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From : Committee for Civilian Aspects of Crisis Management

To : Political and Security Committee

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Subject : EU Comprehensive Concept for Strengthening of Local Police Missions

Delegations will find enclosed a document on the Comprehensive Concept for strengthening of local police missions.

The Committee for Civilian Aspects of Crisis Management invites the Political and Security Committee to take note of this document.

EU COMPREHENSIVE CONCEPT FOR STRENGTHENING OF LOCAL POLICE MISSIONS

1. INTRODUCTION

In Nice, two generic concepts of police missions based on recent experiences were defined:

- strengthening of local police forces. In this case, EU police forces are deployed essentially to educate, train, monitor and advise, with the aim of bringing the capabilities and conduct of local police up to international standards, in particular in the field of human rights, and making them more effective.
- substituting for local police forces, notably where local structures are failing, where the main task of the EU police forces, which should be deployed as early as possible, is to contribute to restoring public security (keep order, protect people and property). This means tackling violence, reducing tension and defusing disputes of all kinds, by facilitating the reactivation of judicial and penal facilities.

Strengthening of local policing capabilities is a key function in conflict prevention, crisis management, and post-conflict rehabilitation. In this case European Union police forces are deployed essentially to educate, instruct, train, assist, monitor, mentor and advise local police, with the aim of bringing their capabilities and conduct up to best international (and where appropriate European) standards, in particular in the field of human rights, and making them more effective. The training given should depend on the specific needs in each case. The EU shall have the ability to cover the full range of police work and direct it at all levels. The document adopted in 2001 by the Committee of Ministers of the Council of Europe "Recommendations of the European Code of Police Ethics" can be used as a reference framework.

In addition, the strengthening of local police forces has also been defined to be an essential element in a substitution mission as outlined in the EU Comprehensive Concept of Police Substitution Missions (Doc. 8655/02). In substitution missions, mandated to perform executive functions, the main task of the EU police forces will be to contribute to restoring public security. In parallel the strengthening element of the police substitution mission will be in charge of police instruction, advice, assistance and training in order to reestablish a functioning local police force as quickly as possible. This will be a key element of the exit strategy of the substitution mission.

The present document seeks to establish a comprehensive concept for strengthening of local police missions. It also proposes general guidelines and recommendations for the planning of the three main types of strengthening missions (organisation and restructuring, training and selection and monitoring and mentoring). The guidelines set out general proposals that need to be adapted to each specific case. The necessary co-ordination with

other EU crisis management instruments will be assured in each case through the appropriate mechanisms.

2. SCENARIO DESCRIPTION AND FACT FINDING MISSIONS

Police strengthening missions will be adapted to the specific circumstances they have to face. The most complex cases are the creation of a new police force or the complete reorganisation of local police structures. In all cases consideration should be given to the existing structures. Among others, the following difficulties may be present:

- an excessively rapid rhythm of deployment, imposed for example by peace agreements;
- lack of appropriate training and know-how at all levels in the local police and overall low education standards in the country;
- the need to use most of the members of the former police force;
- inadequate resources (human, material, financial,...);
- command, control, management and co-ordination staff newly set up;
- very low wages and, therefore, widespread corruption;
- nature of the possible involvement of the local police in the crisis.
- political interference with local police forces

A fact finding mission should be sent as soon as possible to carry out a complete and direct evaluation of the situation. This will be the starting point for the strategic planning. Experts participating in the fact-finding mission with a view to establishing a police strengthening mission, should be carefully selected in order to ensure that they have the adequate knowledge of what such a mission may entail, as well as of the full range of EU policing capabilities.

3. OBJECTIVES

The objectives of any strengthening mission will be determined in the mandate of the mission and/or in the agreement between the EU and the State in which the mission is to be deployed. This comprehensive concept seeks to cover all aspects that might be encountered in a mission of this type.

It is therefore understood that the general objective is to (re)establish or to strengthen and improve under local ownership a sustainable police system in the country, to improve its police capacities and to ensure the local police forces are able to undertake the full range of police functions with strict respect for human rights, fundamental freedoms and the rule of law in accordance with the demands of a democratic society.

To tackle this general objective, it is necessary, as appropriate:

- to identify the weaknesses and needs of police service and public security, both at the social and the institutional sides;
- to identify the human and material resources required and those available for the local police;
- to organise or restructure a local police structure in order to enable it to respond to the demand of Public Security. To that end, an organic and functional structure both at central and territorial levels will be developed;
- to organise or restructure the education systems. This implies the need to design programs and study plans to the endowment of educational structures with the required equipment and internal performance regulations;
- to retrain the current police and to create an open and integrative selection system for the different ethnic groups and cultures; to establish the conditions for access and promotion taking account of equal opportunities, including gender issues;

Furthermore, it might be necessary to consider factors such as the provision of necessary equipment to the local police in order to ensure operational efficiency, the provision of territorial infrastructure and the social and economic conditions of local police officers, including those released from service.

This will be achieved throughout the following stages:

a) Activation stage, in order to:

- establish the mission headquarters,
- work towards the full deployment of the mission,
- establish cooperation with local police structures,
- establish co-operation with other civilian authorities, in particular with the local judiciary and penitentiary systems.
- activate training centres,
- continue evaluating the situation in the field,
- continue planning activities and assessing the needs of local police,

b) Development stage, in order to:

- implement the training programmes within the different fields,
- ensure the progressive the deployment of local police according to the new organisational system,
- ensure the continuous follow up of the situation,
- assist local police in the reform process and gradually transfer to local ownership as soon as possible policing structures and responsibilities.

c) Consolidation stage. This stage is essential to give continuity to the undertaken activities in previous stages, and to the follow up of the newly established security system, guiding its evolution, attending and advising in the necessary fields. Full local ownership should be established in course of this stage as aim and exit strategy of the mission. Coherence with any relevant EC assistance programmes should be ensured.

The Member States of the EU have the full range of necessary police capacities for a strengthening mission.

The strengthening police element of any EU complex crisis management operation will have to maintain close co-ordination with other parts of the EU mission as well as with other international actors on the ground.

4. MODULAR STRUCTURE OF STRENGTHENING MISSIONS

Three main different types of strengthening missions have been identified and are contemplated in the proposed generic basic guidelines:

- a) Strengthening of local police by organisation and restructuring.
- b) Strengthening of local police by training and selection.
- c) Strengthening of local police by monitoring and mentoring.

A complex strengthening of local police mission can require a combination, in various degrees, of the described types.

The structure of such a complex strengthening of local police mission could be therefore composed of the following modules:

- **Organisation and structure:** will deal with the study and development of all those elements, including the appropriate legislation, which lead to the definition and establishment of the required police system. A first concept of Generic Planning Guidelines for Police Organisation and Restructuring has been developed to enable the EU to provide this kind of assistance (see Annex A)
- **Preparation and training:** includes support in the management, administration and operation of the local police, generic education and police training, (basic and specialised courses including management), and the establishment of a follow up strategy. A first concept of Generic Planning Guidelines for Police Training and Selection has been developed to enable the EU to provide this kind of assistance (see Annex B). They take into consideration the specific requirements of training (a) newly selected police officers and (b) police officers who were already members of the police when the crisis erupted.
- **Monitoring and Mentoring:** will consolidate training achievements, build trust and ensure sustainable progress of local police towards best international policing standards. A first concept of Guidelines for Monitoring and Mentoring is attached as Annex C. Further work will be required.

Furthermore, in such missions the following factors have to be taken into account:

- **Infrastructure,** to contribute to the improvement of working conditions through the construction and rehabilitation of facilities. (To be further developed).

- **Equipment**, providing the necessary means to achieve operational efficiency: transport, communications, computers, special techniques, etc. (To be further developed).

Every mission has its own specificities and a given mission is subject to evolution throughout time. The predominance of one module may determine the specific character of any given strengthening mission. The modular structure proposed for this kind of missions provides the necessary flexibility by adapting its elements to the new situation. In this sense, the flexibility will allow the mission to have all the capabilities from the beginning or to integrate them in the structure as the mission progresses.

5. CLOSE COOPERATION WITH LOCAL AUTHORITIES

The success of this type of mission lies in the disposition of the local authorities to be fully involved from the beginning in the achievement of the objectives. The degree of local ownership will depend on the commitment of the local authorities with the aims set for the mission.

In the absence of other organs establishing a link between the mission and local police authorities, the creation of a Police Forum, which would be involved in the police organisation and restructuring, selection process and police training, could be considered.

This Forum would allow the Police Head of Mission or the EUSR, when such a representative has been appointed, to discuss with relevant local authorities and other relevant actors the different aspects of the police mission in order to associate them with the proposed objectives and facilitates full transfer to local ownership as needed.

6. RELATIONSHIP BETWEEN EU INSTRUMENTS

In any mission, coherence among all EU instruments within or outside the mission must be a priority. In order to achieve success, Police strengthening missions, aiming at consolidating a local police structure fully in line with best international practice, need to be complemented by a functioning judicial and penal system and vice-versa.

Police strengthening missions will be an important instrument in the restoration and consolidation of the rule of law in a crisis area.

Should, as part of a comprehensive EU-response to a crisis, a rule of law component be employed, the relationship between both components must closely be developed in order to achieve the appropriate ways of co-ordination from the outset.

Where EU police strengthening missions would take place, relevant European Community assistance programmes in the field of Rule of Law might exist or could be planned, full coherence will have to be ensured between the EU police strengthening missions and those programmes.

7. CO-OPERATION WITH INTERNATIONAL ORGANISATIONS.

The EU may carry out police strengthening missions in co-operation with international organisations involved in crisis management, such as the UN and OSCE. In such cases, the different functions of a crisis management operation (including in the field of police) could be assigned separately to the co-operating organisations. As mentioned within the wide range of options available for specific operations identified in Göteborg, the EU could provide and lead a whole component (e.g. police) in an operation under the overall lead of an international organisation. The EU contribution to the strengthening of local police in Bosnia and Herzegovina, through the EU Police Mission (EUPM), as part of the comprehensive efforts of the International Community within the framework of the Dayton Agreement, constitutes a valuable experience in this respect.

8. LESSONS LEARNED

To ensure the success of future EU police missions it is essential to benefit from the experience of EU Member States, UN, OSCE as well as the EU itself, once it has started its missions. Coordination amongst concerned bodies and organs is essential.

The EU may want to look at establishing a concept of lessons learned. It is proposed that the Police Unit updates planning guidelines for the review by CIVCOM/PSC. This will allow future missions to take advantage of the previous experience. The Police Unit could also centralise the filing and updating of texts (programmes, guides for students and teachers, etc.) and graphic documents (CD or VCR based), necessary for new training missions.

9. TRAINING AND INSTRUCTION

Specific training for police officers that will participate in police strengthening missions is of great importance, in particular in the training of trainers and mentors. An important objective of this training will be to contribute to the achievement of interoperability.

Some police training institutions in the European Union, including those that may be identified as “centres of excellence¹”, and CEPOL within its mandate², could contribute to the development of specific courses in the different aspects of the police strengthening missions. Consideration should be given to the possibility of establishing links between the Police Unit and these training institutions to ensure updating of training programmes for EU police officers in crisis management missions, in light of the experience gained.

Training exercises may also be necessary for the police officers that may be assigned to fact finding missions or the mission headquarters in order to facilitate the planning process and to ensure promptness and agility in decision-making.

¹ Doc. 13.892/00 ENFOPOL 85 “Training of EU police forces in non-military crisis management”.

² Council Decision 22 DEC 2000 establishing a European Police College CEPOL (2000/820/JHA)

10. INTEROPERABILITY

Experience has shown the need to ensure interoperability in every mission type. This includes the operational and administrative aspects of logistics and equipment management, as well as a common vocabulary and guidelines to carry out these functions.

The material and equipment in any police mission must be compatible in order to ensure operational efficiency. One way to obtain compatibility and interoperability (in longer term) is through information exchange regarding police material, (i.a. periodic meetings, during courses and joint exercises,...).

The issue of logistics is linked to solutions that will be found for the financing of EU police missions.

Annex A: Planning Guidelines for Police Organisation and Restructuring

Annex B: Planning Guidelines for Police Training and Selection

Annex C: Planning Guidelines for Police Monitoring and Mentoring

ANNEX A. PLANNING GUIDELINES FOR POLICE ORGANISATION AND RESTRUCTURING

1. BASIC STRUCTURE OF POLICE FORCES

The strengthening of local police forces is often an essential function for conflict prevention, crisis management and post-conflict rehabilitation. In this context, the planning of a police structure, working towards efficiency and effectiveness, should be as simple as possible so that it may promptly respond to the demand for police service. To that end, an organic and functional structure for the new local police is proposed at central and territorial level (an organisational chart is attached).

The application and implementation of this programme, with due flexibility, will respect the special needs of the country and its existing structures.

1.1 CENTRAL STRUCTURE

1.1.1 Direction of Police. Direct command of the police force, to include:

- a) Management and co-ordination of services and territorial and central bodies.
- b) Conduct management, organisation and distribution of material and economic resources assigned to Police. Acquisition of the equipment necessary to perform duties Police must carry out.
- c) Conduct personnel and educational policy as well as the implementation of the appropriate disciplinary scheme.
- d) Representation and direct contact with other authorities.
- e) Arrange international police co-operation.
- f) Conduct and co-ordination of work for legislative proposals in the sphere of his competence.

The Director will be assisted and supported by a Cabinet to perform these duties.

1.1.2 Operations Directorate. In accordance with the guidelines from the General Directorate, will be in charge of conducting, boosting and co-ordinating the service of the operational units together with the follow-up and control of the outcome of the operational programmes.

The following divisions are contained in the Operations Directorate:

Criminal Police. With the aim of organising, conducting and monitoring investigation and pursuit of criminal offences, the criminal police will have one criminal investigation department and one forensic police department.

Information. For the purpose of organising, conducting and monitoring the collection, receipt, handling and development of information which is of interest to the public order and security.

General Policing. Aiming at organising, conducting and monitoring matters concerning security in its two-fold social and institutional sphere. It will be divided into three departments: prevention, maintenance of law and order, and traffic.

Borders and customs. With the aim of organising, conducting and monitoring matters concerning this field, such as: immigration and border police, and activities orientated towards fighting against smuggling, illicit traffics and fiscal offences, etc.

Documentation. With the aim of organising, conducting and monitoring issues relating to different documents and national licenses.

1.1.3 Management Directorate. In compliance with the guidelines from Director General, he will be responsible for management, co-ordination and administration of human, economic and material resources as well as the follow-up and control of the outcome of management programmes.

The following divisions are included in the Management Direction:

Human resources. It will deal with tasks of administration, management and development of personnel policy regarding pay, internal promotion scheme, destinations, discipline, welfare and health care, etc.

Economic and Material Resources. It will be responsible for administration and co-ordination of financial resources with respect to procurement and expenditure as well as management, monitoring and maintenance of material resources (portable equipment, arms, infrastructure, etc.). It will be in charge of analysis, follow-up, and monitoring of the implementation of the budget.

Training. It will be accountable for recruitment and selection processes and personnel training. It embraces initial or basic training and development (advance management, specialisation and refresher courses).

1.2 TERRITORIAL STRUCTURE

1.2.1 Intermediate/regional police headquarters

These police headquarters are set up in an intermediate level between central bodies and basic territorial units.

Intermediate/regional police headquarters are command, management, co-ordination and surveillance bodies of different services depending on Police Central Level in its territorial field. These headquarters will be structured on a similar basis to the central organisation.

The arrangement of regional police headquarters will be made in accordance with the country's administrative division.

1.2.2 Basic /provincial territorial police headquarters

Regional police headquarters will comprise some provincial police headquarters where the head will take command of the different police services within that area (province).

There will be police stations in each province police headquarters in order to address the demands of the community for security in an effective and efficient way, according to population and territory criteria, in such a way that a police station may cover different towns. Whenever the dimension of the town requires it, district police stations may be established.

Should the district boundary require it, crossing points dependant on the provincial police authority may be established.

2. IMPLEMENTATION OF THE PROGRAMME

With a view to applying and implementing these guidelines, modular structures may be set up. These will deal with advising and mentoring functions of local authorities and police responsible.

A basic module is proposed. It will be adapted according to the stages of the international strengthening mission of the local police.

Within the chain of command responsible to the PolHoM, in accordance with the organisational chart of the basic structure for local police, the deployment of a modular structure of international advisors whose responsibility level within the mission corresponds to the bodies they are going to advise is envisaged:

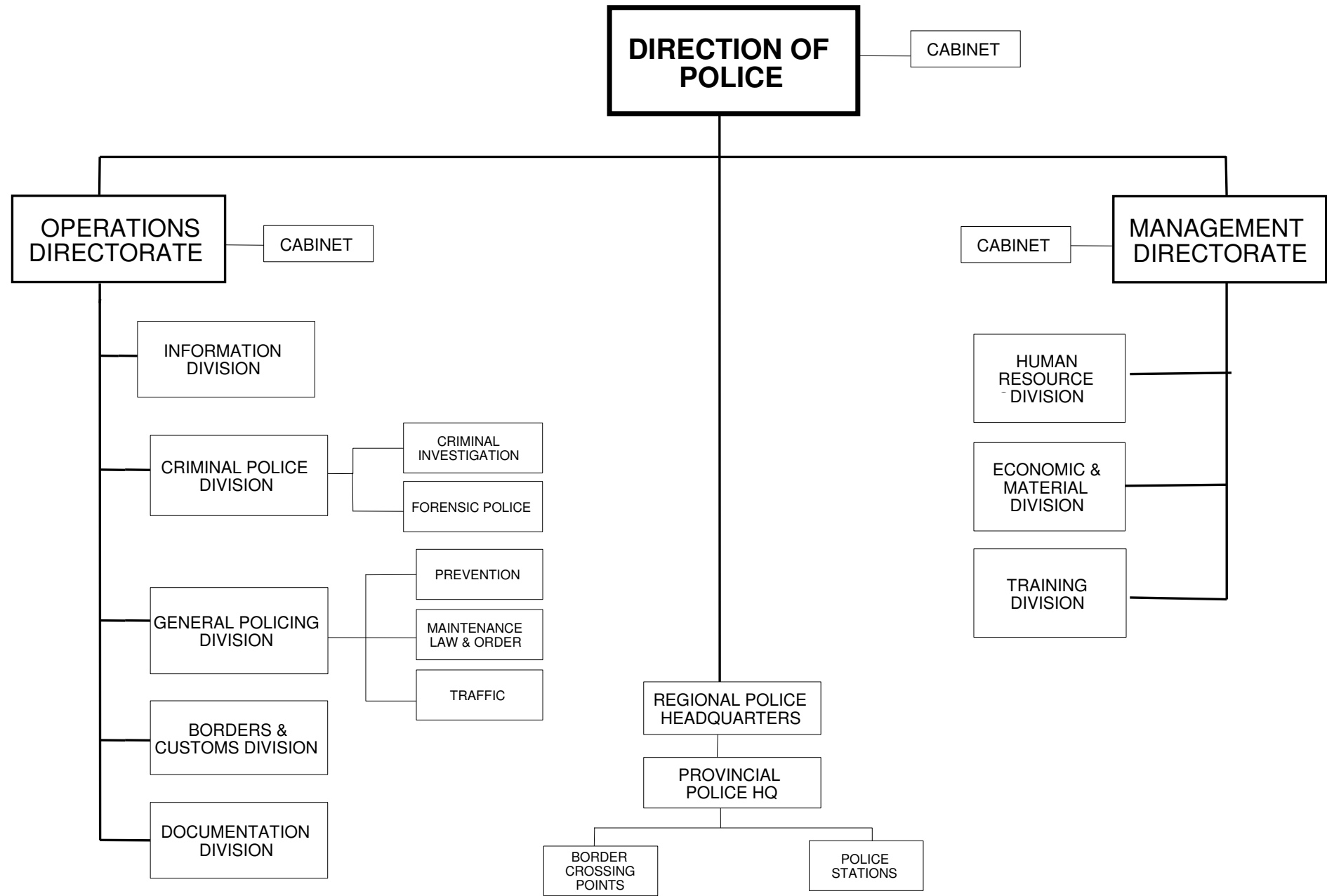
- **Direction General:** one person responsible for advise project management and one collaborator (2).
- **Directorate of Operations:** one person responsible for this level and one collaborator (2).
- **Directorate of Management:** one person responsible for this level and one collaborator (2).
- **Information Division:** one person in charge and one collaborator (2).
- **Criminal Police Division:** one person in charge and one collaborator for every department (3).
- **General Policing Division:** one person in charge and one collaborator to coordinate Departments and two collaborators for each of them (8).
- **Borders and Customs Division:** one person in charge and one collaborator (2).
- **Documentation Division:** one person in charge and one collaborator (2).
- **Human Resources Division:** one person in charge and one collaborator (2).
- **Economic and Material Resources Division:** one person in charge and two collaborators (3).
- **Training Division:** one person in charge and one collaborator (2).
- **Regional Police Headquarters:** one person in charge and two collaborators for each of the territorial police headquarters implemented (3).

- **Provincial Police Headquarters:** one person in charge and one collaborator for every local police headquarters (2).

The deployment of advisors (30) at central level will be carried out during the activation stage.

The deployment of advisors at territorial level will begin and be completed throughout the second development stage. The modular structure of the international mission will be gradually adapted and strengthened by the necessary experts in police specialities.

Throughout the third consolidation stage (approximately 2 years), the system will be strengthened and transition made from an international advising mission to a mentoring mission.



ANNEX B. PLANNING GUIDELINES FOR TRAINING AND SELECTION

1. STRUCTURE FOR TRAINING AND SELECTION

The following structure outlined in the document attached, that deals with training of newly recruited police officers and/or police officers belonging to existing local police forces, will be line responsible to the Police Head of Mission.

1.1 The Training Director (Principal or Head of the Police Academy), responsible for the Police Academy, the selection process, and police training on the mission. The Training Director will establish liaison as appropriate with other police training programmes present in the same mission area. The Training Director will be assisted by a Planning Office.

This **Planning Office** will organise the curriculum according to the guidelines of the Training Director and will be in charge of planning the academic syllabus for the new police force, and also of co-ordinating requests from the international administration and the receiver State. Key items are as follows:

- Number of students;
- The ratio of different ethnic or social groups;
- Gender balance;
- Number of classes per year;
- Ratio of senior police officers;
- Need for specialised courses.

1.2 The Academic Council. This is the decision making Body for teaching purposes and internal discipline. The Head of the Police Academy will chair it. Its format, responsibilities and functions will form part of the rules on internal discipline.

1.3 The Director of the Studies Department, the Training Deputy, will be assisted by the Student Support Office. People reporting to him are:

- the Head of police officers training (basic);
- the Head of specialised training;
- the Head of police managers training;
- the Head of practical training courses.

The Student's Support Office will be in charge of giving training support, tutorials and supervision of teaching resources. It is important to highlight the usefulness of audiovisual resources with practical exercises, for operational training as well as other technical and educational support resources (computer based training, slides, etc.).

The Head of practical training courses will be the Co-ordinator of the FTO (Field Training Officers), responsible for student evaluation and the implementation of the practical training programmes designed by the Studies Department. This Department will cope with theoretical lessons during the field training period (in Service), and will

additionally be responsible for the seminars that take place during the practical training period.

1.4 The Head of the Management Resources Department, who will be in charge of all aspects related to financial management, infrastructure and installations personnel, contracting local people and proposals for new acquisitions.

Regarding the creation and transformation of facilities in order for the Police Academy to work effectively, these should be in line with training plans, taking into account the number of students, the pace of deployment and the boarding regime. The facilities should at least consist of three areas:

1. Management and administration area.
2. Training area.
3. Residential area.

1.5 The Head of Internal Administration, responsible for the normal functioning of the Academy, that is, discipline, internal functioning and security. The Drill Police Officer reports to this Head. This officer is supposed to inform trainees about their duties on a daily basis, updates concerning internal discipline and uniformity.

This Head is also responsible for any meritorious or punishable proposals, and will institute proceedings of professional incapacity before the Academic Council.

Rules of Internal Discipline. These Rules will be very much concerned with the way the Police Academy is organised:

- Functions and extent of control of the different Bodies;
- Residential students' behaviour.
- Statutes, responsibilities and functions of trainers and support personnel;
- Internal discipline rules.

1.6 The Head of the Selection Department will be responsible to the Head of Training. The Department will manage the whole selection process and will assist the board of examiners (selection body) nominated to carry out the public tests.

The selection criteria will be standardised according to some administrative requirements (age, nationality, criminal record, etc). The proceedings will always observe principles like merit, equal opportunity and capacity, and always according to the guidelines provided by the Head of the police mission and with the advice of the Local Council. Furthermore, candidates will be required to pass an academic/general knowledge, medical and psychological exam.

2. TRAINING PROGRAMMES: POLICE OFFICERS, SPECIALISED AND POLICE MANAGERS.

The Police Academy Steering Board will face the task of devising a comprehensive programme, in line with the new/restructured police force and the pace of deployment expected.

The curriculum must aim to create and/or to strengthen a civilian and democratic police force which conforms to best European and international practice, paying especial attention to Human Rights and minorities. This will inevitably lead to a socially integrated police service.

Comprehensive programmes should be drawn up to train regular police officers, specialised police officers, and senior police officers.

The plan will insist on concepts like “Community Policing” and Prevention in order to increase society’s trust in police forces.

STP (Standard Training Procedures) will be drafted and defined, taking into account some special factors like:

- Time
- Multiethnic training
- International trainers
- Interpreters
- Use of audio-visual material showing simulated police scenarios.

STPs are aimed at meeting the following targets:

- 1.To train new police officers so that they can take on their executive functions as soon as possible.
- 2.To train police trainers from the first graduating classes, who will progressively take over from EU police trainers.
- 3.To make it possible for the tutorial function to be progressively taken over by domestic police officers, and to change Field Training Officers (FTO) into Police Monitor Groups (PMG).

2.1 TRAINING FOR POLICE OFFICERS

This is the main activity for the creation or restructuring of a new police force. It will include transitional training for police officers belonging to the existing police forces.

This basic training will be organised in the following areas:

Judicial Area (General policing): The units included would be: Police Law, Human Rights, Ethical Principles, Police Reports, Administrative Police Law, assistance to crime victims, human contacts etc.

There will be a coordinator (Instructor Team Leader), with two trainers per class (one assigned and one substitute) including local lawyers, teachers and interpreters.

Police Fire-arms Area, with an Instructor Team Leader, two trainers and local staff.

Physical training Area, with an Instructor Team Leader, one trainer and local staff (one per class).

Operational Skills Area (OPS): police self-defence, body-search, handcuffing, police search, operational procedures with violent criminals, group work, police patrols, self-protection procedures, etc.

There will be a coordinator (Instructor Team Leader), with two trainers per class.

Having an assigned and substitute teacher in the GP and OPS areas will permit any issue about attendance to be covered successfully, and will provide the proper shifts for the staff of the mission. For the same reason, the attendance of two interpreters or language assistants (LA) per class must be considered.

A year might perfectly be organised into several modules such as the one explained below:

- 200 trainees
- 25 student per sections
- 1 co-ordinator and 16 trainers in the Judicial Area;
- 1 co-ordinator and 2 trainers, together with 2 or 3 local instructors in the Fire-arms Area;
- 1 co-ordinator, 1 trainer, together with 8 local instructors in the Physical Area;
- 1 co-ordinator and 16 trainers in the OPS Area.

The STP sets up training conditions in three stages:

1. Boarding;
2. Field practice;
3. Theory of field practice experience (feedback).

2.1.1 Residential Training period of three months. Each class will have a Core Instructor, a Student in charge and Team buildings. The Core Instructor together with the Drill Police Officer will try to familiarise students with police professional ethics, trying to make this a core theme in the new institution:

- Neat and tidy police uniforms;
- Proper treatment of citizens;
- The importance of discipline and hierarchy;
- Respect for the legal system;
- The fight against corruption and discrimination.

The way students are divided up into sections will take into account Ethnic, cultural, gender and political circumstances.

2.1.2 Duration of the practice-training period: six months through teams of tutors (FTO/Field Training Officer).

2.1.3 Theory of field practice experience (feedback). Three residential weeks during the aforementioned six months period.

2.2 SPECIALISATION COURSES

To establish the curriculum of these courses, it should be borne in mind which police duties the police officer is going to take on. Services such as those listed below are considered to be essential, however:

- Criminal investigation.
- Forensic police.
- Border police.
- Police procedures regarding demonstrations.
- Traffic.
- Community Policing.

- Close personal protection.
- Training for trainers.

2.3 TRAINING FOR MANAGERS

There are two kinds of courses:

First line supervisors: one month long courses, with local police officers from the first graduating classes making up about 10%. These police officers should be chosen according to criteria such as responsibility, culture, ability to take decisions, ability to work in groups, motivation, etc., not forgetting the FTO report and other legal aspects regarding the deployment of the new police service, or the restructuring of the already existing police force. The Planning Office will provide the selection criteria under the approval of the Training Director.

Police Managers: six month long courses plus three months of field practise. The structure of the course will be the same as that of the Police Officers but will take into consideration command and management techniques. New senior police officers will gradually substitute international senior police officers.

2.4 TRANSITIONAL TRAINING FOR EXISTING LOCAL POLICE FORCE

In view of the existing local police force it will be of high importance to determine a number of transitional training courses in order to enhance the comprehension of and compliance with international standards by local police officers.

The contents of such short-term training must be focused on the specific needs identified during the FFM in line with the training issues mentioned before.

The elaboration of this kind of training should be decided after evaluation of the current local police standards.

The attendance to the transitional training must be mandatory for all existing local police officer.

3. TRAINING AND SUPERVISION FOLLOW UP

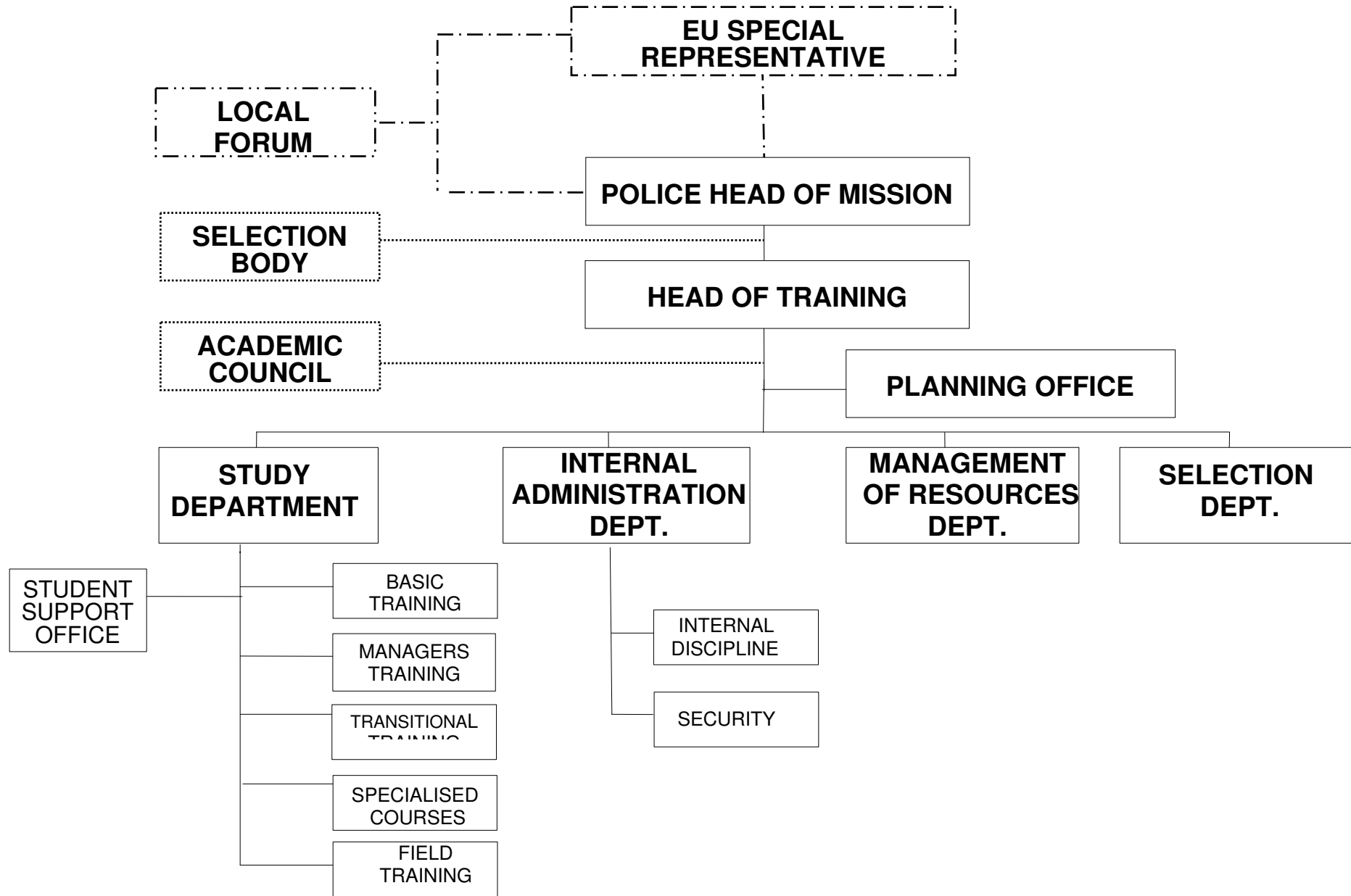
As the training process goes on, the new police force will take up new tasks that have to be monitored/mentored by the international force, allowing for an assessment of the training and selectional system.

During the practice-training period, trainees are supervised by the FTO following concepts and criteria such as: responsibility, professional dedication, punctuality, initiative, leadership capacity, motivation, communication ability, professional relationship, productivity-efficiency and suitability for police duty.

While carrying out the practice-training period, trainees are supposed to work in all police services. The FTO will evaluate trainees according to the reports issued by the senior police office responsible for the Department where the trainee is working. The FTO continues the training, providing seminars in the Police Station where trainees are doing their practice. The seminars will deal with topics such as Police Law, Human Rights,

Ethical Principles, Police Reports, assistance to crime victims, detainees rights, etc. The FTO, in coordination with the In Service Office, might also improvise seminars inviting other trainers, not necessarily police officers, to talk about some other topics such as drugs, domestic violence, minors, etc. The In Service Office also organises residential training seminars, which last one week, and which take place every two months. These are feedback and recycling seminars.

STRUCTURE OF THE POLICE TRAINING



ANNEX C. PLANNING GUIDELINES FOR POLICE MONITORING AND MENTORING

1. GENERAL CONSIDERATIONS.

The strengthening process will normally be the result of the combination of organisation and restructuring, training, monitoring and mentoring. Both monitoring and mentoring are methods by which the international police assistance can be assessed and they may be used during different stages of the strengthening mission. Monitor/mentoring consolidates training/organisation and restructuring achievements, builds trust and ensures sustainable progress of local police towards best international practice.

In order to monitor and mentor, international police personnel will be co-located with local police at different and appropriate levels (territorial and central). The good will of local authorities is essential for the efficacy of these activities. The mandate establishing the mission will have to take this into consideration and provide, as appropriate, the necessary instruments to act if such good will were not forthcoming.

In a substitution mission, the new local police will gradually have to take over those functions that have been entrusted to the international police. The initial training process should have endowed the new police force with the necessary capacity and skills allowing it to perform executive tasks. These activities will have to be the object of monitoring/mentoring by the international mission, thus leading to an assessment of the reforms carried out.

2. MONITORING

To monitor means to correct mistakes made by local police, giving notification as soon as possible, as a result of a previous and negative report.

Local police monitoring occurs at the following levels: Territorial level and Central level:

2.1 TERRITORIAL LEVEL

In each local or regional police station, the field training officer (FTO) and some other international police officers with executive posts will become monitors, making up a police monitor group, whose size will depend on the police unit they are working in.

Police Monitor Group (PMG)

Monitors will occupy a post parallel to any of the persons responsible for the different Police Station departments (co-location).

In charge of all Monitors will be a Head of Police Monitors Group, responsible for:

- Co-ordinating all Monitors.
- Resource management.
- The relationship with the Commissar of the Police Station.
- The reports sent to the Headquarters of the International Police Force.
- The relationship with the Field Office.
- The relationship with other international structures involved in crisis management.
- The relationship with Local Authorities.
- The relationship with minorities.

Functions

Monitors will have a relevant place in all issues related to police activities: patrolling, police investigation, service quality, standards. It will be compulsory for them to report on any arrest made or of any crime that occurred in a police situation, when actors directly involved are from social or ethnic minorities. They will not undertake any police investigation without permission of the Police Head of Mission. Monitors will be present in all instances of limitations upon suspects' rights such as: phone interception, police searches, police interrogation, etc.

The following activities are considered to be essential at this level:

Compulsory assistance, parallel to local police activity, monitors will aim to ensure the enforcement of legal procedures and respect for Human Rights in accordance with best International Police Standards.

Incident Reports, The Monitor will issue a report supervised by the PMG. This report will be submitted to the Central Headquarters. This report will include notification to local police for a non standard police action. This action will be reflected in the notes of the Daily shift log. Reports on incorrect ways of monitoring should also be included.

Patrols in company of the Local Police, (joint patrols), to increase citizens' trust and to establish correct community policing. Patrol monitoring is extremely important.

To monitor the leadership function at the different levels of deployment of the local police. Every morning the police monitor requests a briefing of the most important incidents occurring the day before from the Local Duty Officer. The monitor will check this information with that of the daily shift log made by the last monitor. At the same time the monitor is informed of the activities planned by the Police Station for that day. If a problem related to refugees or crimes against Humanity occurs, the monitor should get in touch with those International Agencies that are currently working in that geographical area.

Follow-up of any police investigations not resolved by local police. The monitor will urge Local Police to especially solve any investigations which particularly concern minorities and to apply the necessary punishment as a result of the warnings proposed by the PMG. Whenever there is an ongoing police investigation concerning Human Rights, the monitor will periodically request information from the police officers in charge of the investigation.

Follow up of the discipline sanctions imposed by the Local Police. The Monitor will be informed of the reason for the sanction and its seriousness.

2.2 CENTRAL LEVEL

There is a close connection between monitoring and advising at this level. The monitoring function at this level consists of advising on the basis of the reports issued by the territorial monitor groups.

These monitors will be informed of the aspects involved in planning and directing of Local Senior Police Command Bodies.

Monitors will have a profound knowledge of the progress of the Local Police Force and will handle the implementation of the police policy designed.

3. MENTORING

One to one mentoring provides medium to long term support which maximises individual's potential and enhances their performance. Meeting at regular intervals, the mentor supports the mentee to understand the impact of their current behaviour and make concrete plans for improving their skills and actions. While the agenda is primarily led by the mentee, the mentor will notice patterns and blocks to learning and challenge or enquire about these. An effective mentoring relationship compliments other forms of development and training .

In mentoring individuals enter a confidential relationship which is dedicated entirely to their effectiveness and development. The mentor is responsive to their unique qualities and the specific context within which they work. The mentors perform roles in four key categories:

- coach e.g. by showing how to carry out a task or activity;
- facilitate e.g. by creating opportunities for learners to use new skills;
- counsel e.g. by helping learners explore the consequences of potential decisions;
- network e.g. by referring learners to others when the mentor's experience is insufficient.

Mentoring offers individuals the opportunity to:

- increase personal and professional effectiveness;
- manage stress and pressure more effectively;
- develop clarity about career aspirations and work effectively towards these;
- be more skilful in inter-personal relationships;
- develop improved learning skills, particularly the ability to learn from experience;
- work well with increased levels of complexity and uncertainty;
- be influential in an organisation's political environment;
- operate with increased self confidence.

Mentoring can also be carried out at territorial level and central level following a structure similar to the one described for monitoring.