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Delegations will find attached the partially declassified version of the EEAS document CPCC 14176/11 regarding the Operation Plan (OPLAN) for the EUPM in Bosnia and Herzegovina.

EUROPEAN EXTERNAL ACTION SERVICE



Civilian Planning and Conduct Capability – CPCC

Brussels, 28 October 2011

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NOTE

From: European External Action Service
To: General Secretariat of the Council

Subject: Operation Plan (OPLAN) for the EUPM in Bosnia and Herzegovina

The General Secretariat of the Council will find attached the EEAS document CPCC 14176/11 regarding the revised Operation Plan (OPLAN) for the EUPM in Bosnia and Herzegovina.

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- D. Council Joint Action 2003/188/CFSP, 17 March 2003, amending Joint Action 2002/210/CFSP on the European Union Police Mission.
- E. Council Joint Action 2005/143/CFSP, 17 February 2005, amending Joint Action 2002/210/CFSP on the European Union Police Mission.
- F. Council Joint Action 2005/824/CFSP, 24 November 2005, on the European Union Police Mission (EUPM) in Bosnia and Herzegovina (BiH).
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- H. Council Joint Actions 2004/570/CFSP of 12 July 2004 and 2007/720/CFSP of 8 November 2007 on the European Union military operation in Bosnia and Herzegovina.
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- DD. Comprehensive Concept for strengthening of local police Missions (interface with the broader rule of law) (doc 15031/09)
- EE. Concept paper on procedures for the termination, extension and refocusing of an EU civilian crisis management operation (doc. 5136/06).
- FF Mainstreaming Human Rights and Gender into European Security and Defence Policy - Compilation of relevant documents (doc 11359/07 RESTREINT UE) including the following EU documents on:

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 - Gender / UNSCR 1325 (doc. 14779/06, doc. 12068/06, doc. 11932/2/05),
 - Children and Armed Conflict / UNSCR 1612 (doc. 10019/08, doc. 9822/08, updated 10019/08),
 - International Humanitarian Law (doc. 15246/05),
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- HH. Initial Concept of Mission Support for ESDP Civilian Crisis Management Missions (doc. 12457/06).
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- JJ. Draft Guidelines for improving Force generation for civilian ESDP Missions (doc. 8540/09).
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- LL. CivCom advice on the Report from the training workshop "Future training needs for personnel in civilian crisis management operations", held in Brussels on 19-20 October 2006 (doc. 14798/06) - (doc. 16849/06).
- MM. Guidelines for identification and implementation of lessons and best practices in civilian ESDP Missions (doc. 15987/08).
- NN. SG/HR Decision 198/03 regarding the mandate of the Security Office.
- OO. Field Security Handbook.
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- RR. United Nations Convention against Transnational Organised Crime, entry into force 29 September 2003 (ratified by BiH 24 April 2002).

- SS United Nations Convention against Corruption, entry into force 16 September 2005 (ratified by BiH 26 September 2006)
- TT. Revision of doc. 12247/1/94 ENFOPOL 161 REV1 on the basis of doc. 5717/97 ENFOPOL 22 as a result of the expert meeting of 13/14 February 1997 on the mechanism for EU reporting on organised crime (doc. 6204/2/97).
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I. SITUATION

a. Background

1. General

The current Council Decision for the European Union Police Mission (EUPM) in Bosnia and Herzegovina (BiH) will expire on 31 December 2011. EUPM, supported by the European Union Special Representative (EUSR), the Delegation of the European Union to BiH (EUD) institution-building programmes and EUFOR ALTHEA, and as part of the broader rule of law approach has contributed in developing sustainable policing arrangements and in enhancing the police-prosecutors cooperation in the criminal justice system under BiH ownership. EUPM's achievements to date include:

- EUPM supported progress in implementing police reform with a key advisory role.
- Despite a complex and challenging political environment, EUPM supported the development of State level Law Enforcement Agencies (LEA) (State Investigation and Protection Agency, Border Police, the Service for Foreigners' Affairs) and other state level coordinating bodies (inter alia the Directorate for Police Coordination (DPC) and Ministry of Security (MoS)).
- EUPM supported the development of a nascent joint domestic capacity in the fight against organised crime and corruption. EUPM's advice on the planning and conduct in organised crime investigations has yielded concrete results, including in high-level cases, and has improved the cooperation between police services in BiH at State level, in both entities, Brcko District and internationally.
- EUPM assisted in transforming previously confrontational attitudes in the cooperation between the police and prosecution and enhanced the practical arrangements leading to improved quality of investigations. Practical coordination at the local level has improved to yield results thanks to the targeted anti-organised crime approach of EUPM. The EUPM supported the investigative capacity of the Special Department for Organised Crime of the Court of BIH.

At the end of its ongoing two-year mandate, EUPM's desired end-state will most likely be achieved. At the same time there is a need for continued EU support to BiH LEAs beyond 2011 at technical and strategic level, notably with regard to the fight against organised crime and corruption.

2. Political and security situation

The political situation in BiH remains fragile, the last two years in BiH have witnessed a general political stagnation. Nationalist rhetoric continued to prevail in the political discourse, some of which challenged the sovereignty, territorial integrity and constitutional order of the country.

Expectations that the outcome of the general elections that took place in October 2010 could see a swift formation of government at all levels did not materialise, to the point where one year after elections a State level government has not yet been formed. Those challenges have also contributed to prevent the completion of EUPM's mandate.

A crisis precipitated in early 2011 involving the Republika Srpska (RS) in relation to its threat to conduct a referendum over the State level judiciary and the BiH High Representative's decisions was averted via high level EU diplomacy by HR/VP Ashton. Subsequently, the European Commission opened a 'structured dialogue' on the judiciary in June.

Overall, despite this continued decline in the political climate EUPM has managed to chart some successes with its work in assisting LEAs at the operational/technical level. However, the slow progress in the area of law enforcement is a reflection of the general situation.

The RS, including the police, continues to welcome programmes which improves the operational and professional capacities, but does not support contributing to legislation that might lead to greater cooperation and coordination between its counterpart in the Federation, or with state level agencies. This has impacted upon the possible institutionalisation of cooperation among the different levels of law enforcement in BiH, which would have contributed to the sustainability of EUPM achievements.

In the Federation a government has been constituted but its formation has been challenged by the Bosnian-Croat parties HDZ BiH and HDZ 1990. Both in the Federation and at the State level, with delays in appointments to relevant bodies, uncertainty in the approval of budgets and deviation of the general attention to post elections political arrangements, the law enforcement area has been affected.

However, notwithstanding an equally deteriorating social and economic outlook, an isolated terrorist attack in June 2010, which left one police officer dead and several others injured, and also the arrests of ICTY indictees Mladic and Hadzic, the Mission can continue to assert that the security situation is calm and shows no signs of decline at the present time.

Implementation of the Stabilisation and Association Agreement (SAA), signed in June 2008, provides the key platform for BiH to take forward the EU integration process in parallel with other necessary reforms. Although the SAA has been ratified by all EU member states, the ratification procedure has not yet been completed by the Council and is dependent on BiH key reforms agreed by the Council in March 2011. While implementation of the Interim Agreement is proceeding, limited progress is being made on the EU reform agenda.

On 11 March 2011, the Foreign Affairs Council called on the political leaders of BiH to engage responsibly and in a spirit of compromise to achieve as soon as possible the formation of governments at every level in order to address the outstanding urgent and necessary reforms to achieve qualitative steps forward on its path towards the EU.

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5. EU Action in Bosnia and Herzegovina

The EU is present in BiH with a wide range of instruments.

5.1. European Union Activities

The EU instruments in BiH can be summarized around the following main elements:

- Stabilisation and Association Process, which provides the framework for the European perspective of BiH. BiH is a potential candidate country for EU accession.
- Citizens of BiH holding biometric passports can undertake short-term visa free travel in the Schengen area since 15 December 2010. In order to ensure continuous monitoring of the commitments taken, the Commission has launched a post visa liberalisation monitoring for the Western Balkans countries concerned, including BiH. This monitoring exercise is twofold: the Commission continues assessing the sustained

implementation of all reforms envisaged in the visa roadmap; a prevention mechanism against new situations of high inflow of persons from the region has been established. The process is carried out in cooperation with relevant EU agencies (FRONTEX and EUROPOL), PCC SEE Secretariat (Police Cooperation Convention for South East Europe) as well as with current and incoming EU Presidencies.

- Financial assistance is mainly channelled through the Instrument for Pre-Accession Assistance (IPA), which supports preparations for accession through institution-building and investments and responds to the needs as regards the political, economic and acquis related criteria. Indicative allocations are 89.1 millions euro for 2009, 105.4 millions euro for 2010, 107.4 millions euro for 2011. Although currently the IPA projects are facing obstacles in being implemented due to the political challenges mentioned above. Ongoing projects or in the pipeline in the area of Law enforcement are as follows: a 7 million euro IPA 2010 project will start in October/November 2011. The overall objective of the project is to contribute to strengthen BiH's law enforcement institutions and agencies through capacity and institution building, reform of legislation, and cooperation in the sector with a thematic focus on organised crime and corruption, 1 million euro is also foreseen from IPA 2010 for IT equipment to the law enforcement area. In addition, a twinning project benefiting the DPC will soon start (1.2 million euro), a supply contract is ongoing to establish the Data Exchange System (650 000 euro), a service contract is soon to be contracted to support the setting up of the Anti Corruption Agency, further support to the implementation of the Anti corruption strategy and action plan is programmed (2 million euro). There is also an ongoing twinning project with the ministry of security for the implementation of the IBM strategy.

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II. STRATEGIC GUIDANCE

a) EU Political Objectives

1 Long term objectives

A stable, viable, peaceful and multi-ethnic BiH, cooperating peacefully with its neighbours and progressing on track towards EU membership.

2 Medium term objectives

Supporting BiH's self-sustained progress towards EU integration, including through increasing ownership by the BiH authorities and strengthening the capacities of its institutions.

3 Short term objectives

EUPM continues providing strategic assistance and advice to BiH authorities to support their fight against organised crime and corruption. Strengthening coordination and cooperation between LEAs and support enhancement of the interaction between police and prosecutor, and regional and international cooperation. Smooth handover of EUPM's remaining key tasks to a EUSR Rule of Law (RoL)/Police Section.

b. Mission Objectives

- Providing strategic advice to the BiH LEAs and political authorities on combating organised crime and corruption.
- Promoting and facilitating coordination and cooperation mechanisms vertically as well as horizontally between relevant LEAs, with a particular focus on State level agencies.
- Ensuring a successful hand over between EUPM and the EUSR RoL/Police Section and contributing to the coordination of EU and EU Member States' activities and programmes in the field of Rule of Law.

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III. MISSION

The CSDP mission in Bosnia and Herzegovina will be known as the European Union Police Mission (EUPM).

a. Mission statement

As part of the broader rule of law approach in BiH and in the region, EUPM will support BiH Law Enforcement Agencies and the criminal justice system in the fight against organised crime and corruption, in enhancing the interaction between police and prosecutors and in fostering regional and international cooperation. The Mission will not have executive powers.

EUPM will also provide operational advice to the European Union Special Representative (EUSR) to support him in his role. Through its work and its network within the country, EUPM will

contribute to overall efforts to ensure that the EU is fully informed of developments in BiH.

By the end of its mandate, EUPM will have successfully handed over its remaining key tasks to the RoL/Police Section in the EUSR's office.

Additionally, EUPM will continue to support temporary arrangements for CSDP warehousing pending the formation of permanent warehousing arrangements.

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d. Tasks

The mission will perform the following tasks in accordance with the principle of local ownership and fully taking into account EU policies on Human Rights, gender and children affected by armed conflicts, as well as relevant UN Resolutions:

Through proactive, strategic monitoring, mentoring and advising, EUPM will assist and support BiH LEAs and the criminal justice system by:

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b. Duration of the mission / AOR

The duration of EUPM will be six months followed by the liquidation period. EUPM mandate will cover the entire geographical area of BiH.

c. Review

A mission review will be made at the end of its mandate. The HoM will be responsible for ensuring that suitable systems are in place to provide input for lessons identified reports.

A final mission report shall be presented to member states during June 2012.

d. Risks to mission accomplishment

The Mission may not be effective if:

- The advisors are not benefitting from sufficient EU and international political support;
- State, entity or cantonal BiH-authorities do not cooperate;
- The EUSR RoL/Police section does not reach full operational capability;
- The political situation deteriorates to a point preventing development of strategic work at State level and any coordination and cooperation of the various LEAs;

e. **Coordinating instructions**

1. Internal co-ordination in the Mission

The mission will establish a clear internal chain of command. The Head of Mission will convene regular meetings of senior mission staff to manage the strategic direction of the mission. The senior mission management will coordinate the overall progress of matched strategic and horizontal functions within the mission structure and chain of command using MAC products to inform them of progress against the combined benchmarks for those functions to ensure direction and progress against task achievement. This will involve strategic level inter agency coordination mechanisms as well function specific horizontal mechanisms within an overall mission coordination system. The Head of the Advisory Office/Deputy Head of Mission will convene regular meetings and provide coordination of the office, in particular in interaction with the field offices.

2. External co-ordination and cooperation

a) European Commission and EUSR/EU Delegation

The EUPM will act in full co-ordination with the European Commission, both in Brussels (RELEX A and the BiH desk of the Directorate General for Enlargement and with the EU Delegation in Sarajevo. The CivOpsCdr will help to ensure coordination in Brussels.

In the mission area, the HoM will hold regular meetings with EUSR/EUD, and at working level EUPM experts will exchange information with EUSR/EUD experts on the relevant projects. The Head of Mission will be supported by a dedicated function of an EU Coordinator in her/his office.

b) CPCC/EEAS

Coordination with the EEAS will be ensured by the EUPM desk within the CPCC, specific coordination arrangement will be established with specialised services, such as the EEAS Security Department Press Office.

c) Local authorities

The following principles will be adopted whilst performing the tasks of EUPM:

- a. Maintain close and constructive relationships with BiH counterparts,
- b. Foster of local ownership,
- c. Proactive approach when mentoring, monitoring and advising,
- d. Promote the importance of proper co-ordination between all actors within the criminal justice system,

d) Board of Principals and other international community partners

The Head of Mission will remain active member of the Board of Principals which, under the chairmanship of the High Representative, serves as the main coordinating body of International Community activity in BiH. The Board of Principals meets once a week in Sarajevo. Its permanent members are OHR, EUSR/EUD, EUFOR, NATO HQ Sarajevo, OSCE, UNHCR, EUPM and the Council of Europe. International financial institutions such as the World Bank, the IMF and the UNDP are also regular participants at the Board of Principals. After a possible transition of the OHR, the mission will actively participate in any follow-on coordination mechanism of international organisations in Sarajevo.

The mission will maintain close bi-lateral cooperation with the OSCE, in particular in the field of criminal justice monitoring. Bilateral cooperation with the Council of Europe will be with regard to prison reform questions; and regarding the US Department of Justice International Criminal Investigative Training Assistance programme (ICITAP) with a focus on strengthening inter-agency cooperation and the development of institutionalised cooperation mechanisms with the law enforcement sector and of the former with the criminal justice system.

f. **Security and evacuation plan**

The following factors need to be taken into consideration as they may affect the security of an EU mission:

The BiH authorities will take all necessary and appropriate measures to ensure the security of the EUPM staff members.

The Head of Mission is responsible for the security of the operation and for ensuring compliance with all security regulations and procedures established by the EEAS Security Department.

The Head of Mission is supported by a dedicated Senior Mission Security Officer (SMSO), who will closely liaise with the EEAS Security Department on all matters pertaining to the safety and security of international and local EUPM staff deployed in the Mission.

The Senior Mission Security Officer will conduct the general management of all mission security aspects i.e. drawing up - or completing - and keeping up-to-date the mission security plan in accordance with the EU Field Security Handbook approved by the EEAS Security Department, ensuring effective and secure communications through the IT/ Communications Officer as well as the physical and procedural protection of the EU classified information as per the relevant EEAS rules.

The Head of Mission will appoint a Security Management Team to assist her/him in the management of relevant security issues.

The HoM will ensure compliance with the Bosnia and Herzegovina territory specific minimum security operating standards established by the EEAS Security Department.

The Mission will be a non-family mission.

Mission staff shall undergo mandatory security training organised as advised by EEAS Security Department, or equivalent national training, and medical checks before their entry into function, in accordance with the OPLAN. They shall also receive regular in-theatre refresher training organised by the SMSO.

All selected personnel should receive country-specific security and EUCI briefings. The Mission will provide comprehensive security training upon arrival to the Mission.

g. Information and Communication Strategy

Relations with the local population and international opinion through the press are important elements for the achievement of EUPM's objectives. Portrayals and perceptions of the mission may differ and EUPM must be proactive in this regard. As policy, EUPM will support free and open media access to activities. The mission will deliver accurate, timely and sufficient information on its activities and responses to given subjects. The information activities and the communication strategy as set out in annex I. EUPM will be supported by an information and communication

strategy (Annex I). The information strategy will define the main objectives, the main themes to be developed and the audiences to which such themes or messages should be directed.

Public Information (PI) activities have an important role in presenting and promoting the credibility of the Mission. A coherent information strategy is needed to ensure that not only EUPM but also the EU's overall approach towards BiH is well understood.

At implementation level, the different EU actors (Presidency, Member States, EU HR/VP for Foreign Affairs and Security Policy, EEAS, HoM, EUSR, EUD and their respective PI officers/spokespersons) will conduct their information activities in accordance with their respective audiences and practices in line with the political guidance of the PSC. While EU actors carry out their respective information activities, increased coordination has to be ensured so that the messages delivered are coherent, the Communications Team at the EUSR/EUD will be in the lead of coordination of the public messages.

Close co-ordination between Brussels and the Mission will be an essential requirement to implement the Information Strategy. The information activities of EUPM will be closely coordinated with those of the EUSR/EUD and with public information activities of the EEAS and the European Commission in Brussels.

h. Mission Flag and Identification Markings

See annex C.

i. Reporting and Information Exchange

The PSC shall receive on a regular basis, and as required, reports by the CivOpsCdr and the HoM on issues within their areas of responsibility.

The reporting system will enhance the capability of the EU to follow and support EUPM in all its aspects. Reporting needs will be mainly dealt with in response to specific requests. (See Reporting Procedures in Annex xx).

The Mission will require 24/7 operational support coverage in the EEAS through its Watch-keeping capability in Brussels. The HoM is responsible for providing up to date contacts details of Mission personnel.

The EEAS Security Department will liaise with the CivOpsCdr on security

V. MISSION SUPPORT

The mission will set up mission support structures, policies and procedures to ensure appropriate management and control of all human, material and financial resources assigned to the mission in accordance with standard civilian CSDP administration policies and instructions of the Civilian Operation Commander. Mission support structures, policies and procedures will be scaled appropriately to include the ability to temporarily manage and operate a warehousing facility able to store, maintain and otherwise make ready, those assets intended to provide a rapid equipment supply capability to CSDP deployments. These are without prejudice to the contractual obligations of the HoM towards the Commission.

Given that the Mission will follow on from a previous mandate, appropriate continuity will be ensured, in particular in terms of human resources.

Each national contingent will nominate an administrative National Point of Contact responsible for liaison with the Mission headquarters.

a. Administration

In order to implement the CSDP Operation, the HoM will be provided with the necessary financial resources in a timely manner and will be responsible for the financial aspects of CSDP Mission in accordance with the European Union rules and procedures applicable to the budget.

The financing of the mission is based on funds from the General Budget of the European Union and contributions from Contributing States/third parties.

The European Commission, as the Institution responsible for the implementation of the General Budget, appoints the HoM as Special Advisor. The HoM is personally responsible for the implementation of the mission's budget as detailed in the standard contract. The European Commission retains powers on the legal and financial control of the budgetary implementation.

The budget will cover needs of the mission, its intended deployment and the tasks with which it is entrusted.

The Command and Control Structure of the mission is without prejudice to the contractual responsibilities of the HoM towards the European Commission for implementing the budget of the mission and European Commission's competences in implementing the CFSP budget.

Mission Administration functions are:

- Financial management,
- Procurement,
- Human resources,
- General Support Services,
- All other administrative functions necessary for efficient mission administration.

The HoM is responsible for establishing the administration structures of the mission, consistent with the Council Decision and its Budgetary Impact Statement, adequately staffed and provided with the necessary means to ensure the appropriate management of resources.

The HoM is personally liable for his/her management of entrusted funds. For this reason, the Mission Administration is placed under his/her direct supervision. The Mission Administration will work under the Head of Administration. The Head of Administration Office is comprised of 1 Head of Administration (INT), 1 Head of Administration Assistant, 1 National Legal Adviser for Administration and 1 Archiving/email Officer (ODMA).

The Head of Administration will be responsible for managing and supervising the administrative work and for issuing the internal rules to regulate internal procedures of the administration. He/she will be part of the Mission Management Team of the mission. The Head of Administration may modify the organisational structure of the component upon approval of the HoM and consistent with the present OPLAN.

The Mission Administration is responsible for defining and addressing the global administrative requirements of the mission and for identifying, obtaining and managing mission resources in accordance with Reference Q.

The work of the Mission Administration is based on Council Decision and on the EUPM Mission Implementation Plan which establishes objectives and activities, following the identification of needs.

Should the mandate of the Mission be extended, the Mission closed down, down-sized or refocused, administration-related planning would be under the responsibility of the Mission Administration, as specified in Reference S. The above-mentioned approach based of identification of needs, proposing of means, budgetary quantification and implementation will apply.

b. Human Resources

Human Resources is responsible for selection, recruitment, deployment, personnel administration and training, extension, redeployment, and repatriation processes of mission international and local personnel.

The HoM retains the final authority to appoint and the overall responsibility to deploy personnel. The deployment plan is based on detailed job descriptions that are communicated to all Contributing States, as well as advertised in the websites of the mission and other relevant websites. Changes in job descriptions can be done in accordance with the provisions of document "Publication of posts with changed Job Descriptions (JDs) - Handling and way-ahead" (7957/2/11). All positions will be advertised once the tour of duty ends.

Only those candidates that adequately satisfy the criteria set out in the relevant job descriptions will be selected for the mission. The mission strives for an improved gender balance in CSDP operations at all levels in conformity with UNSCR 1325. Contributing States and European Institutions are encouraged to take this into account when offering contributions. National balance is another principle to be taken into account in the case of equivalent education and professional experience between candidates.

The employment regimes in the mission are international secondment, international contract and local contract. The international personnel of the mission are primarily seconded by EU Member States. Participating Third States may, as appropriate, second staff to the mission. For posts for which seconded staff cannot be found but which are necessary for the Mission mandate, HoM can contract international staff directly under his/her responsibility, taking into account procedure established in the document 7221/11. The HoM is able to contract local personnel as required.

Subject to national procedures for secondment, seconded personnel are envisaged to be deployed for no less than 6 months.

Each Contributing State or Institution will bear the costs related to the staff seconded by it, with the exception - as concerns personnel from EU Member States - of daily allowances paid from the mission budget in accordance with the document in Reference R. Seconded staff will remain subject throughout the period of secondment to the social security legislation applicable in the sending State or Institution, and their sending State/Institution will assume related employer expenses.

While remaining under the authority of their sending States, seconded staff – and indeed all staff members – shall carry out their duties following the mission chain of command and shall act in the sole interest of the mission. Staff members who find themselves in a situation of conflict of interests are expected to report this situation to their mission line managers.

The conditions of employment and the rights and obligations of international and local contracted staff will be laid down in contracts between the HoM and the staff members, according to the rules

established in the Commission Communication C(2009) 9502 of 30 November 2009 on Specific Rules of Special Advisers entrusted with the implementation of operational CFSP actions and contracted international staff .

EUPM is a no family mission.

The staff rules applying to international personnel are detailed in the annex P “Human Resources”. Local staff conditions of service are regulated under the applicable General Service Conditions of Local Staff employed by the HoM of EUPM, serving in BiH.

c. Finance

In the performance of the tasks assigned by the Council Decision to the HoM, the HoM shall be responsible, under the European Commission’s supervision, for managing the funds granted, as laid down in the budget, in accordance with the Council Regulation (EC, Euratom) No 1605/2002 of 25/06/2002 on the Financial Regulation applicable to the general budget of the European Communities and the Commission Regulation (EC, Euratom) No 2342/2002 of 23/12/2002 laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 and the contract between the HoM and the Commission.

The HoM is responsible for the establishment of management and internal control systems, including internal rules, complying with the standards of the above-referred framework, the effectiveness of the systems put in place and for the choice of his team responsible for the financial operations. The HoM will establish the necessary systems for payment authorisation, accounting and reporting. The HoM will contract an independent expert/body to carry audits on the mission funds.

Finance is responsible for the management of budgets, the management of cash and bank, the accountancy, the financial reporting processes and other tasks of an equivalent nature.

The budget of the mission shall be handled in strict accordance with the principles of sound financial management. To that end, the HoM shall respect the principles of legality, regularity, effectiveness, efficiency and economy.

The Command and Control structure of the CSDP mission is without prejudice to the contractual responsibilities of the HoM towards the European Commission for implementing the budget of the mission and EC's competences in implementing the CFSP budget.

Finance is further detailed in Annex N.

d. Procurement

Procurement is responsible for obtaining the material means required for the Mission (equipment and supplies, services and premises) by means of tender procedures, agreements with other institutions or other processes of equivalent nature, such as Technical Arrangements with Member States, Contributing States and international actors.

The procurement function of the mission will lead both the planning and the implementation of any procurement actions, on the basis of technical inputs from concrete technical responsible experts appointed by the Head of Administration or, if appropriate, by the HoM upon suggestion from the Head of Administration. The main organisational tool of the procurement of the mission will be a procurement plan. Procurement plan lists all planned procurement actions and may consist of tender procedures and other actions such as technical arrangements with states and other international actors regarding the provision of equipment, services and premises to the mission.

Procurement is submitted to the principles of transparency, proportionality, equal treatment of potential contractors and non-discrimination.

The HoM shall act as Contracting Authority and fully comply with the procurement procedures laid down in the regulations referred to above, the contract between the HoM and the Commission and

the Practical Guide to contract procedures for EC external actions. The HoM will determine the methodology, key elements and specific internal rules on procurement in accordance with applicable rules and regulations.

On completion of the mission, the ownership and use of equipment and materials directly financed by the European Communities shall be determined by joint agreement between the HoM, under his chain of command, and the Commission, including transfer to a third party beneficiary.

Procurement is further detailed in Annex O.

e. **General Support Services**

General Support Services (GSS) are responsible for the identification of the material requirements for the Mission (equipment and consumables, services and premises), proposing appropriate means to cover these needs as well as the management of the means once procured. Mission assets are administrated by General Support Services.

GSS consists of:

- Logistic Support;
- Health and Medical Support;
- Communication and Information Systems (CIS) Support (detailed in section 6.3).

The HoM has the overall responsibility for planning and implementation of the General Support Services of the Mission.

The details of the General Support Services are contained in Annexes L, M and Q.

1. Logistics Support

Logistic Support is one of the essential elements of General Support Services. It aims at organising and structuring the following aspects of the operation:

- a) provision, management, maintenance and disposition of facilities and their infrastructure;
- b) provision, management, maintenance and disposition of assets;
- c) provision and management of different services;
- d) provision and management of transportation of personnel and assets;
- e) provision of immediate transportation means, temporary facilities and services in case of emergency evacuation of international mission personnel, critical material and equipment.

Logistical cooperation and coordination with other relevant national and international actors in country is established from the outset of the mission.

Details of Host Nation Support (HNS) will be confirmed through an exchange of letters with the host Government and subsequently through the Status of Mission Agreement (SOMA).

Logistics experts take part in procurement processes by giving inputs to tender files (technical specifications, terms of reference), being responsible for evaluation, accepting the supplied items and undertaking other activities of equivalent nature.

Where possible, the Mission will be supplied through local resources in order to reduce costs and to optimise logistical stocks. However, the Mission will maintain a small stock of operationally essential equipment and material.

As part of the Procurement procedures, all purchase, will be processed through a centralised Procurement system. All goods delivered will be via central warehouse and followed, where required, by coordinated and timely issuance to all elements of the mission in the field.

The logistic concept will be based on headquarters coordinated central purchase and delivery, followed by coordinated and timely issuance to all elements of the mission in the field.

Strategic Movement

1. Contributing States are responsible for the deployment, rotation and redeployment of their own personnel and equipment to/from the Mission.
2. The Movement Plan will be co-ordinated by the mission headquarters in liaison with CPCC. Contributing States will have to communicate timely their national Movement Plan to the CPCC.

Mobility Capability inside the Area of Operations (AoO)

1. The means must be in place to go anywhere where needed.
2. In particular, the ability to move sufficient numbers of staff quickly to required locations, and to sustain their employment across the terrain and despite inclement weather conditions will provide the mission with the necessary flexibility to cover a wide and adapting range of tasks.
3. During the mission, movement and transportation to/from the mission when on mission business and in AoO will be a responsibility of the HoM. Movement is restricted to the essential under certain security conditions.
4. Movement of personnel through AoO will be executed in full respect of local traffic rules and road conditions. Movement and transportation organisation will ensure that key mission personnel have adequate capacity for rapid reaction.
5. In zones where the level of security risk does not necessitate the use of armoured vehicles, the mission will use soft skin vehicles. All vehicles will be equipped for the climatic condition, with CIS equipment, first aid kits and security equipment.

The full range of requirements and actions to enable mobility are set down in Annex L

2. Health and Medical Support

- (a) All mission members have to be selected carefully and informed about the medical capabilities of the Mission. Furthermore, they are expected to arrive in the area physically, dentally and mentally fit. All mission members should, under national guidance, be vaccinated and immunised in accordance with internationally accepted guidelines and national regulations before arriving in mission area (see annex M). The responsibility for the fitness and the immunisation lies with the sending Member State or, as appropriate, with the individual (e.g. international contracted personnel).
- (b) A medical certificate in English or English translation by certified court interpreter should be provided to the Head of Administration/Chief of Personnel, stating the individual's status.
- (c) Notwithstanding the primary responsibility of sending states for their seconded personnel, the HoM has the overall responsibility to advise and inform on health issues which may affect the capability of EUPM members. The Mission Security Officer is the coordinator of this information in cooperation with Head of Administration.
- (d) The mission will not have other own capabilities for enhanced health and medical support and will therefore rely on host nation and contracted assets.
- (e) When necessary, casualties will be repatriated to the nearest and most appropriate medical facility available.
- (f) The Mission will not have its own medical support element because of sufficient medical support in Bosnia and Herzegovina.
- (g) All EU personnel should have basic first aid knowledge in accordance with the respective national regulations.

- (h) Mission international contracted staff will be covered by a high-risk insurance paid by the Mission; Mission international seconded staff will be covered by a high-risk insurance paid by the sending State.
- (i) Health and medical support is further detailed in Annex M.

f. Control Functions

Internal Control

The Head of Mission shall establish internal control systems complying with the Financial Regulation and implementing rules applicable to the general budget of the European Communities, namely:

1. The budget shall be implemented in compliance with effective and efficient internal control as appropriate in each management mode, and in accordance with the relevant sector-specific Regulations.
2. For the purposes of the implementation of the budget, internal control is defined as a process applicable at all levels of the management and designed to provide reasonable assurance of achieving the following objectives:
 - (a) effectiveness, efficiency and economy of operations;
 - (b) reliability of reporting;
 - (c) safeguarding of assets and information;
 - (d) prevention and detection of fraud and irregularities;
 - (e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

According to the implementation Guide of the EC Financial Regulation:

1. Effective internal control shall be based on best international practices and include in particular the following:
 - (a) segregation of tasks;
 - (b) an appropriate risk management and control strategy including controls at beneficiary level;
 - (c) avoidance of conflicts of interests;
 - (d) adequate audit trails and data integrity in data systems;
 - (e) procedures for monitoring of performance and for follow-up of identified internal control weaknesses and exceptions;
 - (f) periodic assessment of the sound functioning of the control system.

2. Efficient internal control shall be based on the following elements:
 - (a) the implementation of an appropriate risk management and control strategy coordinated among appropriate actors involved in the control chain;
 - (b) the accessibility of control results to all appropriate actors involved in the control chain;
 - (c) the timely application of corrective measures including, where appropriate, dissuasive penalties;
 - (d) clear and unambiguous legislation underlying the policies;
 - (e) the elimination of multiple controls;
 - (f) the principle of improving the cost-benefit ratio of controls.

Internal Audit

The mission does not have internal audit function.

VI. COMMAND AND CONTROL / CIS

a. Command structure

- The Political and Security Committee (PSC) shall exercise, under the responsibility of the Council, the political control and strategic direction of the mission.
- The Civilian Operation Commander, under the political control and strategic direction of the Political and Security Committee (PSC) and the overall authority of the HR/VP, shall exercise command and control of EUPM at the strategic level and, as such, shall issue instructions to the HoM and provide him with advice and technical support.
- The Civilian Operations Commander shall report to the Council through the HR/VP.
- The Head of Mission shall assume responsibility and exercise command and control of EUPM at theatre level and, as such, shall issue instructions for the effective conduct of EUPM in theatre, assuming its coordination and day-to-day management, following the instructions of the Civilian Operation Commander. He/she shall be directly responsible to the Civilian Operations Commander.

In case of absence, the HoM will be replaced by Head of the Advisory Office/DHoM who in turn will be replaced by a designated senior police officer under his/her command.

b. Command arrangements

1. Transfer of Authority (ToA)

Advisers seconded by Member States will be deployed in BiH by their respective countries. The HoM will exercise OPCON upon their arrival. All members of the mission remain under full command of their national authorities.

2. Discipline

EUPM HoM shall be responsible for disciplinary control over the staff. For seconded personnel, disciplinary action shall be exercised by the national authority or EU institutions concerned.

To this end, each contributing State should appoint a National Contingent Leader or National Contact Point (NCL or NCP) to represent each national contingent in the mission, responsible for contingent discipline. The EU Generic Standards of Behaviour apply. See annex G

3. Technical guidance on CIS

The CCPC will provide technical guidance and support and will be the first point of contact for EUPM. To this end, EEAS will provide assistance and technical guidance on the supply and use of any EU classified CIS systems.

c. Communications and Information System

1. General

The Communications and Information System Architecture put in place for EUPM must be inherently flexible and designed to support the strategic communications with EU structures in Brussels and the command and control structure of the mission.

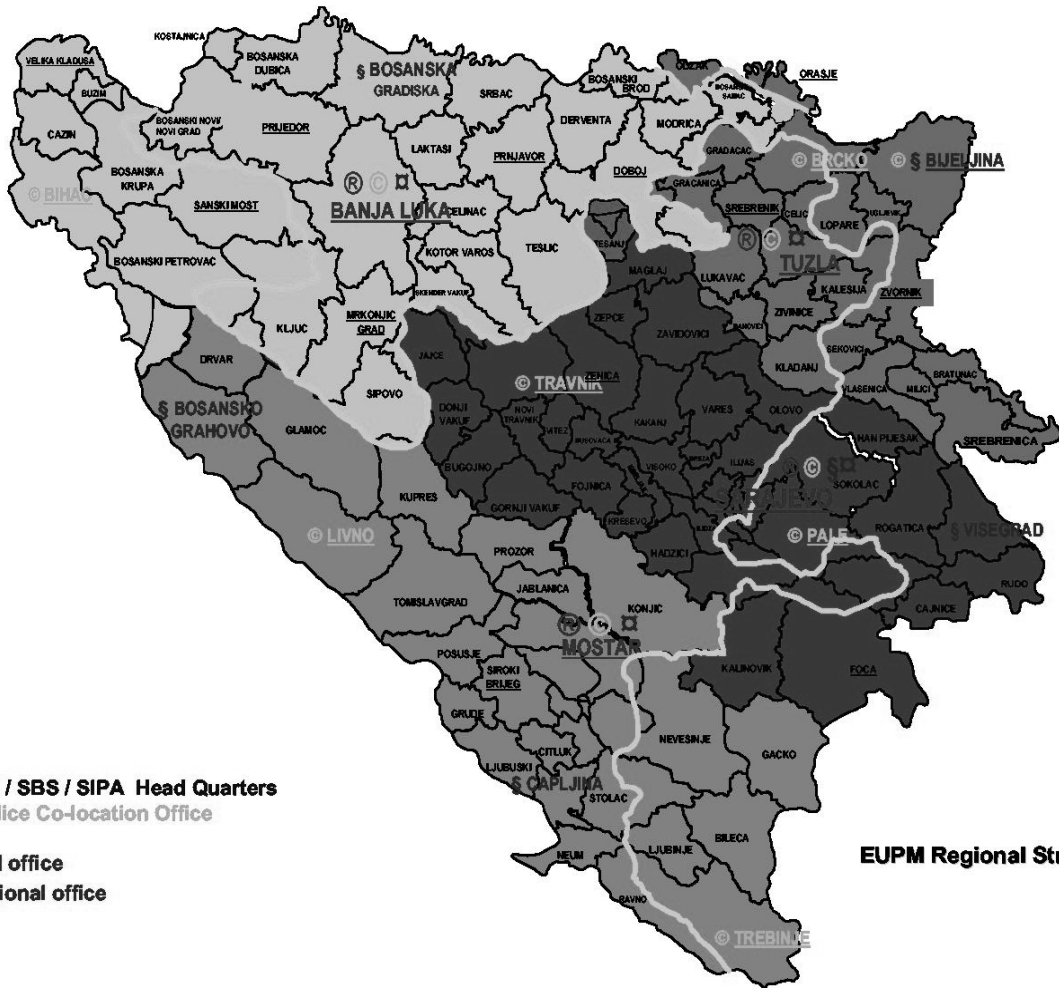
The Communications and Information System is based on the Information Exchange Requirements defined for EUPM.

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N.	REPORTING REQUIREMENTS	
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LIST OF ABBREVIATIONS		

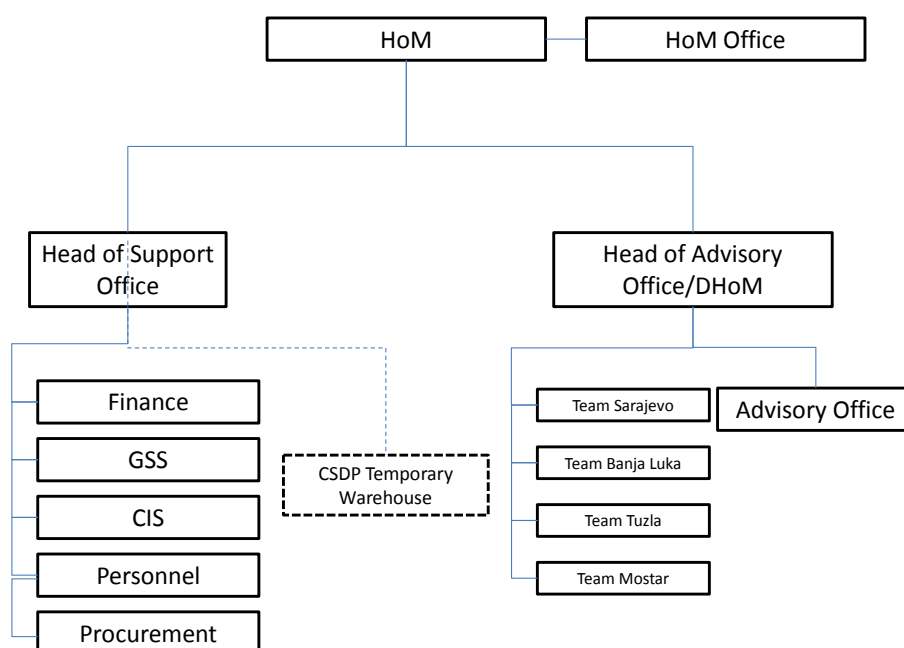


- Ⓜ Regional / SBS / SIPA Head Quarters
- Ⓜ Local Police Co-location Office
- Ⓜ SBS Field office
- Ⓜ SIPA Regional office

EUPM Regional Structure

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MISSION ORGANISATION NOVEMBER 2011

B MISSION ORGANISATION**B-1: Organisation – Chart and Command Structure****B-2: Task Organisation****I. Mission Management**

The Mission will have a clear chain of command. The Head of Mission will lead EUPM and assume its day-to-day management. The Head of the Advisory Office will lead the operational implementation by managing the monitoring, mentoring and advising services and deputising for the Head of Mission in case of absence. The Head of Administration will support the Head of Mission in the discharge of his/her duties by providing the whole range of administration and support services to the Mission.

Due to the limited size of the mission and in order to facilitate coordination, administrative, secretarial, protocol, organisational, interpretation, translation and other services will be shared across units, as appropriate.

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MISSION FLAG AND LOGO



STANDING OPERATING PROCEDURES

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ANNEX E

HUMAN RIGHTS, GENDER AND INTERNATIONAL LAW

EUPM Gender Strategy 2012

General

The EUPM Gender Strategy will be mainly focused on the implementation of the EUPM gender policies within the mission itself and within the context of the mission's mandate in BiH.

Policy of Gender Mainstreaming

The principles of gender equality shall be mainstreamed into the Mission's plan of work, at all levels, ensuring the participation of women and men as equal partners and beneficiaries in all aspects of the implementation of the EUPM mandate.

Structural and Budgetary Arrangements

The Mission Gender Adviser continues to advise EUPM on gender equality and gender mainstreaming issues. This will be followed by adequate funding for operational expenditures. The Gender Adviser shall have direct access to senior staff members.

a) Gender Adviser will:

- Analyse and monitor policies, legislation and practices affecting areas of gender equality, women's rights and other human dimension activities to identify areas where improvement/remedial action is required;
- Identify and evaluate more effective means to advance the equality of women and men within EUPM and through EUPM's activities in BiH;
- Serve as a coordinator of ad-hoc internal working arrangements on gender and human rights questions ;
- Represent EUPM at conferences and meetings on women's participation and gender equality issues, as appropriate;
- Report to the management on the implementation of the activities conducted in the field of women's participation and gender equality;

- Prepare analytical reports and provide briefings on activities related to women's rights, gender equality and other human dimension issues;
- Provide in-mission training for the staff members on gender equality issues.

Ad-hoc working arrangements

To address specific gender and human rights related issue, the mission may form, upon the proposal of the gender advisor to the Head of Mission, ad-hoc working arrangements, including international and national staff and, as appropriate, consult external partners. The gender advisor can be addressed by all staff members to provide advice on the forming of an ad-hoc working arrangements which shall contribute to:

- strengthening the role of women in the police of BiH and supporting gender awareness in security reform processes;
- supporting the development of specific measures to ensure gender-sensitivity in public peace and order, community policing and criminal investigations, including with prosecutors and courts;
- raising gender-awareness within the mission, both among international and national staff, including exploring measures to enhance women participation.

The ad-hoc working arrangements may make recommendations to the HoM with regard to the dissemination of information for reporting as well as for policy-making purposes, to the development of projects and to the gender implication of mission activities.

Participation of interested EUPM members in ad-hoc working arrangements takes place on a voluntary basis. Line managers shall facilitate and support the members' participation in ad-hoc working arrangements. Ad-hoc working arrangements, shall be representative of the mission as a whole, i.e. include international and national, police and civilian and seconded and contracted staff, and include women and men.

The Mission Gender Adviser serves as a coordinator.

Cooperation with National Authorities

EUPM will continue the activities in support of the implementation of the Action Plan for Implementation of UNSCR 1325 in BiH, particularly in terms of harmonization of the relevant legislation with the Law on Gender Equality, support to the strengthening of the professional association on women in the police and judiciary, appointment of gender focal points and further promotion of women in the police.

In cooperation with the national authorities and civil society organizations. EUPM will promote social acceptance for the victims of gender based violence and improved and integrated data collection on incidences of gender-based violence.

EUPM will assist national authorities at local and regional level to intensify efforts to combat trafficking in human beings.

Recruitment

EUPM shall promote the increasing of the number of senior female personnel and improved gender balance within the Mission. All agreements and individual contracts governing the assignment of personnel, including arrangements for interns and volunteers, should reflect the gender-related obligations and responsibilities of those personnel.

Training

Training on gender equality is a part of the mandatory induction training.

Gender issues shall be mainstreamed throughout all training curricula and courses for the EUPM staff members.

The staff already serving in the Mission shall be also trained on the matters covered by the obligatory induction training with regard to gender issues.

Procedures, Monitoring, Evaluation and Accountability

The Gender Adviser shall produce reports on a regular basis.

A gender perspective should be integrated into policies, programs and projects, monitoring and data collections.

The EUPM HOM is responsible of ensuring that gender mainstreaming is implemented in all areas and components of the Mission.

The format of reporting, particularly with regard to situation reports and periodic reports, should include progress on gender mainstreaming.

Cooperation and Outreach

EUPM shall liaise and collaborate with the national non-governmental and international actors in BiH on gender and other human rights issues.

Lessons-Learned

The activities and experiences on the promotion of gender equality and implementation of the UNSCR 1325 (2000) should be included as a specific item in the lessons learned process.



INFORMATION AND COMMUNICATION STRATEGY

I. MEDIA

Information and Communication

1. General

The Press and Public Information Office (PPIO) will be part of the Office of the Head of Mission and work under the coordination of the Senior Policy Advisor. EUPM will cooperate closely with the EUSR/EUD to Bosnia and Herzegovina who is developing/maintaining a comprehensive information and communication strategy, taking into consideration specific roles and relevant activities of the EUSR, the EUPM, EUFOR and the other EU actors in BiH, both in the short and in the longer term. This communication strategy will be developed against the backdrop of a single, reinforced presence and greater responsibility of the EU in BiH. It needs to address existing scepticism in BiH towards EU and present EU actors on the ground as pro-active, efficient and reliable partners helping the country reconcile and integrate into European and Euro-Atlantic structures.

2. Policy

Anticipatory and frequent pro-active communication is instrumental especially in the time of transition for the success of the mission. The EUPM's press and public information strategy will primarily aim at maintaining support for the EUPM activities and preparing grounds for the strategic aspects of the EUPM's work once taken over by the succeeding EU instruments to retain a high level of visibility and trust of the main stakeholders and the general public.

The EUPM will focus on the achievements of local police accomplished with the constant support of the mission, emphasising the further building of confidence in the national instruments and making local security less dependent on the international presence and more responsive to the needs of the general public in BiH.

2.1 Target audiences

Target groups are the BiH population 16+ in age, the international community in BiH, local decision makers and opinion forming groups, NGOs and international media. Specific audiences might be targeted occasionally (specific professions i.e. journalists, prosecutors, female police officers, police spokespersons etc.).

2.2 Themes/Messages

The Press and Public Information Office will deliver accurate, timely and sufficient information on EUPM activities and responses to given subjects. General themes will include:

- Transition of the EUPM mandate to cover period from January to June 2012 within the general framework of the EU's broader rule of law approach in BiH, in line with the general objectives of Annex 11 of the Dayton/Paris Peace Agreement.
- The new approach of the EUPM (to be further developed after the Council decision) which was enabled by the progress achieved in the overall rule of law sector in BiH from 2003-2011 which led to the disengagement of the EU crisis management instrument and opened the door to other EU instruments.
- EUPM's presence in BiH with the full agreement of authorities in BiH, both at state and entity level, who have undertaken to cooperate fully with EUPM in its work.
- EUPM's contribution to the improvement of the overall rule of law in BiH, including the justice and penitentiary sector.
- EUPM's continued help to increase coordination, cooperation and communication between all key players of the BiH justice system, i.e. police, prosecution, court, penitentiary.

- EUPM's contribution to finalisation of the process of development of professional and accountable police agencies that serve all BiH citizens.
- The EUPM as an integral part of the broad range of EU activities (both on-going and planned) in BiH and an important element in BiH's progress towards the EU as set out in the Stabilisation and Association Process.
- The EUPM as a tool which contributed to the regional stability and cooperation.

3. Press Work

On a regular basis, the HoM will task the Press and Public Information Office to liaise with the media and to participate and organise media briefings, workshops and press conferences. In relation to media matters, the press and public information office will:

- Maintain an updated database of all media in BiH.
- Issue press releases as requested.
- Request assistance from the press office of the EUSR/EUD and liaise with EUFOR's services as well as other IC press offices in BiH, as needed.
- Receive guidance from the press office of the EU High Representative/CPCC as appropriate.
- Coordinate with other organizations involved in the civilian implementation of the Dayton/Paris Peace Agreement.

4. Public Relations and Public Information

- EUPM spokesperson will continue participating in /organizing national and local radio and TV programmes on all topics related to the EUPM's transition and legacy.
- Organize EUPM's participation in the EU Institutions Open Day in Brussels in May 2012.
- Update and maintain the EUPM website. The website will be revamped to reflect the mission's transition. The re-launch will coincide with the beginning of the transition phase, 01.01.2012. PPIO will have to outsource the maintenance of the website in 2012 to enable the archiving of EUPM's legacy under the EUSR/EUD website as of 1 July 2012.
- EUPM will support local police PR activities communicating the transition as needed, and the continuing independent work of the Forum of Law Enforcement Agencies Spokespersons.
- Other public information activities, including outreach to academia, non-governmental and civil society organisations.

5. Internal Communication

- The PPIO will continue to publish a Mission Magazine on a regular basis aiming to inform the EUPM staff, as well as all local LEAs and fellow European and international actors in BiH and EU about mission's activities.
- PPIO will have to outsource monitoring of both electronic and print media for the Mission purposes in 2012.
- PPIO will continue informing the HoM of any media reference to EUPM and, where required, propose a response.

6. Activities Promoting EUPM Objectives:

6.1. Transition Phase

- To communicate EUPM's activities in terms of the strengthening communication, coordination, cooperation between police, prosecution, court and penitentiary and to promote EUPM's work and achievements in relation to this, taking into due consideration the principle of local ownership;
- To communicate the challenges the EUPM will be addressing in the transition phase;
- While communicating the transition of EUPM into the single and reinforced EU presence in BIH, a media strategy for the strategic aspects of the mission's work once transferred to the EUSR, will still retain a high level of visibility and trust of the main stakeholders and the general public.

6.2. EUPM's legacy

Implementing public awareness programmes/projects to enhance shared knowledge, understanding, and the public's and society's responsiveness to the challenge of fighting organised crime and corruption through the prism of the requirements laying ahead of the BIH's rule of law sector path towards the EU accession.

6.3. Strategic PPIO communication activities

Promoting a better understanding by the police and prosecutors with regards to the media as a tool for fighting crime and importance of providing media with timely and accurate information; establishment of a trusting relationship between media on one side and police and prosecution on the other side, with a possible memorandum of understanding between them on exchange of information.

These communication activities will aim at:

- Continuing the process of branding and enhancing the image of police institutions;
- Contributing to further building confidence in the work of police;
- Public engagement – particularly in hard-to-reach groups (minority populations);
- Promoting good EU practice in the police, with a focus on anti-corruption;
- Continuing public promotion of the police career as an attractive profession, focusing on women.
- Strengthening the knowledge base of the police and prosecutorial spokespeople.

Additional activity, in cooperation with local institutions, may include the contribution to the further development of trust-worthy relations and common understanding between police, prosecutors and media, including workshops, news blackout agreements, handbooks for the media, outlining main issues that the media should take into consideration when reporting on police and prosecution work.

7. Information and Communication Strategy

A coherent information and communication strategy is needed to ensure that not only the EUPM but also the EU's overall approach towards BiH is well understood. It is of key importance that all activities undertaken by the EU in BiH come across as a single, coherent policy for both the short and the longer term.

During the extended mandate for 2012 all mission communication will in particular highlight the achievements of the CSDP operation, building on previous public awareness campaigns.

This will include a jointly agreed communication strategy with teh EUSR to highlight the transition actities, stressing the principle of local ownership in view of the EU acession persepective of the country. The achivements of EUPM will be communicated to the general public as well as to multpliers, including civil society organisations, academia and others. A specific PPI strategy will be developed for the end-of-mission conference/seminar and a possible closure ceremony attended by the highest level of chain-of-command.

II. COORDINATION

The EU communication coordination group set-up under the auspices of the EUSR/EUD will continue to be the central hub, including with other EU agencies and member states representatives.

III. EUPM WEBSITE

www.eupmbih.eu

CODE OF CONDUCT

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ANNEX H

GENERAL SUPPORT SERVICES

General Support Services (GSS) help the Head of Mission to reach the objectives of the Mission in the most efficient and effective way.

EUPM GSS Office consists of 2 GSS/Logistics Assistants and 2 GSS/MTO Assistant who report to the Chief of GSS (1 INT). The GSS Office comprises also of 1 GSS/Warehouse driver/Mechanic and 1 GSS/Warehouse Assistant. The GSS Office reports to the Head of Administration.

The aim of GSS under the Head of Administration (HoA) supervision is:

- Identification of needs;
- Proposal of the means and resources required to adequately cover these needs;
- Provision of the technical expertise to adequately define required goods and services sufficient for procurement to take place;
- Assess local market capability in respect to technical requirements;
- Management of the means and resources procured;
- Make available means and resources that can be re utilized for other ESDP Missions after satisfying the needs of EUPM;
- In principle, all EUPM personnel, through controlled issuance, will be responsible for the efficient use of all equipment. Any defects in the equipment or loss of equipment must be reported immediately and could subject of ICU investigation. The regulations for the use of all equipment and the procedure for reporting defect or loss will be done in accordance with the SOPs.

GSS consists of:

- Logistic Support;
- Health and Medical Support;
- Communication and Information Systems (CIS) Support.

I. LOGISTIC SUPPORT

Logistics include facility management, asset management, transportation management, services management and support to evacuation/relocation activities within the Mission.

II FACILITY MANAGEMENT

Under the Head of Administration (HoA) supervision, Logistics shall provide EUPM Staff with facilities, meeting as much as possible EU standards, for the use of accommodation, office space, services etc. These facilities can be existing permanent or temporary buildings that are procured-leased by the mission, provided by BiH Local Police or by another actor.

The accommodations shall be as follows:

- EUPM MHQ in Sarajevo for 60/70 Staff;
- 4 field offices in Mostar, Sarajevo, Tuzla and Banja Luka (in Local Police premises in Tuzla, OSCE premises in Mostar, EU delegation premises in Banja Luka and EUPM MHQ location for RO Sarajevo).

In case that existing permanent buildings are not of sufficient space to support EUPM needs, facilities can be built from containers or other temporary means. Any such facilities will require necessary infrastructure (water, electricity, heating, air-conditioning, drainage, sewage, and waste disposal systems).

The facilities have to be managed according to the needs of the Mission so as to cover the distribution of available space, relocations, appropriate and regular maintenance and cleaning.

III. ASSET AND SERVICES MANAGEMENT

Asset Management includes the supply of material and equipment, warehousing and inventory control, and also the disposition/disposal of material at mission termination.

The disposal or the transfer of materiel at the refocusing or termination of EUPM should be addressed well ahead of mission termination. This will enhance efficiency, transparency and consistency in materiel management on the operational level.

The most essential services to cover the EUPM needs are: building services, catering, maintenance and repair of material and equipment, postal and freight forwarding.

IV. TRANSPORTATION MANAGEMENT

a. Air Transport

In accordance with their tasks and responsibilities, within means and capabilities, strategic and tactical airlift within Area of Operations (AoO) shall be organized with EUFOR support.

b. Ground Transport

Under Head of Administration (HoA) supervision, Mission Transportation Office (MTO) is responsible for providing a sufficient number of roadworthy vehicles, and of a kind, that shall at all times meet all the Mission requirements, for daily operations and for emergency, taking into consideration all weather conditions and roads in BiH.

It is also incumbent to ensure, through Standing Operating Procedures (SOP) and other means such as regular reminders, guidelines, and training, that vehicles shall be operated and maintained in strict accordance with rules and regulations prescribed for the control of such Vehicles, and any Local or State laws, now in effect or hereafter enacted, except in cases of emergency involving the protection of life and/or property.

All Vehicles operated on roadways must at all times comply with any lawful signs and mechanical or electrical signals and other directions issued by the authorized personnel.

The principles regarding Transportation management are as follows:

- EUPM staff will be provided with sufficient transportation support that is necessary to perform their tasks;
- Allocation of vehicles will be decided based upon and according to EUPM policy and CPCC/FPI recommendations, in order to fulfil all operational needs of the Mission;
- For general use, a strict limited centralised stock (so called MTO pool and Mission Reserve) will be maintained for operationally essential items;
- EUPM will make available cars and vehicles which can be reutilised for other Missions.

The EUPM fleet will consist of 33 vehicles. In the CSDP Temporary Warehouse, 86 vehicles will be stored. 18 vehicles will be transferred to IPA. 101 vehicles will be donated or sold.

The maintenance for the vehicles (servicing maintenance, spare parts, repairs, break down service) will be facilitated by licensed workshops throughout BiH, under contracts or agreements established based on the procurement rules of EU.

The refuelling system will be provided by local companies, which will assure coverage throughout BiH.

HEALTH AND MEDICAL SUPPORT

I. INTRODUCTION

a. General

Public health in BiH is assessed as adequate with the caveat that Mission members arrive in theatre having previously received all the appropriate vaccinations relevant to BiH and be in good shape. Before joining the Mission, all seconded staff should, under national guidance, be vaccinated and immunised in accordance with internationally accepted guidelines and submitted to a thorough check-up.

b. Mission

The medical infrastructure in theatre is assessed as appropriate for most medical eventualities, including emergency admissions. All medical conditions will be treated incorporating internationally accepted best practice. Time constraints on treatment will be governed under international standard best medical practice, and where necessary and appropriate, casualties will under Mission MEDEVAC procedures, be repatriated to the nearest and most appropriate medical facility available to the casualty.

Medical Centre care for all Mission members will be ensured by locally agreed arrangements with local medical practitioners and dentists. These arrangements will in the first instance cover emergency and assessment visitations. Co-ordination and liaison on medical matters will be the responsibility of the Head of Administration.

II. COUNTRY AND HEALTH THREATS

a. Climate and Geographical Situation

Climate: hot summers and cold winters; areas of high elevation have short, cool summers and long, severe winters; mild, rainy winters along coast.

Geographical situation: Located in south-eastern Europe (44 00 N, 18 00 E), with an area of 51197 sq km, land 5187 sq km and water 10 sq km, bordering Adriatic Sea (20 km), Croatia (932 km), Serbia (357 km), and Montenegro (249 km), totaling 1538 km of land boundaries and 20 km of coastline.

Selected demographic and socioeconomic information for Bosnia and Herzegovina (2001).

Description	Numbers
Total population (2001)¹	3 800 000
% population 0-14 years (2001)	24
Population distribution % rural (2001)	20
Life expectancy at birth (2001)	73
Under-5 mortality rate per 1000 live births (2001)	20 (males) 15 (females)
Maternal mortality ratio per 100 000 live births (2001)	5 0
Total expenditure on health % GDP (2004)	10
General government expenditure on health as % of general government expenditure	7.4
Human Development Index Rank, out of 177 countries (2004)	62
Gross National Income (GNI) per capita (2004)	1420 €
Adult (15+) literacy rate (2002)	94
% of population with sustainable access to an improved water source (2001)	53
% of population with sustainable access to improved sanitation	33

b. Infectious Diseases

HIV, sexually transmitted infections and tuberculosis (TB) remain high priority despite successes against communicable diseases in the past. Further strengthening of the surveillance system and response needs to be emphasized given the changed global epidemiological situation and the emergence of old as well as new communicable diseases.

c. Other health risks

The table given below provides the top 10 conditions, in descending order, that account for approximately 90% of the burden of disease among males and females in Bosnia and Herzegovina. Cardiovascular diseases and neuro-psychiatric conditions account for the highest burden of disease both among males and females. Because mortality from neuro-psychiatric conditions is minor, disability in daily living comprises the bulk of their burden on the population's health (WHO, 2003c).

Rank	Males		Females	
	Disability groups	Total DALYs (%)	Disability groups	Total DALYs (%)
1	Cardiovascular diseases	30.1	Cardiovascular diseases	28.5
2	Neuropsychiatric conditions	16.5	Neuropsychiatric conditions	23.6
3	Malignant neoplasms	11.5	Malignant neoplasms	9.9
4	Unintentional injuries	10.5	Musculoskeletal diseases	7.0
5	Intentional injuries	4.2	Sense organ diseases	6.6
6	Sense organ diseases	4.1	Respiratory diseases	3.2
7	Digestive diseases	4.0	Digestive diseases	3.2
8	Respiratory diseases	3.9	Unintentional injuries	2.6
9	Musculoskeletal diseases	3.8	Perinatal condition	2.5
10	Perinatal conditions	2.7	Infectious and parasitic diseases	1.9

d. Environmental Hazards

Earthquakes (last earthquakes in April 2009 – no casualty).

e. **Health Care Situation in Bosnia and Herzegovina**

The health information system is developed enough so as to provide good-quality information needed for evidence-based policy-making.

Besides some clear improvements, lingering problems remain throughout Bosnia and Herzegovina under this complex organizational arrangement. Although the system nominally offers coverage to all citizens in Bosnia and Herzegovina, in reality many people are not fully covered and have to pay out-of-pocket when using health care services.

Several countrywide problems contribute to this situation. One of the most hampering problems is that despite the huge administrative apparatus with 13 health ministries and complex legal divisions, no regulation exists to rule over inter-entity issues in health care utilization. So far, and despite serious efforts, there is still no portability of funds from one location to another – for example, from entity to entity, or from canton to canton within the Federation of Bosnia and Herzegovina. This means that citizens of one entity/canton are left without cost protection when in need of health care in other entity/canton, and thus have to pay the full price for treatments received, all of which raises serious equity concerns.

Another problem is that the design of the health care system makes it difficult to achieve economies of scale and efficient management. Conversely, there is the issue of minimum required size for maximum efficiency. On the other hand, the size of the bureaucracy and the number of competent technical people required to run the system surpasses the current level of economic development, in addition to adding complex coordinating duties to a not well-trained set of managers.

An UNHCR document summarizes these two interrelated key problems of system access and efficiency. It specifically points out that there are serious limits in access to health care through a combination of complicated and non-portable insurance schemes, a lack of adequately equipped facilities, and a general lack of funds in the system to properly run the health care system. These issues are further exacerbated by transportation problems, such as distance, rugged geography and a lack of public transport options.

The concept of decentralization and recentralization is fundamental to understanding the health system of Bosnia and Herzegovina. As a result of the war and the subsequent Dayton Agreement, Bosnia and Herzegovina was divided into two entities, each responsible for administering its own health system. Whereas Republika Srpska opted for a centralized health system, with one ministry of health overseeing the health system, the Federation of Bosnia and Herzegovina opted for a decentralized cantonal system, with each canton responsible for its health care administration and financing. As the Federation of Bosnia and Herzegovina opted for the decentralized cantonal model of health system administration, the “federal” level was given a limited and non-coercive role that ensures compliance with entity-legislated policies.

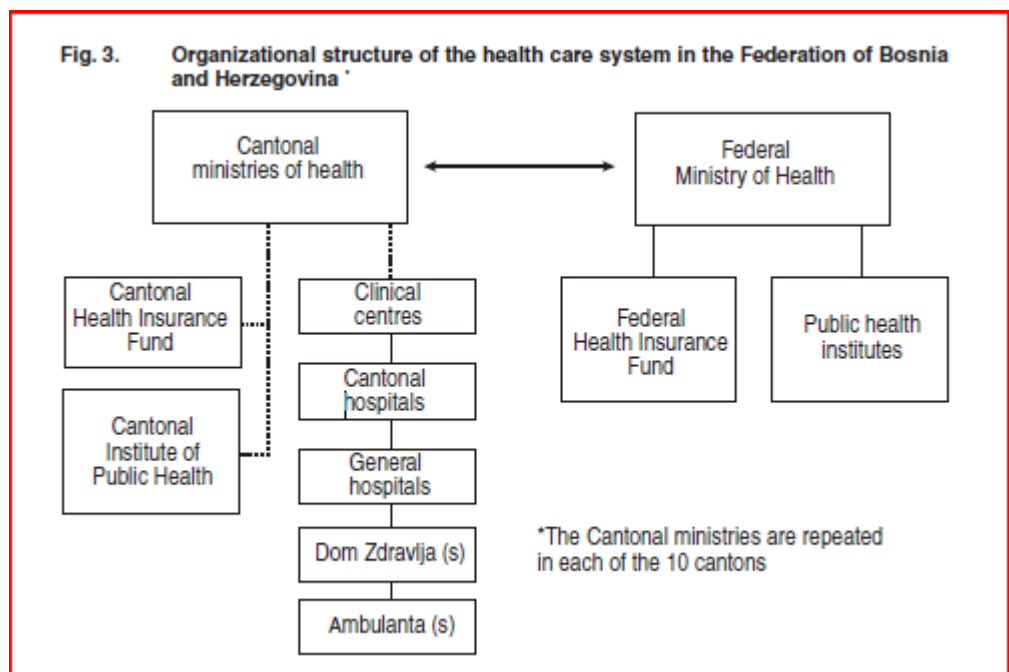


Fig. 4. Organizational structure of the health care system in Republika Srpska

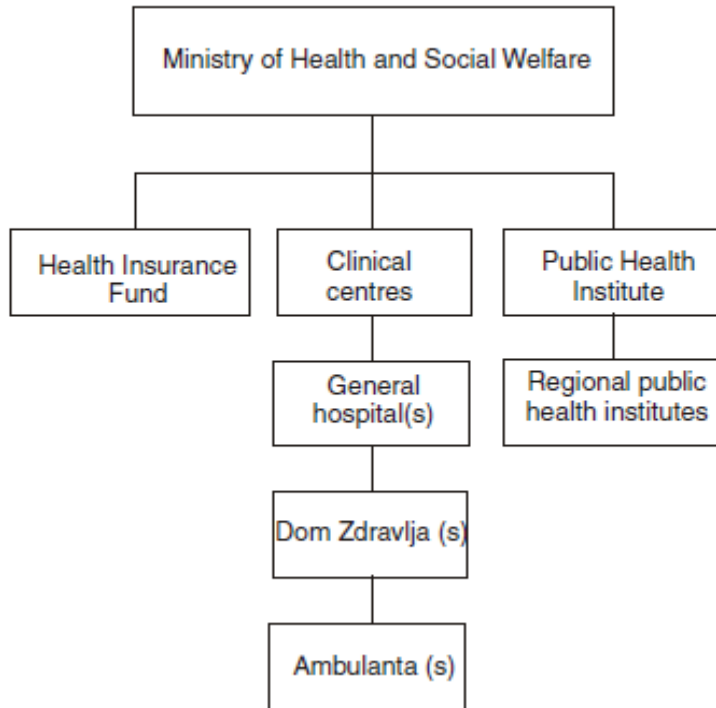
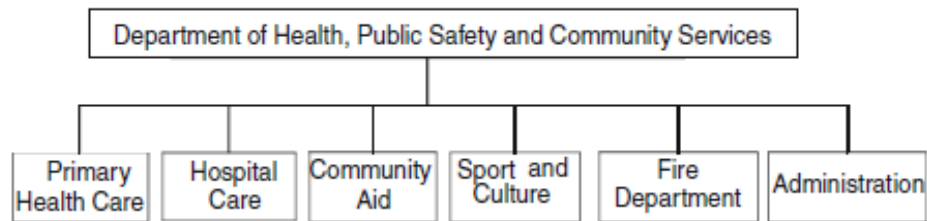


Fig. 5. Organizational structure of health care in the Brčko District administration



f. **Ambulance and MEDEVAC in Bosnia and Herzegovina**

Local means from BiH Health Facilities mentioned below.

III. PREVENTIVE MEASURES

The Mission Security Officer is appointed as Coordinator of preventives measures in case of disease spreading in BiH. His role is to inform and issue message of recommendations to all EUPM Members when necessary.

The Mission Security Officer is responsible to provide regular updates on pandemic and specific disease in BiH so as to inform EUPM Staff about preventive measures and proper behaviour.

As coordinator the Mission Security Officer liaise with the Head of Administration regarding any request for logistics, transportation, specific medical purchases.

a. Preparation and Vaccination

The seconded EUPM Staff shall have be vaccinated according to their national Health regulations and provide Medical Certificate to HoA/CPers when arriving in the Mission.

b. Specific preventative measures

The Mission Security Officer is the coordinator of preventive measures in liaison with the Head of Administration.

c. Personal behaviour

The EUPM Staff shall behave so as to avoid contamination and consult medical doctor as soon as they feel or notice symptoms of illness. In case of contagious disease they must inform immediately the Head of Administration and the Mission Security Officer so as to let them take the appropriate preventative measures.

d. Insurance

The seconded EUPM staff shall be insured by their national authority. The EUPM contracted staff is insured by the specific insurance Van Breda.

e. **Local staff**

The local contracted staff has a mandatory State health insurance and supplementary health insurance which covers health life and disability.

f. **Evacuation / MEDEVAC in (Bosnia and Herzegovina)**

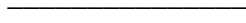
Appropriate arrangements regarding timely and co ordination for emergency medical evacuation will be maintained with EUFOR as long as EUFOR stays in BiH. New arrangements will be take in due course in case of EUFOR departure from the theatre.

g. **Hospitals and local medical facilities**

	City	Address	Name of medical facility	Address	Telephone
1	Banja Luka RO	Mirka Kovacevica 40	Klinika za infektivne bolesti Odjeljenje za opšte infektivne bolesti	Ul. 12 Beba bb Banja Luka	051-342-482
2	Bihac FO	2. Viteske Brigade 2	DOM ZDRAVLJA - Bihać	Put V korpusa bb	037-312-423
3	Bijeljina FO	Zivojina Misica 4A	Dom zdravlja Bijeljina	Srpske Vojske 53	055-224-150
4	Bijeljina BP	Tirsova bb			
5	Bosanska Gradiska BP	Put Stefana Despota bb	Ambulanta Gradiska	M. Stojanovića 10	051-813-921
6	Bosanska Grahovo BP	NN Kneza Branimira	Ambulanta B. Grahovo	Splitska bb	034-850-104
7	Drvar	most of people live in Drvar	Dom Zdravlja Drvar	Kralja Tomislava bb	034-820-409

8	Brcko FO	Trg Mladih 10	Dom Zdravlja Brcko	Dr. Sakiba Edhemovica 2	049-217- 422
9	Capljina BP	Zgoni bb, Gospodarska Zona Capljina	Dom Zdravlja Capljina	Zagrebačka bb	036-810- 915
10	Livno FO	Zupana Zelimira 21	Dom Zdravlja Livno	Svetog Ive 2	034-202- 084
11	Mostar RO	Kneza Branimira 12, Mostar	KLINIČKA BOLNICA MOSTAR Odjel za infektivne bolesti	Ulici Kralja Tvrta bb	036 314 136
12	Mostar SIPA	Blajburskih zrtava bb			
13	Pale FO	Srdar Janka Vukotica bb	Dom Zdravlja Pale	Milana Simovića 16	057-223 017
14	Sarajevo FO	La Benevolencija 16	Klinicki Centra Univerziteta u Sarajevu (Kosevo bolnica) Klinika za infektivne bolesti	Bolnička 25	033-471- 459
15	Sarajevo RO	Mehmeda Spahe 7			
16	Sarajevo HoM	Derebent 48			
17	Sarajevo BP Airports	Sarajevo, International Airport			
18	Sarajevo MHQ	Aleja Bosne Srebrene bb			
19	Sarajevo Zrak	Adema Buce bb			
20	Travnik FO	Aleja Konzula 12	Dom Zdravlja Travnik	Vezirska 1	030-518- 236
21	Trebinje FO	Nemanjina 7	Dom Zdravlja Trebinje	Doktora Levija br. 2	059-261- 351
22	Tuzla RO	Turalibegova bb	Univerzitetski Klinicki Centar Tuzla Klinika za zarazne bolesti	Trnovac bb	035-303- 323

23	Tuzla SIPA	Mitra Trifunovica 6			
	City	Address	Name of medical facility	Address	Telephone
24	Visegrad BP	Gavrila Principa 22	Dom Zdravlja Visegrad	Ive Andrica 17	058-620-625
<p>Medical Emergency Number in BIH is 124. by dialing this number you will be transferred to closest medical facility in the area.</p> <p>However, sometimes you may need an area code to be connected to the medical facility.</p> <p>For example in Sarajevo 033-124.</p>					



FINANCE

EUPM Finance Office consists of 1 Warehouse Administrative Assistant, 2 Finance Assistants and 1 Assistant Director of Finance who report to the Chief of Finance (1 INT). The Office reports to the Head of Administration.

Chief of Finance is responsible for:

1. Following the expenses of EUPM according to the contract signed by HoM with the European Commission and informs the Head of Administration of the state of play of the EUPM budget.
2. Preparation of periodic financial reports to . the European Commission, Service for Foreign Policy Instrument (FPI).

PROCUREMENT

The Procurement Unit is under the supervision of the Head of Administration (HoA) and consists of a Chief of Procurement (INT) and a National Procurement Officer (Local).

EUPM Procurement reports to the Head of Administration.

Procurement has overall oversight of all purchases and follows this via the Financial Commitment Proposal.

- **Procurement above the threshold of 10,000euros**

1. The Unit is responsible for ensuring EUPM follows the EU procurement procedures as laid out in the PRAG and EU Financial Regulation.
2. Each expenditure involving procurement is channelled through this unit. If the expenditure exceeds the threshold of 10,000 Euros, the Unit shall carry out a tender.
3. The Unit ensures that EUPM and the HoM are protected contractually with all contractors.
4. A detailed Procurement Plan is prepared to be presented to the European Commission (FPI). This plan shall be kept updated.

- **Procurement below the threshold of 10,000 euros – Centralised Procurement**

1. An internal centralised procurement process is set up whereby all services and supplies are contracted through purchase orders issued by the unit. No other department or unit, including budget holders are authorised to procure.

2. In order to procure any item a budget holder must first get funds approved by completing a Financial Commitment Proposal, getting it duly authorised and then raising a request for purchase to the procurement unit.
 3. Purchases under 10,000euros are processed by 3 or more offers and a purchase order is issued.
 4. All purchases are monitored by the Unit to ensure they are delivered to the warehouse, when the invoice is matched to the delivery and the vendor paid the purchase order is closed.
-

HUMAN RESOURCES

EUPM Personnel Office consists of 1 Assistant Chief Personnel and 2 Personnel Assistants who report to the Head of Administration.

I. GENERAL

The HoM retains the final authority to appoint personnel and the overall responsibility to deploy them, both international and local. The deployment plan is based on detailed job descriptions that are communicated to all Contributing States, as well as advertised in the official website.

The employment regimes in EUPM are international secondment, international contract and local contract.

While the seconded staff remains under the authority of their Sending States, all staff members shall carry out their duties following the Mission chain of command and shall act in the sole interest of the Mission. Staff members who find themselves in a situation of conflict of interests are expected to report this situation to their Mission line managers independently from their duty towards the national authorities. Staff members must at all times abide by the Mission “Code of Conduct and Discipline”.

The level of remuneration for international contracted staff shall be based on the “Specific Rules for Special Advisers of the Commission entrusted with the implementation of operational CFSP actions and contracted international staff”, as detailed in the Commission Communication C(2009) 9502 of 30 November 2009 on Specific Rules of Special Advisers. It is the responsibility of the international contracted staff member to comply with all applicable national tax regulations.

The rules set out in this annex are those that apply to international staff only. Local staff conditions of service are regulated under the applicable General Service Conditions of Local Staff employed by the Head of Mission of EUPM, serving in BiH.

The HoM shall sign all international contracted and local staff contracts, of which the corresponding job description as well as all Mission SOPs for an integral part. The level of remuneration shall be based on the rules established by the HoM in agreement with the European Commission.

II. DEPLOYMENT

Sending States, in liaison with the EEAS/CPCC acting in conjunction with the Mission, are responsible for ensuring the satisfactory deployment of mission personnel into theatre and extraction during the mission draw-down and closure phases.

International contracted civilian experts are responsible for making their own deployment travel arrangements details, which must be transmitted to the Mission in a timely manner, prior to arrival of the contracted personnel up to theatre. Travel costs are subject to certain limits in accordance with the aforementioned Commission Communication and the model contract. The Mission shall advise contracted staff on this. If the conditions in the theatre permit the travel arrangements may be made by the Mission.

The recommended tour of duty for seconded staff is of 6 months duration. For certain specific functions, the tour of duty may be technically extended for operational or administrative reasons up to 31 July 2014². Administrative liquidation will follow as a separate phase and will involve only a limited number of personnel needed for financial and administrative closure.

Mission members are themselves responsible for finding suitable accommodation, located within the area of deployment. Exemptions may be granted by the HoM if there are valid reasons and if security conditions so permit.

III. ADMISSION

Seconding States should confirm the period of secondment in the deployment form sent to CPCC with a copy to the Mission. Alternatively they may provide the seconded staff member with a letter

from the sending authority, confirming that he/she is seconded to the Mission and specifying the period of this secondment including the end of mission day. This letter is to be handed over to Mission Administration upon arrival.

Arrivals to the Mission area should take place within the working week – Monday through Friday. New arrivals are in-processed by Mission Administration/Personnel Office and issued with EUPM Identification Cards. Sending States ensure that seconded personnel fully meet the criteria of the mission for minimum professional experience, medical and security clearance as well as driving and language abilities.

Security clearance

The international staff members, as appropriate, must be in possession of a valid security clearance at the appropriate level depending on their duties, issued by their respective National Security Authorities. As regards seconded staff, the Seconding/Contributing State confirms in the deployment form, which is annexed to the selection letter and returned by the Seconding/Contributing State to CPCC with a copy to the Mission prior to the deployment of the seconded staff member, that the staff member has been granted the required level security clearance including an expiry date. Some particular posts (i.e. Senior Mission Security Officer and CIS) require a security clearance at "EU Secret" level and no equivalent is accepted.

Contracted staff members are responsible for requesting security clearance directly from their national authorities. In case where the Head of Mission decides to sign the contract for International contracted staff before the full completion of the security clearance process, the contract is terminated if the clearance cannot be issued within a reasonable period.

Specific provisions for local staff will be elaborated as appropriate.

Medical clearance.

All staff members must be certified by competent national Medical entities as being fully able to perform their duties in the environment of a Common Security Defence Policy (CSDP) Crisis Management Operation, prior to their deployment to the Mission area. This certification has to take into account specific Mission and regional conditions. Failure to obtain such a certificate may determine a request for repatriation or termination of contract. As regards seconded staff, Seconding States may confirm in the deployment form sent to CPCC with a copy to the Mission that their seconded staff is medically fit for the Mission. The Staff is to be medically covered by their Member State.

Driving.

All staff members must be in possession of a valid national driving licence (category B or equivalent). Seconded staff members failing to demonstrate an appropriate standard of driver proficiency are referred to their National Contingent Leader or National Authorities for remedial action. Contracted staff failing to meet appropriate driving standards is considered to be in breach of their contract. Concerning some specific posts in some Missions a valid driving licence (category C or equivalent) is desirable.

Pre-mission training.

The Contributing States are expected to provide pre-mission training and hostile environment training (such as e-HEST or national equivalent) to their seconded personnel before deployment.

Non Family Mission.

EUPM is a non family mission. The Mission is not responsible for staff members' relatives residing in the country. Only staff members are covered by the Mission MEDEVAC or security/evacuation arrangements and can use Mission assets including vehicles. All costs, including insurance, for visiting or residing relatives ought to be covered by the respective staff member.

Recruitment of couples, siblings and blood relations can be allowed provided that they would act independently in their area of work, i.e. do not work in a hierarchical relationship; do not work in the same unit; and do not have otherwise close professional relationship/significant impact in each other's area of work; and are not in the selection committee of each other.

IV. REDEPLOYMENTS AND EXTENSIONS

Redeployments, in principle, are not allowed and EUPM personnel are expected to remain in their positions for the complete duration of their tour of duty/contract.

As per the Guidelines for Improving Force Generation (7221/11), Mission requests for temporary internal re-deployments need to be processed through CPCC, that must ensure prior consent to the concerned Member States and the concerned person. All other re-deployments have to pass through a CfC. In relation to seconded staff, these requests are made for operational reasons and in accordance to the transfer of authority of operational control (OPCON) over the concerned staff granted by the Seconding States. In relation to contracted staff, temporary internal re-deployment can be authorized by the HoM based on operational requirements. Further instructions are provided in the Standard Operating procedure (SOP).

Extension.

Replacement of personnel is ultimately ensured by Mission Administration and confirmed by the HoM or delegate. Extensions are subject to specific rules laid down hereinafter and shall be considered on case-by-case basis. Exceptional withdrawal of personnel may embrace professional, personal, disciplinary and medical situations.

Extension requests for key personnel, notably top management posts are subject to CPCC's authorisation. Extensions for contracted personnel should be included in the appropriate proposal for the next Financial Statement in accordance with Guidelines for improving Force Generation (7221/11).

Tours of duties and employment contracts for contracted personnel should be extended only through the date of expiry of the legal basis of the mission (Council Decision/Joint Action). All employment contracts should have a termination date not exceeding the date of expiry of the legal basis/Special Adviser (HoM) contract.

The overall objective is to allow a handover period between outgoing and incoming senior staff in order to ensure continuity. For key mid-level staff handovers are recommended. Overlap periods will be agreed with the Commission.

These principles above are also applicable to international contracted staff members as appropriate.

Extension of the secondment of the International Seconded Staff is possible under the following conditions:

- (a) at the internal level within the Mission, the Mission HR is responsible for initiating a request for an extension of the secondment, normally at least four calendar months prior to the end of the ongoing secondment. The seconded staff member should submit, as guided by the Mission HR, the request to the respective Line Manager (LM);
- (b) the respective LM will prepare a Performance Evaluation Report (PER) on the staff member's performance including detailed reasons for the extension and the benefits for the mission yielded by the extension or for the non-extension and submit the evaluation to the Head of Administration (HoAdmin) or Chief HR for his / her confirmation. The latter submits the request to the HoM for a decision.

The respective LM, National Contingent Leader and the seconded staff member in question shall be informed of the approval/disapproval of the HoM. If the HoM's final decision is positive, the HR office shall submit his formal request through the CPCC to the respective Contributing State which is given two weeks to confirm the extension. If no confirmation is received by the deadline the post is normally opened in the next Call for Contributions (CfC).

The respective national authority of the Member/Contributing State shall take the final decision regarding the extension of the secondment. This final decision shall be brought to the attention of the HoM through CPCC.

In case the seconded staff member is not requesting for an extension the post is normally opened in the next CfC to allow a transparent possibility for candidates from all Member/Contributing States to apply for the post. The Mission HR has to follow up extensions for staff members whose posts would have to be published in a CfC. In case the staff member does not initiate his / her extension by a given deadline the post will automatically be opened in the next CfC.

If the LM does not recommend the extension and the Mission Member launches an appeal, an advisory board comprising of the DHoM, the HoAdmin and/or Chief HR will consult separately with the seconded Mission staff member and the LM in question. Subsequently, the advisory board shall submit its recommendation to the HoM for his final approval. If the HoM confirms the extension, the process follows the procedure outlined above. If the HoM does not confirm the extension of the secondment, the post will be offered in the next Call for Contributions.

Details on Extension procedure are defined by the Mission's Standard Operating Procedure (SOP).

V. REPATRIATION AND TERMINATION OF CONTRACT/TOUR OF DUTY

An international staff member's contract/tour of duty may be terminated before its appointed term:

- a) upon his or her own request;
- b) upon a request by the sending State;
- c) for disciplinary reasons according to the code of conduct;
- d) for failure to meet basic Mission requirements which prevent the staff members to appropriately discharge his/her duties;
- e) because of Mission restructuring and/or downsizing;
- f) on medical grounds, as certified by a competent physician and for seconded personnel, approved by sending State;

- g) if facts come to light which, if known before, would have precluded the secondment or contracting (such as a proven instance of dishonesty during the recruitment process or the withholding of essential information).

A decision of the HoM is necessary in each case.

In the cases detailed in V. a), d) and e) set out above a one-month notice period applies. In all other cases, the termination can be immediate, subject to the decision of the HoM, after appropriate consultations with the relevant authorities of the concerned Contributing State.

The one-month notice period is considered to start from the day of the reception by the Human Resources Office of the written note by the staff member expressing his intention to quit (in case 7.1 (a), or from the day of the reception by the staff member of the HoM decision to restructure or downsize (in case 7.1 (e) or the HoM notification of failure to meet basic mission requirements (case 7.1 (d)).

In the case of seconded personnel, all costs associated with such repatriation and the arrival of a replacement to complete the tour of duty, if applicable, are at the expense of the Sending State. In the case of international contracted personnel, the repatriation costs are at the expense of the individual concerned with the exception of those cases detailed in (e), and (f) above. Also, upon a person's personal request to leave the mission ref (a), the mission shall pay expenses only after not less than 6 full months of service.

An international officer/staff member may be repatriated upon his / her request (e.g. on compassionate grounds) through the proper chain of command. Acknowledgment by the Line Manager and certified by the Chief of Human Resources and approved by the HoM are necessary. All costs incurred through repatriation are borne by the sending State or, where contracted, the mission shall cover costs incurred in accordance with the **provisions of the** Commission Communication **and** International Contract.

Suspension

The HoM has the right to suspend a staff member from his or her duties for disciplinary reasons. Once suspended from duty, a staff member may not under any circumstances take part in any action or function on behalf of the Mission.

VI. END OF MISSION PROCEDURES

Mission members ending their contracts/tour of duty commence check-out procedures two working days prior to their departure. As part of the procedures the departing staff members have to return to appropriate offices all Mission equipment that were in their use. The check-out procedures are finalised by the Mission administrative services, the HR as the last step, to which outgoing staff members submit their completed check-out forms. The forms are then filed in the personnel file of the staff member.

End of mission report. All Mission members are to submit a final report to their respective chain of command prior to their check out procedure. This report should outline the results achieved.

Rotation System. The Contributing State shall guarantee that every post within the structure of the Mission function continuously. The Mission will inform participating States through the CPCC of personnel requirements launching Call for Contribution (CfC) in order to ensure that the selection and timely deployment of suitable Mission members is conducted efficiently and effectively.

Deployment planning takes into account any existing vacancies, giving due recognition to the completion of normal tours of duty, repatriations and the requirement to flexibly manage the organisational needs of the Mission.

VII. ASSESSMENTS AND PERFORMANCE EVALUATION

Mission members will be subject to regular Performance Evaluation Reports (PER) The report should include an assessment of the performance in post as well as a recommendation / non-recommendation for future missions.

Every Mission member will be subject to a performance evaluation before an extension of secondment /renewal of contract and prior to leaving the Mission. Details on Assessment and Performance evaluation procedure is defined by the Standard Operating Procedure (SOP).

VIII. DUTY HOURS

Unless otherwise stated in the respective Job Description, the normal working week shall consist of five working days, from Monday to Friday. From Monday to Thursday working hours are 08.30-17.00 and on Friday 08.30-16.30. One (1) hour lunch break every working day is included. One working week shall comprise of 37 effective working hours. The Head of Mission and the Line Managers, with Head of Mission agreement, have the discretion to adjust these working schedule if operational requirements so dictate, without prejudice to the OPLAN. Line Managers (LMs determine) the most efficient and effective methods of personnel deployment, including departments/staff required to work shifts.

All Staff members shall be included in daily Duty Rosters maintained by the respective Line Managers or his/her delegated authority. Duty Roster is a Mission official tool for recording presence on duty. Personnel Office is responsible for control and revision of Duty Rosters database. Personnel Office is advised to report any form of unauthorized absence from duty to HoM or his/her delegated authority

For operational reasons, in the event of special or unusual mission requirements or unforeseen shortages in personnel, Mission staff may be requested by the chain of command to work irregular or longer hours than normally scheduled.

All Mission members are considered to be on call at all times, excluding only periods of Compensatory Time Off and Annual Leave, Maternity and Paternity Leave, Special Leave, Unpaid Leave and Compassionate Leave. Thus, they must be reachable by mobile phone at all times when in the Mission Area. No payment is made for overtime for international staff.

IX. ANNUAL LEAVE (AL), COMPENSATORY TIME OFF (CTO) AND UNPAID LEAVE (UPL)

The Leave and Compensatory Time Off regulations outlined below are intended to enable all Mission members to set a realistic work pace that can be sustained over any length of time during the Mission while, at the same time, meeting the recreational needs of Mission members. Line Managers shall oversee the preparation of a projected leave schedule to ensure that all staff are given the opportunity to utilise leave entitlements.

Line Managers are responsible for ensuring that leave requests are meticulously documented and performed in line with the given instructions as well as that the information passed to the HR office. They are also responsible for ensuring that staffing levels remain adequate at all times that operational requirements are met.

The effective strength of units shall at no time be below 60% of the established strength unless otherwise approved by the HoM. The granting of time off remains subordinate to operational requirements.

The HR is responsible for ensuring that leave records are meticulously documented and maintained including a full record of AL's / CTO's etc. earned as well as for confirming that leaves are performed in line with the applicable instructions. The control and registry of the AL / CTO etc. should be made on the "Leave Request Form". The HR and Mission members should always keep the last version, original and copy, respectively. HR will also monitor authorized leave and staffing levels and bring any shortcomings to the attention of responsible line managers and senior mission management.

The granting of compensatory time off remains subordinate to operational requirements.

a. Categories of leave and applicable policies:

- a) **Annual Leave (AL)** – 2.5 days of AL are earned per completed month of service, counting from the date of registration with EUPM. AL may be taken separately or in conjunction with other types of leave.
- b) **Compensatory Time Off (CTO)** – 1.5 days of CTO are earned per completed month of service, counting from the date of registration with EUPM. CTO is considered to cover:
- all overtime duty performed for operational reasons;
 - all standby available duty (on-call duty).

CTO may be taken separately or in conjunction with other types of leave.

- c) The combined AL and CTO earned during the last month of the contract is calculated as follows:
- if the incomplete month is more than 3 days, half day;
 - if the incomplete month is more than 7 days, 1 AL day;
 - if the incomplete month is more than 11 days, 1 and half day;
 - if the incomplete month is more than 15 days, 2 AL days;
 - if the incomplete month is more than 18 days, 2 and half day;
 - if the incomplete month is more than 22 days, 2 AL and 1 CTO days;
 - if the incomplete month is more than 26 days, 2 and half AL and 1 CTO day;
 - 2.5 AL and 1.5 CTO days are only earned on the completion of a full month of service.
- d) CTO and AL may be taken separately or in conjunction, with the limitation that no more than 23 (twenty three) calendar days, including weekend periods and Mission holidays, are spent out of work in one stretch. In exceptional circumstances a Mission member can take more than 23 calendar days off, subject to the approval by the HoM or delegate.

For the operations planning purposes Leave requests can be made up to one month in advance in writing and by submitting a CTO/AL request form to the Line Manager. The Line Manager must not submit this to Personnel Office for certification earlier than one month prior to the scheduled AL or less than 72 hours before the start of the intended leave.

Unpaid Leave for personal reasons

A staff member who has a compelling and valid reason to do so may request a period of unpaid leave. This request must be duly justified by a written memorandum and can only be granted upon approval by the line manager and the HoM. In no case the UPL may exceed duration of one calendar month per year. Mission health insurance continues during UPL, but no AL or CTO shall be earned during such a period. All Mission holidays and weekends falling within a UPL period are considered forfeited. No salary or per diem shall be paid during unpaid leave periods.

AL/CTO may be spent inside or outside the mission area. There is no provision for travel days in connection with 'time off' inside or outside the Mission area. International staff members are required to provide their contact details at their destination while on AL/CTO.

AL and CTO can be taken as full days or half day. Weekends and Mission Holidays are not counted as AL days.

No payment can be granted for unused AL/CTO at the end of the contract/tour of duty.

In the interest of staff health balance, the line managers are responsible for proper leave planning and staff members are encouraged not to accumulate more than 16 AL/CTO days.

In exceptional circumstances and subject to the approval of the HoM or designate, AL/CTO days can be taken in advance, to a limit of five days and provided that the remaining contract/tour of duty duration would allow to accruing the requested advance leave. In this case the termination of the contract/tour of duty, before these days are earned, they are discounted from the last payment.

As an exception to the above rule, the AL/CTO of the last month in the mission can be taken in advance from the moment that the staff member's official end of mission date is known. No AL/CTO is allowed in the three working days prior to the day of departure.

X. COMPASSIONATE / EMERGENCY LEAVE

Requests for compassionate/emergency leave should be appropriately certified and may only be granted under serious circumstances, such as:

- (a) attendance of the funeral of a close family member belonging to one of the below categories: parent, parent in law, grand-parent, child, spouse or partner, sibling, brother or sister or another relative who was the sole surviving family member of the staff member;
- (b) critical or life threatening illness or injury of one of the above-mentioned family members;
or
- (c) the staff member's own wedding and civilian registered partnership.

Staff members are required to submit relevant documents along with a request for compassionate/emergency leave for approval by the Chief of Human Resources, who holds final decision.

The cases referred to above may entitle a staff member to 5 days of compassionate / emergency leave (maximum of five days per year per case per relative). Compassionate/emergency leave may also be taken in conjunction with earned CTO / AL. The rule of maximum 23 days of absence from duty at one time can be waived under the above circumstances.

During the Compassionate / Emergency Leave seconded staff are paid allowances and contracted staff salary and allowances by the Mission.

Detailed instructions on Compassionate/Emergency Leave are defined by the Standard Operating Procedure (SOP).

XI. SPECIAL LEAVE

Special Leave can be requested to cover absence from the Mission area up to a maximum of 5 calendar days per 6 months tour of duty/contract, in exceptional circumstances, on serious professional or legal grounds that are beyond the choosing of the staff member involved. When applying for special leave, mission members use the established leave request form.

Authorisation for a seconded Mission member to take special leave must be given by the Contributing State, accompanied by appropriate documentation which clearly justifies the ground for requested special leave. The Contributing State must notify EUMM Georgia through EEAS (CPCC) of the requirement for a Mission member to take special leave (such as court hearings, promotion boards, compulsory training courses etc).

Request for special leave submitted by international contracted staff should provide supporting documentation which clearly justifies the grounds for requesting Special Leave.

Based on the documents provided, the Head of Mission will validate the authorisation for special leave. This validation is a technical verification to ensure that sufficient days are left on the quota of days for special leave.

During the Special Leave seconded staff is not paid allowances and contracted staff salary and allowances by the Mission.

XII. SICK LEAVE

Sick leave in Mission area that is not certified by a physician may be taken for a period of three consecutive days at a time. The total of uncertified sick leave days cannot exceed six days during a twelve month period. There is no provision for uncertified sick leave outside the Mission area.

Concerning any other sick leave, a qualified physician must certify the medical situation in an appropriate form.

The line manager and the NPC must be informed of any period of sick leave taken by a Mission member as soon as possible, but not later than 24 hrs. .The line managers must notify the Human Resources Office of all cases of sick leave via the appropriate forms. (Sick Leave Report Form) They must also ensure that the Human Resources Office is immediately informed of the staff member's return to work.

It is the responsibility of each line manager to identify and report patterns of sickness which cause concern about the welfare or suitability of a Mission member under his or her authority for Mission life, and/or which impede the operational effectiveness of the Mission. Chief of Personnel is advised to communicate with the individual in question to ascertain the reasons for persistent levels of sickness or absence.

If, while on AL/CTO etc. other than special or unpaid leave, the staff member falls ill, he/she must contact the Mission at the onset of the illness and send a copy of the medical certificate with the following information as scanned attachment by e-mail or by fax within 48 hours:

- starting (and end date) of the illness
- the exact address of the place where he/she is staying during the illness and the means of contacting him/her
- exact name and address (plus the means of contacting) the treating doctor

The staff member should also send the original medical certificate as soon as possible.

Only if the above conditions are met, the leave days may be re-credited to the staff member concerned.

For seconded staff, the Sending State is informed of all periods of sickness exceeding 7 days, or patterns of sickness which cause concern or impede operational effectiveness of the Mission.

Excessive sickness levels may result, if necessary, in a recommendation to repatriate the staff member. This information is forwarded through CPCC.

During Sick Leave seconded staff is paid allowances by the Mission. The absence of more than 20 consecutive days of a seconded staff member may lead to a request, through the EEAS (CPCC), to the Contributing State to consider the repatriation from the Mission Area of the staff member. If, in case of a seconded staff member, the national legislation of the Contributing State provides longer sick entitlement than above, the seconded staff member may be granted unpaid leave following the sick leave entitlement without prejudice to the possibility for the recommendation for repatriation. Concerning international contracted staff no entitlement shall accrue in respect of a period of absence on grounds of sickness beyond the first 30 calendar days per one year period of contract. The absence of more than 45 days per year of an international contracted staff member may lead to a decision by the HoM to terminate the employment contract of that staff member. Further instructions are given in Staff member's contract of employment.

Excessive sickness levels or pattern of sickness which cause concern of the staff member's health status or denial of a staff member to receive medical assistance due to pattern of possible sickness may result to a repatriation or termination of the contract.

XIII. MATERNITY LEAVE (ML)

In case of pregnancy, and in order to be granted Maternity Leave (ML) the female international staff member submits all relevant medical certificates, indicating the anticipated date of birth. ML may be given for the last 4 weeks prior to the anticipated date of birth unless differently recommended/prescribed by her doctor. Following the date of birth an international staff member is entitled to twelve weeks of ML. If the prenatal period has been shorter than 4 weeks, the postnatal period shall be extended correspondingly.

AL and CTO continues to accrue during the ML period.. Maternity leave may also be taken in conjunction with earned CTO/AL.

A pregnant female international staff member shall be entitled to take time off up to one working day per appointment, if necessary, without loss of pay, in order to attend prenatal examinations, if such examinations have to take place during working hours. Personal circumstances shall, as far as possible, be taken into account.

If in case of a seconded staff member, the national legislation of the Contributing State provides longer ML entitlement than the above, the seconded staff member may be granted unpaid leave following the ML entitlement for the remaining period of the maternity leave according to the national legislation. No daily allowances shall be paid during this additional maternity leave. If the period of unpaid leave would exceed the unpaid leave entitlement the HoM may request repatriation of the seconded staff member.

The international contracted mission member may ask for unpaid leave for personal reasons (UPL) to follow the ML. However, if the period of unpaid leave would exceed the unpaid leave entitlement the HoM may terminate the employment contract of the concerned staff member.

In any case the duration of maternity leave beyond the ML entitlement cannot have an effect of automatic extension of tour of duty/contract.

Subsequent to the completion of the Maternity Leave, the staff member in question is entitled to sufficient time off from duty for nursing her child during normal working hours.

During ML seconded staff are paid per diems and hardship allowance and contracted staff salary , per diems and hardship allowances by the Mission. No risk allowance is paid during ML. In addition, no payments are to be made by the Mission during possible unpaid leave period following the ML entitlement as referred above.

Detailed instructions on Maternity leave are defined by the Standard Operating Procedure (SOP).

XIV. PATERNITY LEAVE

The international staff member is entitled to 5 (five) days of Paternity Leave (PL) after his spouse or partner delivers a child.

Staff is required to submit relevant documents along with the request for PL, to the Mission HR through the chain of command for approval by the HoM or his delegated authority.

AL and CTO continues to accrue during PL. Paternity Leave may also be taken in conjunction with earned CTO/AL.

If, in case of a seconded staff member, the national legislation of the Contributing State provides longer PL entitlement than the above, the seconded staff member may be granted unpaid leave following the PL entitlement for the remaining period of the paternity leave according to the national legislation. No daily allowances shall be paid during this additional paternity leave. If the period of unpaid leave would exceed the unpaid leave entitlement the HoM may request repatriation of the seconded staff member.

The international contracted mission member may ask for unpaid leave for personal reasons (UPL) to follow the PL. However, if the period of unpaid leave would exceed the unpaid leave entitlement the HoM may terminate the employment contract of the concerned staff member.

In any case the duration of maternity leave beyond the PL entitlement cannot have an effect of automatic extension of tour of duty /contract.

In case of a child adoption, both male and female staff members are entitled to Paternity Leave, under the same conditions as set out above. PL must be taken within 3 months of the birth or adoption of the child.

During PL seconded staff are paid per diems and hardship allowance and contracted staff salary, per diems and hardship allowance by the Mission. In addition, no payments are to be made by the Mission during possible unpaid leave period following the PL entitlement as referred above.

Detailed instructions on Paternity Leave are defined by the Standard Operating Procedure (SOP).

XV. PERSONAL DATA PROTECTION

In accordance with Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 and added to by Regulation (EC) No 45/2001 of the European Parliament and of the council of 18 December 2000, the Mission shall protect the fundamental rights and freedoms of all mission members, in particular their right to privacy with respect to the processing of personal data and on the free movement of such data.

XVI. DUTIES AND RESPONSIBILITIES OF NATIONAL CONTINGENT LEADER(S)

The **National Point of Contact (NPC)** is nominated as National contingent leader (**NCL**) and is appointed by his National Government.

The NCL, in his capacity as contingent Leader, is not considered to be within the Chain of Command of EUPM.

The NCL is considered the national representative of his contingent and, as such, may be requested by the HoM /or delegate/ to liaise with his national authorities, when appropriate, on issues pertaining to the betterment of the mission.

The NCL is not entitled to use members from his contingent that are on duty to assist him/her in performing Contingent Leaders' duties. The NCL should be allowed to be assisted by non mission members, as appropriate, in order to fulfil his duties.

The NCL must ensure that during his absence from the Mission area, all responsibilities are performed by an Acting NCL.

The NCL shall not conduct investigations of disciplinary issues concerning members of their contingents, but the National Contingent leader should be informed in case of a reported or detected alleged breach of EUPM Code of Conduct.

When a Mission Personnel terminates the mission without completing the checkout procedures, the respective NCL is responsible for ensuring that the checkout is completed on his behalf.

Detailed instruction on National Contingent leaders' duties are defined by the Standard Operating procedure (SOP).

XVII. PARADES AND OTHER MEDAL EVENTS

The SG/HR has established the European Security Defence Policy (ESDP) Service Medal as award for all civilian and military personnel who have participated in an EU-led crisis-management operation and served in the area of operation at least 30 days continuously.

However a period of qualifying service shall not be required for:

- Posthumous award before qualifying has been completed;
- Service-incurred injuries and evacuation, before qualifying service has been completed.

Exceptions may be made by the SG/HR, on the recommendation of the Civilian Operation Commander or the Head of Mission, for the award of the Medal to personnel actually deployed in the area of operation, who are regarded as particularly deserving cases and who would otherwise fall outside the criteria.

In accordance with the aforesaid, the HoM shall be in charge of authorizing the Medal Parade, as a rule, twice a year.

All National Contingents of the Mission are allowed to organize a National Contingent Meeting every four months. The official request has to be sent to the Chief of Personnel for his approval 4 weeks in advance. National Contingent Meetings can be held only on Saturdays in the mission area. All expenses shall be covered by the respective National Contingent.

The regular National Contingent Meetings are recognized as 'Contingent Meeting' days for the participating members. The travel and program arrangements related to "Contingent Meeting" days are not subject of any overtime request, neither the attendance can generate request for Additional Time Off (ACTO).

XVIII. LOCAL STAFF

The conditions of employment of local staff shall be set out in "General Service Conditions for local staff employed by the Head of Mission of EUPM BiH, serving in BiH" and by analogy the SOP provisions for the International staff can apply, if the local staff rules do not refer to issues (i.e. performance evaluation).

COMMUNICATIONS AND INFORMATION SYSTEMS

1. SITUATION**1.1 General****1.1.1 Theatre characteristics**

EUPM will continue to utilise the facilities and equipment existing on the expiration of Council Decision 2009/906/CFSP, including all CIS facilities and equipment necessary to conduct the mission in 2012. Surplus equipment will be disposed of in accordance with agreed arrangements with HOM and EEAS.

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REPORTING REQUIREMENTS

1. GUIDELINES:

- a. The HoM shall report to the HR/VP through the CivOpsCdr. The adequate level of reporting to PSC shall be ensured in order to allow it to provide political control and strategic direction. Member States and the European Commission have access to all the reports issued by the Mission. The Monthly Assessment Reports (MAR) and the Special Reports (SPEREP) will be systematically forwarded by the HR/VP to the Member States and the European Commission through the PSC or the CIVCOM and making due use of the CSDP Net as far as classified documents are concerned. The EUSR will be provided with the final Mission's reports.
- b. Contents: EUPM reports will be precise and concise in relation to the subject matter and will contain, as appropriate, a separate assessment on the Mission aims and achievements based inter alia on performance indicators, with recommendations, as appropriate of the signing authority.
- c. Classification: EUPM reports should be classified in accordance with the EEAS Security rules.
- d. Communication system: Reports will be forwarded by appropriate technical means to ensure secure and timely transmission. The internal report chain will follow the chain of command, in accordance with agreed procedures.

As required, the HoM will report directly to the PSC.

2. REPORTS

The following reports are to be forwarded by the EUPM to the CPCC through the Watch-keeping Capability (WKC) in due time.

<i>Routine Reports</i>	<i>Frequency</i>
<i>EoMR(End of Mission Report)</i>	<i>Once</i>
<i>MAR (Monthly Assessment Report)</i>	<i>Monthly</i>
<i>WOS (Weekly Operational Slide)</i>	<i>Weekly</i>
<i>SITREP (Security Report)</i>	<i>Weekly</i>

<i>Non-Routine Reports</i>	<i>Frequency</i>
<i>INCREP (Incident Report)</i>	<i>As Required</i>
<i>SPEREP (Special Report)</i>	<i>As Required</i>
<i>Disciplinary Report</i>	<i>As Required</i>

SECURITY AND SAFETY

1. GENERAL

This Security and Safety Annex contains the structure of the Mission Security Plan ("MSP"). The following should be borne in mind:

- Each member of EUPM has an individual responsibility for security;
- EUPM security requires a high level of flexibility;
- Specific threats and associated risks may necessitate different mitigating measures other than those prescribed by the Minimum Security Operation Standards ("MSOS") applicable to all mission personnel in accordance with the Field Security Handbook.
- EUPM security requires different levels of action as dictated by circumstances prevailing in a given situation.

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LIST OF ABBREVIATIONS

AIRMEDEVAC	Aero-Medical Evacuation
AMIS	African Union Mission in Sudan
AOR	Area of Responsibility
AU	African Union
C2	Command and Control
CFSP	Common Foreign and Security Policy
CGS	Council General Secretariat
CIS	Communication and Information System
CIVCOM	Committee for Civilian Aspects of Crisis Management
Civ-Mil Cell	Civilian-Military Cell
CivOpCdr	Civilian Operation Commander
CMO	Crisis Management Operation
CONOPS	Concept of Operations
CPCC	Civilian Planning and Conduct Capability
CPLP	Community of Portuguese Speaking Countries
CSO	Civil Society Organizations
CTC	Technical Coordinating Committee
DDR	Demobilisation, Disarmament and Reintegration
EC	European Commission
ECOWAS	Economic Community Of West African States
EDF	European Development Fund
EOM	Election Observation Mission
ESDP	European Security and Defence Policy
EU	European Union

EUD	EU Delegation
EUMC	EU Military Committee
EUMS	European Union Military Staff
EU MS	European Union Member States
EUPM	European Union Police Mission in Bosnia and Herzegovina
FOC	Full Operational Capacity
FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders of the EU Member States
HoM	Head of Mission
HQ	Headquarters
IMF	International Monetary Fund
IMC	Information Management Cell (or Office, or Officer)
INTERPOL	International Criminal Police Organization
INFOSEC	Information Security
IOC	Initial Operational Capability
IT	Information Technology
	Initial Operational Capability
MEDEVAC	Medical Evacuation
MoU	Memorandum Of Understanding
NCB	National Central Bureau
NGO	Non Governmental Organization
NSS	National Security Strategy

OPCON	Operational Control
OPLAN	Operation Plan
PBC	Peacebuilding Commission
PI	Public Information
POLAD	Political Adviser
PPIO	Press and Public Information Officer
PSC	Political and Security Committee
PSTN	Public Switched Telephone Network
SG/HR	Secretary General / High Representative
SIAC	Single Intelligence Analysis Capacity
SOMA	Status of Mission Agreement
SSR	Security Sector Reform
STRATAIRMEDEVAC	Strategic Aero-Medical Evacuation
TEU	Treaty on the European Union
UN	United Nations
UNDP	United Nations Development Program
UNODC	United Nations Office on Drugs and Crime
UNOGBIS	United Nations Peace-Building Support Office in Guinea Bissau
UNSCR	UN Security Council Resolution
USA	United States of America
VTC	Video-teleconference
WKC	Watch-keeping Capability