pattern of a typical substitution mission is the following:

- Mission Headquarters;
- Territorial element (regional Headquarters and police stations, ecc.);
- Mobile element (Integrated Police Units, etc.);
- Specialised element (Criminal Laboratory Department, Immigration, N.B.C., Environment conservation etc.);
- Strengthening element, able to support or to build the local police with monitoring, mentoring, advising, assistance and training tasks;
- Logistics element.

2.4.4. In a substitution mission international police must be able to perform a wide spectrum of police functions: territorial control, street patrolling, immigration, investigation, intelligence, public order, etc.

2.5. There must be incessant and planned relations both with the military component, possibly present in theatre, and with the judiciary one, as well as co-operation with the representatives of International Organisations. More generally, EU police missions can

be one of the instruments to manage crisis since they operate with other EU instruments present in theatre

- 2.6. As a matter of fact, in addition to a police mission, the European Union contemplates the possibility of deploying in theatre missions in order to strengthen the judicial-penitentiary-legal systems as well as the structures of the civil administration and civil protection.

This EU approach has the purpose of having an integrated and interdisciplinary outlook on crisis management and involves the co-ordinated and mutually supportive use not only of all the instruments envisaged by the first, second and third pillars (for instance the intervention of agencies like ECHO), but also of the international organisations to which the Member States belong (e.g. OSCE).

The integrated approach to the Rule of Law (Police, judicial, penitentiary), civil administration, civil protection and Military is the added value of the EU approach to crisis management.

- 2.7. The **Strengthening Mission** is a mission that usually starts when the receiving state structure is going through a serious legitimacy and efficiency crisis, often caused by the action of groups that are politically, religiously, ethnically oriented and that wholly or partly refuse to acknowledge the neutrality, and consequently, the legitimacy of state structures, mainly of the local police.

The strengthening mission has, therefore, the objective of improving the standards of the local police through constant monitoring, mentoring and advising actions, raising its standards to levels internationally acknowledged, especially with regards to respect for human rights. To this end, training and selection of local police forces must be improved, sometimes imposed, by changing completely or partially their structure, the legislation in force (penal law, criminal proceedings and in correlated fields) etc. An appropriate vetting system should, in this sense, be able to tackle with problems such as ethnic and gender balance, professional and criminal records etc.

The international presence will have the task of corroborating that the local forces conform with the new rules. In order to achieve such a goal the keystone of the system

is the attainment of an agreement between the European Union and the receiving state.

2.8. As a rule, strengthening missions are non armed and are structured into three main phases:

2.8.1. **Activation Stage.** This phase encompasses the settling of the Headquarters of the mission and the activation of all those structures and activities connected with the training and selection of local police forces (i.e. the Police Academy);

2.8.2. **Development Stage.** Training and subsequent deployment to the territory of the policemen coming out of the training centres, and who are assisted in their activities;

2.8.3.

2.8.3. **Consolidation Stage.** Complete transfer of all activities to the new local police and end of the mission.

2.9. In strengthening missions the international police personnel are usually co-located (. This term means that, with the aim of monitoring and mentoring the activity of the local police, international police must be deployed at all hierarchical and territorial levels, following the development of the chain of command of the local police.

The tasks of European Union police mission officers may vary greatly, ranging from teaching the standard techniques of investigation, examination, search and territory control to teaching techniques and training of personnel. The combination of these functions in the missions varies accordingly to whether it is a substitution or a strengthening one, to the mandate and the local conditions of the mission, as well as from the kind of agreement between the receiving state and the European Union. As a rule, these tasks are performed by the EU police in the context of the so-called "community policing", thus becoming a part of the local community and being accepted by it as an instrument of protection of the public welfare.

2.10. In a monitoring mission, which is one of the most frequent strengthening missions, these tasks can be resumed as follows:

- Observing the behaviour and the achievements of the local police reporting the results through an appropriate reporting system that will be the base for further actions to be taken;
- Accompanying local police patrols, dealing at the same time with other groups participating in the mission (e.g. human rights monitoring organisations);
- Making investigations, if necessary and within the limits foreseen by the SOP (usually for crimes against minorities/ethnic groups, for misbehaviour of police on duty, for non-respect of decisions taken by the IC and not addressed nor solved by the local police);
- Monitoring the return and/or the movements of refugees;
- Observing public demonstrations;
- Visiting prisons and checking on the way prisoners are treated;
- Following investigations on minorities;
- Taking part in the training of local police forces both as teaching in the Academies of local police.'s

3. GUIDELINES FOR OFFICERS DEPLOYED IN POLICE MISSIONS

The environment surrounding personnel at the arrival on mission is complex, unusual, and not always easily understandable. It is a multinational environment where officers are required to work with people who often differ greatly in culture, personal and professional habits and sensitivities.

For instance, it may mean working with colleagues whose countries have never experienced terrorism/major crimes and where operational techniques are very different. It could also mean working with colleagues from police forces that are not armed or furthermore, colleagues from countries where the police depends from a different ministry (for example, the case where the Police is under the Ministry of Justice and not under the Ministry of the Interior).

The newly deployed officers must come into contact with a population very often marked by previous negative relations with the former local police and, eventually, with representatives of several agencies, whether governmental or not, with different targets and objectives in the same theatre. They range from UN Offices, the International Red Cross, and elections monitoring organisations (OSCE), to Non Governmental Organisations - NGO. Being aware of the complexity of the situation and knowing the aims of these organisations (at least the main ones) helps to successfully perform the prescribed tasks of the mission and to solve personal frictions as they arise, guided by a spirit of cooperation and good will.

3.1. Relationships inside the mission.

- 3.1.1. During the mission, according to its requirements and to what is envisaged by the SOP, personnel will most likely work in a multinational mode, that is, far from the familiar patterns of work structures based on criteria typical of each Member State. Work organisation, the chain of command, the very names of the functions to be performed and of the offices may differ very much from those known at home.

3.1.2. Loyalty and professionalism, together with a strong group spirit and the feeling of belonging to an organisation representing the Union, will have to be the guiding principles to which one's behaviour will have to conform so as to guarantee the success of the Mission by subjecting the single professional background to more general mission's requirements.

3.1.3.

3.1.4. The arising hierarchical-functional relationship, as envisaged by the SOP of the mission and by the relevant documents issued on the subject by the Head of Mission, is one based on the position held and on the level of responsibility that each policeman has within the structure of the mission.

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3.2. Discipline on mission.

3.2.1. Discipline on missions is based on two fundamental principles:

- Police Head of Mission is responsible for disciplinary control over the personnel;
- Disciplinary action is exercised by national authority of the corresponding sending state through the Contingent CommanderN

3.2.2. During the mission period the Police officer is subordinated to the Police Mission management. Such subordination, however, is not total, since the sending state retains substantial powers over the personnel on mission (for further details concerning the relationship between the sending State and the Mission see Annex 'C'), including the most important one: calling the officer back to his/her home country for any reason deemed necessary. Thus, the State may summon back its officers on mission for witness deposition or for any office duty understood in its widest meaning, including Contingent internal disciplinary reasons not concerning the Police Mission management.

- 3.2.3. The above point is worth being thoroughly examined. The officer on mission is subject to the regulations decided by the Police Head of Mission, which have been coded as SOP. Such rules, like any disciplinary regulations, punish any misbehaviour committed by all those engaged in a mission for the sake of the mission itself. They range from rules dealing purely with the officers' conduct (with respect to local population and their colleagues) to those governing the maintenance of the equipment in use and the observance of duty hours, regulations, security measures, leave and time off, etc. Generally, there is also a number of sanctions, starting from oral warning to repatriation. In this respect, it is important to point out that all discipline measures go through the offender's National Contingent Commander or Point of Contact. This is obvious as the sending State, in agreement with the Police Mission management, is responsible for arranging the return of the officer to his or her home country as well as for re-employment.
- 3.2.4. It is to be noted that the opposite may also occur: the officer's State informs the Police Mission management that its officer, for State internal reasons, is due back to his/her country; the Police Head of Mission may not interfere in a State internal decision, although it can require the State to meet its commitment to the mission in terms of numbers, if these should be negatively affected by the officer's return home.

3.3. The National Contingent Commander(or national Point of Contact).

3.3.1. The National Contingent Commander's prerogatives are clearly outlined by the mission SOP, whatever they may be. As the go-between for the sending State and the Police Mission management, he/she has the power/duty to enforce discipline in the Contingent personnel.

As a rule, he/she is entitled to be heard by the bodies in charge with the allocation of theatre personnel. In addition, the Contingent Commander must be consulted for requests to extend the mission beyond its scheduled time limit. As a matter of fact, this is mainly subject to State's approval: the Contingent Commander shall review the officers' applications and after stating his/her judgement as required, will forward them to the Mission HQ on the due date. The Commander's observations shall be in agreement with the national authorities' previous assessment.

3.3.2. The National Contingent Commander's scope in managing the personnel on mission is limited as regards the fulfilment of tasks having national purposes. He/she may achieve the said ends by assigning to his/her officers those tasks and jobs that he/she considers as suited. The said tasks are added to, and not connected with, those of the mission proper.

3.4. Relationship with the Police Mission management.

3.4.1. The relationships between all officers on mission are governed by the S.O.P, the fundamental Mission document regulating the procedures, timing and formalities of their conduct. Such issues as working hours, rank relationship, applying for mission extensions, and sick leaves, are governed by SOP rules

It is therefore advisable for all officers to read them carefully and thoroughly once arrived at destination. As for any point which may not be dealt with explicitly by SOP, reference is made by the Police Mission management to the principles universally

adopted as a rule by International Organisations engaged in this kind of mission: fairness, impartiality, professionalism.

3.4.2. It is also to be noted that under SOP the Contingent Commander has a say in the officers' requests, such as in applications to extend the mission period. Generally, the staff shall refer to the Mission Personnel Department or other competent offices.

3.4.3. The **SOP** are doubtlessly the most important internal document of every EU-led mission. Signed by the Head of Mission they regulate all aspects of the mission, as listed below in detail.

SOP can be divided into three sections, concerning 'Governance', i.e. the organisation of the mission, 'Operations', i.e. the Police operational aspect proper and 'Administration', respectively.

SOP will be as complex as the mission they refer to, depending on its nature (substitution or strengthening), its mandate, etc. Herein follows an example of S.O.P regulating a complex mission:

3.4.4. 'Governance' includes:

- *Regulatory authorities of reference e.g. (U.N resolutions and for EU missions second-pillar joint actions).*
- *The mandate, i.e. the purpose of the mission and, if envisaged, co-operation with other IOs (OSCE).*
- *The organisational structure of the mission, both horizontal and vertical, including, if present, Integrated Police Units;*
- *Tasks assigned and officers in charge, with particular reference to the activities to be carried out during a possible transitional phase from a substitution mission to a monitoring one;*
- *Police code of conduct with reference to the major relevant treaties (U.N or others);*

3.4.5. 'Operations' include:

- *Rules on the use of force and fire-arms, obviously for substitution missions only, where Police have enforcement powers involving the use of weapons by the International Police on duty or on a strengthening mission in a destabilised area;*
- *Procedures and respect of human rights in the execution of acts restricting personal freedom;*
- *If required, description of specific crime types;*
- *Procedures of criminal management of the crime scene. Unit or officer taking charge of investigations and operations;*
- *Evidence gathering, preserving and recording, and relevant offices in charge*
- *Plain clothes operations usually subject to many restrictions;*
- *Provisions and organisation in the suppression of particular crimes, especially racial and human rights offences;*
- *Conducting investigations beyond the mission theatre boundaries;*
- *Standard documentation for internal communication in mission operations.*

3.4.6. 'Administration' includes:

- *The conduct to be followed by all the police officers on and off duty;*
- *The use of uniforms and equipment;*
- *Information released to the media;*
- *Internal investigations, including the competent offices, rules, sanctions and guarantees;*
- *Staff deployment in the theatre and admission test;*
- *Sick and vacation leaves, working hours and relevant standard forms;*
- *Standard rules for the management of files, records and correspondence.*

3.5. Relationships with the Military.

- 3.5.1. The presence of military components can be a major advantage as it can enhance the overall security of deployed police components and enables the use of military facilities

for, e.g., emergency sanitary evacuation - MEDEVAC, hospitalisation, catering, and also military carriers for transporting personnel back to the home country.

- 3.5.2. These services are usually regulated by written agreements made at different levels: between the Police Mission management and the Military Force Command in Theatre, and between national military contingents and the police of the same or other nationality.
- 3.5.3. The first type of agreement applies to the entire mission staff and Area of Operations, the second one is only for military and police officers having the same nationality. An example of the first type is 'Medevac': using the military logistics for any police officer in the theatre, regardless of his nationality. An example of the second type is that military carriers of a certain country can be used by police officers having that same nationality.

3.6. International Organisations.

- 3.6.1. The objectives of every international mission are often shared by different agencies. The personnel on mission come frequently in contact with personnel from other international organisations.
- Either the office of the Special Representative of the Secretary General for U.N missions or the EU Special Representative provide for the co-ordination of the international organisations carrying out different activities on that territory.
- 3.6.2. A look at the Kosovo/UNMIK experience can be enlightening. The mission in Kosovo has been undertaken under the UN aegis based on Resolution 1244, calling for an interim UN administration of the region. The efforts of all international organisations in Kosovo have been organised and institutionalised in a UN led pillared structure. While the UN is in charge of both the pillar concerning Police as well as the one concerning the overhaul of the State bureaucratic structure the OSCE has been assigned the democratisation pillar, that is the one dealing with election management and

organisation. Finally, the pillar concerned with the economic reconstruction of the region has been entrusted with EU, which operates by using mainly first pillar instruments. This structure is functionally co-ordinated by the Special Representative of the UN Secretary.

- 3.6.3. As a rule, the activities of NGOs and IOs are co-ordinated in the Mission Headquarters. However, it should always be kept in mind that NGOs, due to their private nature, always co-operate with each other as well as with the IOs on a voluntary basis. The officer on mission may come into contact with them for reasons of duty such as preventing criminal actions that might hinder their operations (direct actions such as the stealing or robbing of transported aid material; forcing an NGO to direct its activity to a certain area, inhabited by a certain ethnic, political or religious community; indirect actions such as extortion or pressures on an NGO to employ certain persons).

3.7. Non Governmental Organisations.

- 3.7.1. NGOs are not linked to Governments, and as such they are totally independent and free to decide how to use the funds received from private donors. Given the fact that officers on mission have frequent contacts with NGOs, it should be stressed that these are not subject to any orders, either from Military (if present) or from the International Police, their only reference being the agreement made with the Sovereign State.

- 3.7.2. Thus, in the event of an emergency evacuation of the international personnel, they may decide to stay. They can be very useful for solving police problems that require a differentiated approach involving the action of several players. NGOs should not be mistaken with UN agencies or other international organisations.

4. Herein follows a useful list of such:

- UNHCR, United Nation High Commission for Refugees;
- UNICEF, UN Children's Emergency Fund;
- WFP, World Food Programme
- OCHA, UN Office for Co-ordination of Humanitarian Actions

- IOM, International Organisation for Migration
- OSCE, Organisation for Security and Co-operation in Europe
- ICRC, International Committee of Red Cross
- OXFAM, Water cleansing and sanitation
- Médecins sans frontières,
- Save the children Fund.

4.1.2. As a document intended to regulate the functioning of missions, SOP does not generally deal expressly with the relationships between the International Police and other IOs or NGOs, unless there has been a previous relationship between them. It should also be mentioned that, in order to better protect the physical safety of NGOs members, the International Police frequently maintains regular contact with such organisations, keeping an up-dated list of their names and distribution over the territory. The relationship between the Mission and these organisations are generally maintained by the EU Special Representative.

4.1.3. The military's structure, on its part, includes a unit especially concerned with relationships with NGOs. In the early stages of a mission, until the police service becomes fully operational, special attention is given by the military to such co-ordination efforts, as they are necessary for the establishment of a good rapport with the local population.

4.2. Relationship with the population and cultural awareness.

4.2.1. The prime objective of all Police missions, whether for substitution or strengthening, is to establish a relationship of trust with local communities. One of the main objectives is to create a new kind of rapport between the police and the population.

4.2.2. All official documents of every mission, particularly the SOP, focus on the police officers' professional conduct in its strict sense on the one hand, and on their behaviour off duty when dealing with the local population on the other, the latter aspect being considered,

to some extent, of even greater importance. For while the conduct on duty is regulated quite exhaustively by the mission SOP (and what is not expressly provided for can be easily found in the relevant international treaties), the behaviour towards the population during leisure time is definitely more critical and encompasses less tangible factors.

- 4.2.3. Not infrequently, the harsh contrast between the socio-economical conditions of the local population, on the one hand, and the high acquisition power (money availability) of the staff on mission, on the other hand, causes improper situations, sometimes dangerous for individual international police officers, and leading to negative impact on the results of the mission itself.

Generally, all SOPs envisage relationships between international staff and local population marked by open-mindedness, impartiality and fairness.

- 4.2.4. As a rule, romantic involvement with local people are discouraged and should, in the event it occurs, follow principles of gender equity, consent and respect. With regard to this, it is useful to underline the danger of such situations either for the officer or for the mission.

Differences in culture and traditions can, particularly in a background of past or prolonged isolation, easily result in rejection or violent reactions from the family group. Therefore, awareness of the host society's social rules, especially those concerning religion and relationships between man and woman, is fundamental.

- 4.2.5. It is important that EU police officers be informed of the differences between their culture and the host nation's. Such awareness will be raised through an in-mission and a mission-specific training, which will also present a perspective on the conflict's possible causes, the current political situation and the opinion of the population interested in the peace process and the European Union activity *in situ*.

- 4.2.6. All this will help police officers develop a sense of tolerance towards other cultures and different worldviews, in such a way as to facilitate the solution of conflicts, rather than the imposition of solutions perceived by the local population as being foreign and invasive. A positive effect of being culturally aware is the possibility to avoid or lessen

the symptoms of the so-called "cultural shock". This expression usually refers to a well-known phenomenon of natural response experienced by someone who has been uprooted from his/her original environment with limited or no training and transplanted into a completely new scene, where he/she feels confused and uneasy.

Well-trained, mature and aware police officers are able to overcome this stage in a relatively short period.

4.3. Relationship with the press and public information.

4.3.1. A police officer on mission may be asked by organs of international and local press, as well as of his own country, to comment on or issue statements about any event or fact occurred. A particular caution is to be used in such cases, as comments and statements may cause not only serious damages to the mission's image, but also dangers for the police officers' personal safety, sometimes even stirring up tensions in the operation zone.

4.3.2. Suffice it to think over the repercussions of uncautious statements concerning the return of refugees opposed to the population of a certain area for ethnical or religious reasons, over the fights that such statements can provoke and, last but not least, over the fact that just the staff on mission will have to suffer from its consequences and make amends.

4.3.3. In regards to this, it has to be emphasized that if the events in question are related to the mission's mandate, relations with the press are strictly regulated by the SOPs. The latter will decide in conformity with the national guidelines received or, failing all else, according to his own judgement.

The rules to which everyone must conform whenever an interview is given are the following:

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- consult the mission's Press Office and prepare carefully for the interview and keep to own field of competence and avoid speculations;
 - never disclose information concerning forces on the theatre of operations and other parties involved;
 - pay attention to words or phrases that could be misunderstood by the local population or by representatives of other governmental and non-governmental organisations;
 - be positive and give a good image of the mission and the EU;
 - do not express political opinions and be neutral and positive.

5. SECURITY, SAFETY AND HEALTH PRECAUTIONS

5.1. Personal safety measures.

Generally speaking, international police officers on mission must be quite aware of all problems related to security. The general guidelines concerning measures of the mission's collective security and individual measures are usually contained in the SOPs or in other documents expounded during the in-mission training. It should be moreover underlined that, even though one has to closely follow the individual safety measures recommended and pay due attention to the relevant levels of alert-security, road accidents are the most frequent cause of danger for the safety of the staff on mission. As a matter of security, movement in Theatre will be generally limited to the essential in full respect of the rule of traffic and of the road conditions.

As a matter of general rule, the following are suggestions to be taken seriously in dealing with own and mission security:

- 5.1.1. To keep a neutral and professional attitude is the first measure of personal safety and is recommended to all police officers on international missions, since it prevents them from being considered as targets of hostilities.
- 5.1.2. The second security measure concerns private lodgings, where the staff on mission may be accommodated, and the risk of being the object of attacks or criminal acts, depending on their location. It is not good, indeed, to live alone and in areas isolated from the rest of the international community. It is moreover advisable not to engage in predictable patterns of behaviour.
- 5.1.3. Finally, it is particularly recommendable not to bring considerable sums of money and, above all, not to exhibit them, in order not to become a potential victim of criminal acts.

5.2. Personal belongings

- 5.2.1. Before leaving for the mission, and as indicated by the mission specific training, everyone should pack according to the expected environmental conditions to be found on the spot. It is necessary to carefully choose a mobile telephone dealer operating in the destination country, so as to guarantee contacts with the officer's family. The possibility to use credit cards, the availability of airports and active stopovers, as well as the presence of national airline companies operating in the destination country, have to be closely verified. Moreover, one should autonomously take into account the possibility to supplement the equipment supplied by the Body one belongs to. This arises from the consideration of the natural diversity of each individual and from the necessity to minimise those problems, which are inherent in the mission's logistical and environmental context and in the equipment standardisation for every international police officer.
- 5.2.2. Besides the identity document issued by one's own State for the mission, it could be useful () to take a personal passport too.

5.3. Personal medicines

- 5.3.1. Before leaving for the mission, each Member State carries out all necessary psychological and physical tests in order to make sure of the subject's suitability.
- 5.3.2. Such tests are directed towards verifying that the staff sent on mission meets precise physical and mental requirements. The tests are necessary to conform to the criteria submitted by the Police Unit and aimed at guaranteeing procedural standardisation among all Member States participating in the mission. However, even though the staff sent on mission has undergone scrupulous medical examinations and received all necessary vaccinations pertinent to the health situation of the host nation, police

officers are advised to take any medicine necessary to treat minor pathologies, which while not damaging their suitability for the mission, can nevertheless be very annoying. It can be the case of predisposition to simple allergies or digestion troubles. In such cases, it should be remembered that finding medicine of a certain kind once at destination can be very difficult, and even impossible. For this reason, officers are advised to equip themselves with a small personal medicine chest, in order to avoid, for those minor indisposition, to turn to the military health facilities of N.A.T.O. Nations or Red Cross.

5.4. Communications with relatives and stress management

5.4.1. The staff on international missions is involved in stressful situations, which can be dangerous if managed improperly.

5.4.2. Understanding what may occur in relation to the mission's nature, its length, life and work conditions, can contribute greatly to limit physical and psychological stress.

5.4.3. The management of relationships and contact with relatives is of vital importance. Police officers on mission should keep regular contact with their family, making sure it is involved in the planning of holidays as much as possible. The greater the participation of the family in the mission, the lesser the stress the officer will have to deal with. It is important that relatives be involved in the mission, but not overwhelmed by it. Giving them pertinent and updated information is therefore crucial.

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5.4.4. It must be pointed out that an international mission is an experience which affects already existing relationships. It is, indeed, an extremely high-pressure situation not only for the police officer on mission, who has most likely worked out such decision thoroughly and has personal and professional motivations to bear any related inconvenience, but also for his family, which feels deprived of an important member for a long period of time.

5.5. Emergency provisions

5.5.1. During the period on mission, police officers may be involved in events implicating the temporary loss of consciousness. This could be due to an ordinary appendix removal, a road accident, or an accidental fall.

Under these circumstances, police officers had better indicate in writing to their own Contingent Commander and to the Mission, whether somebody is to be contacted, the name and address of such person, and whatever else may be deemed necessary.

5.5.2. An aware involvement of the family during the mission is, thus desirable. Even the drawing up of a short *vademecum* about "what to do if" for the spouse at home can help limit family stress, as well as stress for the officer on mission.

5.5.3. Cases in which telephones, even mobile ones, do not work in the mission area for many days are likely to occur. Unfortunately it also happens that at the same time, during black-outs, the media may propagate news of attacks or disorders.

5.5.4. Understandably so, the impossibility of contacting one's own family member on mission can be quite traumatic. Providing relatives with the name of a person who is able to give continuous updated news and reassurance can help them cope. It will be helpful to make all arrangements for possible problems upcoming during the time of absence before the mission start. (i.e. instructions and last will in cases of serious health problems or death).

5.6. Kidnapping, detention and mines

5.6.1. Past experiences of missions carried out by EU member states have shown that the risk for the staff (on mission) to be kidnapped, detained/arrested or have troubles with

mines exists. However, since mine awareness is usually a topic covered in the in-mission training, there are two cases worthy of being mentioned here.

- 5.6.2. *During a mission, the international staff is always a potential target of kidnapping depending on the local situation.*
- 5.6.3. Should a police officer become a victim of kidnapping, he/she must stay calm, avoiding to provoke the kidnapper and to oppose him. Instead, he should try to negotiate, do whatever he is told to do, and just try to save his life, nothing more. He should not hide anything, nor, for example, try to throw the car keys away, or to escape. Rather, he should quietly explain to his kidnappers that they have caught a EU police officer who works in their country to develop peace and progress. At that moment, the hostage should be aware that the whole mission staff is already doing its best to achieve his/her release. The police officer must be confident.
- 5.6.4. The same considerations hold in case of arrest or detention.

5.7. Alcohol, food, AIDS.

- 5.7.1. Police officers on a EU international mission must be always aware that cultural differences between them and local population also include preparing, preserving and consuming food. Some cultures explicitly forbid alcohol consumption. Please find hereunder some general rules about this matter:
- avoid local spirits and excessive alcohol consumption;
 - spiced or unknown food should be taken in small quantities to make sure one is capable of tolerating it;
 - vegetables and dairy products should be avoided as long as one is not sure of their hygiene;
 - fruit can be eaten only if it can be peeled;
 - for food purposes, use bottled water only. If it is not possible, resort to disinfectant methods;

- the same holds for milk;
- cooked food is generally safe, however common sense is the key.

5.7.2. As members of a EU police mission, officers must know that they may be more susceptible to contracting the AIDS virus in certain regions of the world.

5.7.3. Indeed, some surveys have highlighted that officers on international missions engage with more sexual partners than they would in their country of origin. Having sexual intercourse with numerous partners, with prostitutes and drug-addicts increases the probabilities of getting infected with AIDS. Officers must therefore be well conscious of this problem and take adequate precautions while on mission.

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ANNEX " A "

LIST OF ACRONYMS

Hereby, you will find not only the acronyms used in this manual but also the most common ones you might run into while on a EU mission.

ACE	ALLIED COMMAND EUROPE
ACOS	ASSISTANT CHIEF OF STAFF (EUMS HEAD OF DIVISION)
ADMIN	ADMINISTRATION BRANCH
ADO	ASSISTANT DIRECTOR OF OPERATIONS
AICRD	AGENCY FOR THE INTL. COOP. FOR RECON. AND DEVELOPMENT OF BIH
AOR	AREA OF RESPONSIBILITY
ARC	AMERICAN REFUGEE COMMITTEE
BiH	BOSNIA ERZEGOVINA
BrCh	BRANCH CHIEF (EUMS)
C2	COMMAND AND CONTROL
CEPOL	EUROPEAN POLICE ACADEMY
CFSP	COMMON FOREIGN AND SECURITY POLICY
CGS	COUNCIL GENERAL SECRETARIAT
CIMIC	CIVIL-MILITARY CO-OPERATION
CIVCOM	COMMITTEE FOR CIVILIAN ASPECTS OF CRISIS MANAGEMENT
CMO	CRISIS MANAGEMENT OPERATIONS
COS	CHIEF OF STAFF
CSCE	CONFERENCE ON SECURITY AND COOPERATION IN EUROPE
DMZ	DEMILITARIZED ZONE
EC	EUROPEAN COMMISSION
ECHO	EUROPEAN COMMISSION HUMANITARIAN OFFICE
ECHOS	EUROPEAN CHRISTIAN HOME ORGANIZATION FOR SERVICES

ECMM	EUROPEAN COMMUNITY MONITORING MISSION
EOD	EXPLOSIVE ORDNANCE DISPOSAL
ESDP	(COMMON) EUROPEAN SECURITY AND DEFENCE POLICY
EU	EUROPEAN UNION
EUROPOL	EUROPEAN POLICE OFFICE
HN	HOST NATION
HQ	HEADQUARTERS
ICJ	INTERNATIONAL COURT OF JUSTICE
ICRC	INTERNATIONAL COMMITTEE OF THE RED CROSS
ICTY	INTERNATIONAL CRIMINAL TRIBUNAL ON YUGOSLAVIA
IDP	INTERNALLY DISPLACED PERSONS common use
IO	INTERNATIONAL ORGANISATION
IOM	INTERNATIONAL ORGANIZATION ON MIGRATION
IPTF	INTERNATIONAL POLICE TASK FORCE
IRC	INTERNATIONAL RESCUE COMMITTEE
KCMIA	KILLED,CAPTURED,MISSING IN ACTION
KFOR	KOSOVO FORCE
KPS	KOSOVO POLICE SERVICE
MAC	MINE ACTION CENTER
MAPE	MULTINATIONAL ADVISORY POLICE ELEMENT
MOU	MEMORADUM OF UNDERSTANDING
MSU	MULTINATIONAL SPECIALIZED UNIT
NATO	NORTH ATLANTIC TREATY ORGANIZATION
NBC	NUCLEAR BIOLOGICAL CHEMICAL common use
NGO	NON-GOVERNMENTAL ORGANISATION
OPCOM	OPERATIONAL COMMAND
OPCON	OPERATIONAL CONTROL
OPLAN	OPERATION PLAN
OSCE	ORGANISATION FOR THE SECURITY AND CO-OPERATION IN EUROPE
PIC	PUBLIC INFORMATION CENTER
PIFWC	PERSON INDICTED FOR WAR CRIMES
PIO	PUBLIC INFORMATION OFFICE / OFFICER

Plus 6	EUROPEAN NON-EU MEMBERS OF NATO.
PSC	POLITICAL AND SECURITY COMMITTEE
PSO	PEACE SUPPORT OPERATIONS
RHQ	REGIONAL HEADQUARTER
ROE	RULES OF ENGAGEMENT
UNDPKO	UNITED NATIONS DEPARTMENT OF PEACEKEEPING OPERATIONS
SFOR	STABILIZATION FORCE
SITCEN	SITUATION CENTRE
SITREP	SITUATION REPORT
SOFA	STATUS OF FORCES AGREEMENT
SOP	STANDARD OPERATING PROCEDURES
SPU	SPECIAL POLICE UNIT
STANAG	STANDARDISATION AGREEMENT
TEU	TREATY OF THE EUROPEAN UNION
TF	TASK FORCE
UN OCHA	UNITED NATIONS OFFICE FOR THE CO-ORDINATION OF HUMANITARIAN AID
UNMIBH	UNITED NATIONS MISSION IN BOSNIA-HERZEGOVINA
UNMIK	UNITED NATIONS MISSION IN KOSOVO
UXO	UNEXPLODED ORDNANCE
WEUP	WESTERN EUROPEAN UNION POLICE
WFP	WORLD FOOD PROGRAM
WHO	WORLD HEALTH ORGANIZATION

ANNEX “ B ”**LIST OF WEBSITES**

Hereby, you will find a list of home pages, which includes various agencies related to web sites that may give further guidance:

1. **www.ue.eu.int** (Council of the European Union);
2. **www.un.org/depts/dpko** (United Nations Department of Peace Keeping Operations);
3. **www.unicef.org** (United Nations Children’s Fund);
4. **www.osce.org** (Organization for Security and Cooperation in Europe);
5. **www.wfp.org** (World Food Program);
6. **www.eupm.org** (EU Police Mission in BiH);
7. **www.iaea.org** (International Atomic Energy Agency);
8. **www.coe.int** (Council of Europe);
9. **www.unesco.org** (United Nations Educational, Scientific and Cultural Organization);
10. **www.eumc.at** (European Monitoring Centre on Racism and Xenophobia);
14. **www.europol.eu.int** (EU Police office);
15. **www.unhcr.ch** (United Nations High Commission for Refugees);
16. **www.unhchr.ch** (United Nations High Commission for Human Rights);
17. **www.icrc.org** (International Committee of Red Cross);
18. **www.un.org/icty** (International Criminal Tribunal for the former Yugoslavia).

ANNEX " C "**COMMAND OPTIONS**

Hereby, you will find definitions of types of Command which can further give guidance concerning the relationship between the Mission and the sending Country.

Command Options. The authority, responsibilities and activities of a police officer in the direction and co-ordination of police forces and in the implementation of orders related to the execution of operations can be exercised according to the following command options:

- a. Full Command:** the authority and responsibility of a superior officer to issue orders to subordinates. It covers every aspect of police operations and administration and exists only within national services. No EU police officer has full command over the forces that are assigned to him. This is because Member States and contributing nations, in assigning forces to EU, assign only operational command or operational control.
- b. Operational Command (OPCOM):** the authority granted to a police officer to assign missions or tasks to subordinate officers, to deploy units, to reassign forces, and to retain or delegate operational or tactical control as may be deemed necessary. It does not of itself include responsibility for administration and logistics. May also be used to denote the forces assigned to a police officer.
- c. Operational Control (OPCON):** the authority delegated to a police officer to direct forces assigned so that he may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control to those units. It does not include authority to assign separate employment of the units concerned. Neither does it, of itself, include administrative or logistic control.

- d. Tactical Command (TACOM):** the authority delegated to a police officer to assign tasks to forces under his command for the accomplishment of the mission assigned by higher authority.

- e. Tactical Control (TACON):** the detailed and, usually, local direction and control of movements or actions necessary to accomplish missions or tasks assigned.