Delegations will find attached the partially declassified version of the above-mentioned document.
COUNCIL OF THE EUROPEAN UNION

Brussels, 2 July 2009

11613/09
EXT 1 (27.08.2015)

NOTE
From: General Secretariat of the Council
To: Political and Security Committee
Subject: Draft Concept of Operations (CONOPS) for the extension of EUPM in Bosnia and Herzegovina

In view of the PSC meeting on 7 July 2009, delegations will find enclosed the draft Concept of Operations (CONOPS) for the extension of EUPM in Bosnia and Herzegovina.
Draft Concept of Operations (CONOPS) for the extension of EUPM in Bosnia and Herzegovina

References:
J. Coordination and coherence between the EU Special Representative (EUSR), the EU military operation (EUFOR - Althea) and the EU Police Mission (EUPM) in Bosnia and Herzegovina (BiH): Case study and Recommendations for the future (doc.16770/06).
Q. COWEB Outcome of proceedings on Mandate of a new EUSR in BiH, following the closure of the OHR, 7 May 2009 (9603/09).
S. BiH Risk Assessment.
U. Standard language for planning documents and legal acts for civilian ESDP operations (doc 11277/07).
V. 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:
   o Human Rights mainstreaming (doc. 11936/4/06, doc. 11678/1/05),
   o Gender / UNSCR 1325 (doc. 14779/06, doc. 12068/06, doc. 11932/2/05),
   o Children and Armed Conflict / UNSCR 1612 (doc. 10019/08, doc. 9822/08),
   o International Humanitarian Law (doc. 15246/05),
   o Transitional Justice (doc. 15246/05),
   o Standards of Behaviour (doc. 8373/3/05),
   o Protection of Civilians (doc. 4805/03),
   o Civil Society (doc. 10056/1/04, doc. 15574/1/06).
W. Implementation of UNSCR 1325 as reinforced by UNSCR 1820 in the context of ESDP (doc. 15782/03/08) and CivCom advice (doc. 59904/08)
X. Policy of the EU on the security of personnel deployed outside the EU in an operational capacity under Title V of the Treaty on European Union (doc. 9490/06).
Y. Initial Concept of Mission Support for ESDP Civilian Crisis Management Missions (doc. 12457/06).
Z. Guidelines for allowances for seconded staff participating in EU civilian crisis management missions (doc. 14239/06 and 7291/09).
AA. Concept paper on procedures for the termination, extension and refocusing of an EU civilian crisis management operation (doc. 5136/06).
CC. SG/HR Decision 198/03 regarding the mandate of the Security Office.
EE. Core International Human Rights Instruments ratified by BiH (UN: ICERD, ICCPR + OP +OP2, ICESCR, CRC + OP1 +OP2, CEDAW + OP, CAT + OP, ICRMW).
FF. United Nations Office on Drugs and Crime: Criminal Justice Assessment Tool Kit.
HH. 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).
JJ. Letter from the SG/HR to the Director of EUROPOL of 1 August 2008 relating to the Administrative Arrangement between EUROPOL and the General Secretariat of the Council on the exchange of information in the context of civilian ESDP Missions.
KK. Agreement between the European Union and Bosnia and Herzegovina (BiH) on the activities of the European Union Police Mission (EUPM) in BiH, 4 October 2002.
LL. [Invitation letter from the Chairman of the Bosnia and Herzegovina Presidency for a follow on mission dated xxx/2009].
1. **SITUATION**

a. **Bosnia and Herzegovina**

(1) **Background**

The current Joint Action for EUPM in Bosnia and Herzegovina (BiH) will expire on 31 December 2009. EUPM, supported by the European Union Special Representative (EUSR) and the European Commission (EC) institution-building programmes and as part of the broader rule of law approach, has contributed in developing sustainable policing arrangements 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 institutions (State Investigation and Protection Agency, Border Policy, Ministry of Security).
- EUPM supported the development of a nascent local capacity in the fight against organised crime and corruption. EUPM's advice on the planning and conduct in organised crime investigations has yielded some concrete results, including in high-level cases, and has improved the cooperation between police services in Bosnia and Herzegovina.
- With regard to police-prosecution, EUPM helped to transform previously confrontational attitudes into practical arrangements to improve the quality of investigations. Practical coordination at the local level has started to yield results thanks to the targeted anti-organised crime approach of EUPM.

However, at the end of its ongoing two-year mandate, EUPM will not have reached the desired end-state, in particular as concerns a sustainable, effective capability developed by the BiH authorities in the fight against organised crime and corruption, including exchange of information between all relevant Law Enforcement Agencies in BiH as well as regional and international cooperation.
While progress has been made, there is a clear need to further enhance BiH's capacity to fight organised crime and corruption. A continuation of the ESDP mission will therefore be necessary, building on the achievements of EUPM, to support BiH authorities and State level Law Enforcement Agencies in the fight against organised crime and corruption.

(2) Political and security situation

The political situation in BiH remains fragile. Nationalist rhetoric challenging the sovereignty, territorial integrity and constitutional order of the country continues to characterise the political scene.

Implementation of the Stabilisation and Association Agreement (SAA), signed in June 2008, provides the key platform for BiH to take forward the European integration process in parallel with other necessary reforms. While implementation of the Interim Agreement is proceeding, limited progress is being made on the EU reform agenda, despite a proclaimed commitment to it.

In November 2008, SNSD leader Milorad Dodik, SDA leader Sulejman Tihic and HDZ leader Dragan Covic agreed a joint statement (the so-called "Prud Agreement"), demonstrating apparent willingness to reach a political compromise on certain key issues facing the country. The Agreement addresses constitutional reform, resolution of the property issue, implementation of Annex 7 (returns policy), organisation of a census, a constitutional solution for Brcko's Final Award and BiH Fiscal Council and budget issues. The agreement has so far been able to produce limited results but remains of great importance as it is a domestic process based on principles of dialogue and compromise. Partly as a result of this process, progress was made towards delivering on the five objectives and two conditions\(^1\) set by the Peace Implementation Council Steering Board (PIC SB) in February 2008 for the closure of the Office of the High Representative (OHR).

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\(^1\) Five objectives: Acceptable and sustainable resolution of the issue of apportionment of property between the State and other levels of government; Acceptable and sustainable resolution of defence property; Completion of the Brcko Final Award; Fiscal Sustainability; Entrenchment of the Rule of Law and two conditions: signing of the SAA; positive assessment of the situation in BiH by the PIC SB based on full compliance with the Dayton/Paris Peace Agreement.
The PIC SB will review the situation at its following meetings and assess progress made towards delivering on the five objectives and two conditions for the closure of the OHR.

The next general elections (presidential and parliamentary) are scheduled to be held in October 2010.

The general security situation in Bosnia and Herzegovina (BiH) has remained substantially calm and stable. The overall risk to security is assessed to be LOW. Organised crime and corruption represent, however, a continued challenge to good governance and the rule of law.

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b. International community and Third States engagement in Bosnia and Herzegovina

(1) Office of the High Representative (OHR)

The international community is heavily involved in BiH via the Office of the High Representative. The OHR is an ad hoc international institution responsible for overseeing implementation of the civilian aspects of the Dayton/Paris Peace Agreement. Since 1997, the High Representative has so-called "Bonn powers" which enables him to remove from public office officials who violate legal commitments and the Dayton/Paris Peace Agreement and to enact legislation where domestic bodies fail to do so. The HR is the same person as the EUSR since 2002.

The OHR employs 34 internationals (10 seconded staff, 23 contractors and 1 international contractor funded) and 189 national contractors. The OHR is funded by the PIC and its budget in 2008/2009 is 11.3 million euros.

At its February 2008 meeting, the PIC SB set five objectives and two conditions for the closure of the OHR.

(2) NATO

After 2004 when EUFOR took over responsibility for maintaining security in BiH, NATO retained a military headquarters in Sarajevo to assist the Bosnian authorities with defence reform, counter-terrorism, intelligence gathering and apprehending war crimes suspects.

In December 2006, Bosnia and Herzegovina joined the Partnership for Peace. Within this framework, NATO and BiH are developing cooperation with a focus on institutional and defence reform. In April 2008, BiH was invited to begin an Intensified dialogue with NATO on its membership aspirations and related reform.

(3) UN activities

UN agencies (UNESCO, UNDP, UNHCR, UNICEF...) are present since 1996 and work together in BiH through a joint implementation strategy called the United Nations Development Assistance Framework (UNDAF) developed in 2004.
Within that framework, UNDP plays a distinct role focusing mainly on achieving the progress in sectors of democratic governance and human security. It has since 1996, delivered 181 million dollars via various human development interventions. Within the sector of democratic governance, UNDP is dealing with Justice and Human Rights with programmes aimed to enhance access to justice for vulnerable groups as well as develop transitional justice mechanisms. This comprises also support to domestic capacity for dealing with war crimes.

(4) OSCE

The OSCE Mission was established under the Dayton/Paris Peace Agreement to lay the foundation for a representative government and ensure the progressive achievements of democratic goals throughout BiH. It does this primarily through four Departments: Democratization, Education, Human Rights and Security Cooperation and a network of offices throughout the country, enabling it to work closely with people and officials in municipalities, cantons and entities as well as with the central institutions of the State.

In particular, the Human Rights Department seeks to monitor compliance of BiH with international human rights standards as well as strengthening the rule of law. It monitors trials in State, Entity and Cantonal courts; identifies problems with both law and practice, and shares its findings with experts bodies reviewing criminal codes and judicial institutions themselves. Legal advisors also follow cases at both the pre-indictment and trial stages, focusing particularly on proceedings involving war crimes, juvenile offenders, trafficking in human beings and ethnically motivated incidents.

The OSCE Mission is made up of a Head office in Sarajevo and 14 field offices, covering the entire country.

(5) Council of Europe

The Council of Europe established an office of the Secretariat in Sarajevo in 1996 with the initial task of contributing to the implementation of Annex 6 of the Dayton/Paris Peace Agreement (establishment of the Human rights Commission, Ombudperson for Human rights and appointment of judges) as well as assist BiH to meet the criteria for accession to the Council of Europe membership - achieved in 2002.
The Council of Europe assists BiH in its constitutional and legal system reform, through programmes for assistance and cooperation and through Joint Programmes with the European Commission. The overall objective of the programmes has been to promote the rule of law and strengthen the protection of human rights. In February 2009, the Council of Europe launched a project, entitled "Efficient Prison Management", intended to improve the management of prisons, the treatment of prisoners and their conditions of detention in prisons, in accordance with European standards. The 18-months project also seeks to strengthen the structural and organisational side through support for the development of effective operational practices within the prison administrations. The total project budget is 788 736 euros, out of which 600 000 is funded by the European Union.

(6) International Financial Institutions (IFIs)

a) International Monetary Fund (IMF)

The IMF office in BiH was opened in 1997 and restructured in 2008. It currently maintains a small office in Sarajevo to enable IMF's ongoing surveillance of economic development in the country. On 5 May 2009, the National Fiscal Council and the IMF mission reached an agreement on a three-year Stand-By Arrangement worth 1.2 billion euros (600 percent of BiH's quota). Provided the Executive Board gives its final approval and BiH fulfils the necessary conditions, the first tranche of funds, amounting to nearly 200 million euros, could be released in July. Although the money drawn from the IMF will be distributed between Entities only, in the ratio 2/3 for the Federation and 1/3 for Republika Srpska (RS), all levels of government in BiH agreed to share the burden of the fiscal gap and to implement the appropriate savings measures. The total savings that the authorities committed to create through reforms and cost-reductions in 2009 amount to 610 million KM. Savings at State level will be created through restructuring, which implies a reduction of the State expenditures (mainly salaries and material expenses).

b) World Bank (WB)

Since 1996, the World bank has committed over 1.27 billion dollars to BiH through 61 projects (mainly via interest-free credit).
Together with the European Commission, WB has also organised three donors' conferences raising about 5.1 billion dollars for post-conflict reconstruction of the country. The WB assistance has ranged from rehabilitation of basic services (water supply, electricity…) to job creation, financial sector reform and assistance to BiH in the process of the EU integration. The Country Partnership strategy for 2008-2011 evolves around two pillars: improve the environment for private sector growth and convergence to EU; improve the quality of Government spending and the delivery of public services for the vulnerable.

(7) Third States

The United States is heavily engaged in BiH, in particular via the OHR, a large US-AID operation and the International Criminal Investigative Training Assistance Program (ICITAP). The focus of ICITAP has been targeted towards improving law enforcement capabilities, combating terrorism and organised crime including narcotics smuggling, human trafficking, money laundering and public corruption. EUPM has a good cooperation with ICITAP, particularly as regards provision of support and advice to SIPA.

Russia, Japan, Turkey and Canada are also engaged, in particular via the OHR.

c. EU Action in Bosnia and Herzegovina

The EU is present in BiH with the wide range of Community and ESDP instruments.

(1) European Community Activity

The European Community instruments in BiH can be summarized around three 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. The Stabilisation and Association Agreement was signed on 16 June 2008, the Interim Agreement entered into force on 1st July 2008. A new European partnership adopted on 18 February 2008 commits the country to a set of reform priorities.
- EC financial assistance: is 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 for 2009: 89.1 millions euros, 2010: 106.0 millions euros, 2011: 108.1 millions euros. Ongoing projects or in the pipeline to support police forces include a CARDS 2006 project of 768 500 euros on police restructuring in BiH, a CARDS 2006 project of 500 000 euros on support to the BiH border police, an IPA 2007 project of 400 000 euros on a Joint training of the SIPA Financial Intelligence Unit and Crime Investigation Unit and an IPA 2008 project of 2 million euros to support police reform.

- Visa Liberalisation Roadmap: a dialogue on visa liberalisation with BiH was launched in May 2008, based on a detailed roadmap containing clear and realistic benchmarks in the areas of Document security; Illegal Migration, including readmission; Public order and Security; and External Relations and Fundamental Rights. A preliminary assessment on the implementation of the roadmap was undertaken on the basis on a series of experts missions and lead to reports presented in May 2009.

(2) European Union Special Representative (EUSR)

The current mandate of the EUSR is based on the policy objectives of the EU in BiH, i.e. continued progress in the implementation of the Dayton/Paris Peace Agreement in accordance with the OHR's Mission Implementation Plan, continued progress in the Stabilisation and Association process, with the aim of a stable, viable, peaceful and multi-ethnic BiH, cooperating peacefully with its neighbours and irreversibly on track towards EU membership.

It includes a leading role in EU political coordination and ensuring coherence of all EU players in theatre, offering local political guidance without prejudice to the respective chain of command.

The EUSR is currently the same person as the HR, which gives him specific leverage.
Without prejudging any PIC decision on the OHR closure, the EU is planning for a future reinforced EUSR for the post-OHR period, based on the following assumptions:

- combining the functions of the future EUSR and the Commission Head of Delegation in the form of a "personal/double-hatting" arrangements;
- adequate and adjusted instruments ("tool box") at the disposal of the future EUSR/EC Head of Delegation;
- ensuring an overall coordination role of EU in issues related to the rule of law and security sector reform through resources within the EUSR office, in coordination with EUPM and without prejudgement of the latter's mandate;
- strong IC coordination to be retained.

(3) EUFOR ALTHEA

The EU military operation was launched in December 2004 and reconfigured in 2007. Its key military tasks are to:

- provide a military presence in order to monitor and ensure continued compliance with the military aspects of the Dayton/Paris Peace Agreement and deny the conditions for a resumption of violence;
- contribute to a safe and secure environment in BiH, thereby allowing EU and other IC actors to carry out their responsibilities;
- conduct information activities in support of EU political objectives;
- manage any residual aspects of the Dayton/Paris Peace Agreement.

Its key supporting tasks are to:

- provide support and advice, within means and capabilities, to the EUSR and other EU and IC actors in BiH;
- provide continued support to the BiH authorities on defence reform, within means and capabilities, as required;
- provide support, within means and capabilities, to the International Criminal Tribunal for the former Yougoslavia (ICTY) and relevant authorities, including the search for Persons Indicted For War Crimes (PIFWCs);
- provide in extremis evacuation support within means and capabilities to IC officials.

As of June 2009, the total number of troops is approximately 2200, from a total of 27 nations (22 EU Member States and 5 non-EU Troop Contributing Nations). The operation is intelligence-driven: situational awareness is provided through a matrix of Liaison and Observation Team (LOT) houses, regional coordination centres and air-to-ground surveillance and reconnaissance. Manoeuvre elements comprise a multinational manoeuvre battalion and an Integrated Police Unit (IPU). Reserves are drawn from the EU-NATO shared operational reserve forces and KFOR TACRES mutual support.

Preparatory work is ongoing for a possible evolution of ALTHEA towards a non-executive capacity-building and training operation. The political decision on the possible evolution of Operation ALTHEA, would need to take political developments, including future role of the EU Special Representative, into account.

(4) Member States activity

EU MS are engaged via numerous bilateral projects in BiH on various aspects of strengthening of the rule of law in general. (i.e. Basics of community policing in BiH, Identification of documents, Project for juvenile delinquency…).

d. Risk assessment1

The general security situation in Bosnia and Herzegovina (BiH) has remained substantially calm and stable.

There are some very limited indications of threats in BiH, but these are unlikely to materialise during this period.

The overall risk to security is assessed to be LOW.

At present BiH is not a target for terrorist organisations. There is no reliable information to indicate that terrorist groups are operating in BiH in an organised manner, nor are there any indications of an actual terrorist threat emanating from the country.

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1 "Bosnia and Herzegovina- Risk Assessment" (25 March 2009)
The risk of terrorist acts is therefore assessed as LOW

Regionally, the threats from mines remains HIGH, although a lot of effort has been made to limit dangerous areas and in de-mining.

The risk assessment will be continuously updated in parallel to the development of plans. Changes in the risk assessment of EUPM may also depend on the implementation of its mandate. An increased and more visible role in fighting organised crime could increase the threat of counteraction from organised crime against local and international personnel.

2. EU APPROACH AND OBJECTIVES OF ESDP SUPPORT TO BOSNIA AND HERZEGOVINA

a. EU Political Objectives

(1) Long term objectives
A stable, viable, peaceful and multi-ethnic BiH, cooperating peacefully with its neighbours and irreversibly on track towards EU membership.

(2) Medium term objectives
Supporting BiH's progress towards EU integration through its own efforts, including through increasing ownership by the BiH authorities and strengthening the capacities of its institutions.

(3) Short term objectives
Building on earlier achievements of EUPM, ensuring greater success in the fight against organised crime and corruption. Strengthening the capacities of SIPA and other State level institutions, including sustainable coordination and cooperation mechanisms, as well as further enhancing police-prosecutor relations, thereby contributing to an improved functioning of the criminal justice system.
Further enhancing international and regional law enforcement cooperation in relation to the fight against organised crime and corruption.

b. Assumptions

(1) Bosnia and Herzegovina

1) BiH authorities at all levels will actively support the implementation of the mission's mandate and ensure all necessary access.

2) The present SOMA will continue to apply.

3) The process of political stabilisation in BiH will continue and the security situation is not expected to deteriorate (both in BiH and the region).

4) Coherence will be ensured with actions undertaken by the international community in implementing the Dayton/Paris Peace Agreement in BiH and strengthening the rule of law, under the coordination of the High Representative/EUSR and the reinforced EUSR after closure of the OHR.

5) The PIC SB will review the situation at its following meetings and assess progress made towards delivering on the five objectives and two conditions set by the PIC SB in February 2008 for closure of the OHR and transition to a reinforced EUSR. The EU's role in BiH will adapt to take this into account.

(2) European Union

1) The Mission will not have executive powers.
2) Coherence and coordination will be ensured with other EU instruments in BiH, in particular with the EUSR, European Community activities and EUFOR, but also in the region. In line with his mandate the EUSR will promote overall EU political coordination and will ensure local political guidance and support to EUPM's activities.

3) The European Commission Delegation and EUPM will strengthen the coordination mechanism in order to facilitate the foreseen transition to European Community assistance to meet remaining relevant police and rule of law needs. Coordination will continue for the Instrument for Pre-Accession Assistance to ensure EUPM is consulted on needs analysis and identification of activities in relevant areas. The programming of European Community assistance will take into account needs identified by EUPM.

4) EU Member States will take into account the Mission's actions when developing relevant projects to allow coherent support to be provided to the BiH authorities.

5) With a view to support BiH authorities in line with the core objectives of the ESDP mission and the overall EU presence, EUPM will be able to maintain links with EUROPOL as deemed appropriate and within the respective institutional frameworks.

6) The Mission and its objectives will be fully supported by Member States, including through the provision of necessary seconded personnel. All Mission members will meet the relevant job descriptions in full and be professionally qualified and trained.

(3) Third States

1) Third states remain invited to take part in the Mission subject to Council and subsequent PSC decisions.
3. **MISSION**

The mission will continue to be named EUPM, "European Union Police Mission" in Bosnia and Herzegovina.

**a. Mission statement**

As part of the broader rule of law approach in BiH and in the region, EUPM, while retaining residual capacities in the fields of police reform and accountability, will primarily support BiH relevant LEAs in the fight against organised crime and corruption, notably focusing on the senior management level in State level LEAs, on enhancement of the interaction between police and prosecutor and on regional and international cooperation.

EUPM will provide operational advice to the 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.

EUPM will operate in line with the general objectives of Annex 11 of the Dayton/Paris Peace Agreement in Bosnia and Herzegovina and its objective will be supported by the European Community instruments.

**b. Tasks**

Through proactive monitoring, mentoring, advising and inspecting, EUPM will assist and support BiH LEAs by performing the following tasks:

(1) **Strengthen the operational capacity and joint capability of LEAs engaged in the fight against organised crime and corruption**

EUPM will:

- *Contribute to strengthen the operational capacity of State level LEAs:*
- assist the Ministry of Security in building up its institutional capacities as well as in strengthening the operational capacity of the State level LEAs, in particular with regard to the implementation of the National Action Plan for the Fight against Organised Crime and Corruption;
- contribute to the specialised policing capacities in order to assist SIPA and other State level LEAs to enhance their operational and strategic capacity;
- assist BP and SFA in developing border-related anti-organised crime measures under the overall coordination of the Ministry of Security as well as in strengthening their relations on illegal migration matters;
- assist developing police-customs investigations in cooperation with the ITA;
- continue to provide expertise and guidance to implement the police reform laws as well as harmonisation and coordination efforts among different police bodies.

- Promote coordination and cooperation mechanisms vertically as well as horizontally between relevant LEAs, with a particular focus on State level agencies.

- Promote international cooperation, inter-alia:
  - support the implementation of the BiH-EUROPOL strategic agreement and facilitate EUROPOL assistance in capacity building, especially in support of SIPA;
  - facilitate enhanced contacts and operational coordination with EUROPOL as appropriate;
  - facilitate contacts between BiH and other EU agencies (such as EUROJUST and FRONTEX) as appropriate;
  - facilitate regional cooperation and BiH contacts with regional cooperation initiatives as appropriate.

(2) Assist and support in the planning and conduct of investigations in the fight against organised crime and corruption in a systematic approach

EUPM will:
- assist the relevant LEAs in developing an Organised Crime Threat Assessment and implementing a progressive Organised Crime Strategy that takes into account current capabilities and measurable rates of progress;
- assist the appropriate LEAs, particularly SIPA, in planning and conducting counter organised crime activities;
- assist the relevant LEAs in investigating the economic aspects of organised crime activities as well as to assist and mentor the prosecutors in financial investigations;
- mentor, monitor and advise BiH LEAs and relevant authorities within the criminal justice sector so that they are able to investigate organised crime and corruption without undue interference or pressure from political authorities;
- advise and support on all aspects and the whole spectrum of organised crime investigations, from the initial enquiry to the prosecution cases, as deemed required on a case by case basis.

(3) Assist and promote development of intelligence capacities

EUPM will:
- contribute to developing further the 'National Intelligence Model' in order to bring together an intelligence community in support of the fight against organised crime and corruption;
- assist the relevant LEAs to ensure that good quality data is regularly inserted in the established IT and communication databases and that the appropriate instructions which regulate the procedures for their use are adopted and followed by the authorities concerned;
- contribute to a fully established BiH-wide Information Management System (IMS) and promote links between the entity/local level with the State level LEAs;
- promote an interface through which international LEAs can exchange information/intelligence;
- support the establishment of a crime analysis capacity in order, inter alia, to allow State level LEAs to develop mid to long term crime-fighting strategies;
- ensure the development of exchange mechanisms of strategic information, relevant reports, crime analysis and organised crime assessment compatible with EUROPOL standards.
(4) **Enhance police-prosecution cooperation**

EUPM will:
- assist in enhancing relations between police and prosecutors in order to ensure maximum effectiveness of criminal investigations related to organised crime and corruption;
- monitor key cases related to organised crime and corruption through the criminal justice system identifying systemic difficulties as well as instances of obstruction or corruption;
- advise on draft laws or regulations in order to improve joint police-prosecution investigation management;
- advise and support the High Judicial and Prosecutorial Council's activities on police-prosecutors cooperation;
- advise in enhancing the role of the judiciary as regards the investigation in the pre-trial phase;
- work in close coordination with the EUSR, the EC and other relevant actors in order to develop a holistic anti-organised crime approach of the criminal-justice system and assist through its findings the EUSR and the EC in its efforts to analyse and contribute to the functioning of the criminal justice sector in a broader rule of law context;
- contribute to further enhanced regional cooperation in the judicial area.

(5) **Strengthen police-prison cooperation**

EUPM will:
- advise and mentor in building relevant relationships between the Ministries of Justice and Interior and Police bodies;
- assist in specific key areas, i.e. security surveillance, internal control system in daily operations with the services, with particular focus on high profile convicts.

(6) **Accountability**

EUPM will:
- conduct inspections in order to identify systemic deficiencies in relation to inspection and accountability procedures and propose solutions to BiH authorities;
- monitor to identify, inter alia, instances of misconduct, corruption, non compliance and alleged ties of law enforcement officers to organised crime groups and ensure that appropriate disciplinary and/or judicial proceedings are taken;
- support the adoption of specific anti-corruption strategies;
- foster improvements to the Independent Selection and Review Board (ISRB) internal control and public complaints systems through further monitoring and managerial advice.

c. **Desired End State of the Mission**

The BiH authorities will have taken significant steps towards a sustainable and effective capability in the fight against organised crime and corruption and will have demonstrated the ability to deliver results. This will include an enhanced systematic exchange of information between relevant LEAs in BiH, including improved police-prosecutor relations, as well as improved regional and international cooperation, including coordination with relevant EU LEAs.

d. **Criteria for success**

The success of EUPM will be judged inter alia against the following overall benchmarks related to the fight against organised crime and corruption\(^1\). These are to be further elaborated in the OPLAN:

1. LEAs on State and Entity level\(^2\) have increased joint strategic and operational capacity, coordinated professionally and sustainably amongst relevant Ministries and bodies;
2. LEAs and Judiciary\(^3\) on State level have developed and applied investigative capability in consistent cooperation with LEAs at other levels;

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\(^1\) As of 1st January 2010
\(^2\) This shall include the Brcko District Police, as appropriate.
\(^3\) Judiciary shall primarily refer to prosecutors and as appropriate to judges and their capacity to decide on warrants and special investigative measures.
3. Benchmarked track-record of achievements in the fight against organised crime and corruption;

4. Increased number of LEAs within EU MS and the region will have formalised cooperation with relevant BiH State level LEAs.
(2) Duration

The duration of EUPM will be two years with six-monthly reviews.

(3) Risks to mission accomplishment

EUPM will work in sensitive areas which could affect the interest of some elements. Accordingly, attempts to destabilise or even affect the mission credibility, reputation or its individuals could be made. The next Risk Assessment produced by the SIAC\(^1\) should pay particular attention to this issue.

The CivOpCdr will ensure that appropriate Duty of Care management are put in place to cover any potential risk.

(4) Mission Review

Mission reviews will be made with the following frequency:

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\(^{1}\) October 2009
- six-months reviews;
- other reviews at intervals to be decided, as appropriate.

c. **Mission Structure** (see Annex A)

The Mission will have its HQ in Sarajevo and four regional offices: in Sarajevo, Banja Luka, Mostar and Tuzla:

- The HQ will include, inter alia, a Strategic Advisory Unit as well as a Mission Analytical Capability.

The Strategic Advisory Unit will consist of experts, structured to support a pre-dominant co-location methodology at senior management level in State level relevant LEAs (SIPA, BP, ITA, SFA, …) and on other key levels as deemed required, as well as experts liaising with relevant bodies (MoS, HJPC…).

The mission will have an information led approach in order to provide situational awareness, focused on organised crime and corruption and related threats. To this end the mission will set up a Mission Analytical Capability that will provide operational and tactical support to the HoM. The overall objectives for the Mission Analytical Capability will be to ensure that information gathered in the course of the mission's mandate is comprehensively processed to enable the HoM and other EU actors (the EUSR in particular) to determine areas of weakness in the fight against organised crime and corruption but also to detect other potential spoilers.

- The four regional offices will consist of teams of mixed experts, including inter alia police officers, experts with criminal legal background, political advisers, customs experts, VAT experts, taxation experts, crime analysts, migration experts… In order to adjust to regional needs, the regional offices will slightly differ in size. The regional offices would also function as hubs with mobile teams, dispatched on specific missions or areas as required.
The Mission will include up to 130 international staff and up to 150 local staff. With its wide range of different expertise, the HoM will ensure the mission adopts an integrated approach to the fight against organised crime and corruption.

The HoM retains the ability to adjust the organisation of the mission's structure within authorised resources to meet changing requirements. The HoM may recommend provision of additional expertise in the OPLAN.

The mission will also fully take into account EU policies on Human rights, gender and children in armed conflicts, as well as relevant UN resolutions.

d. **Co-ordination Requirements**

EUPM will have to contribute coherently and effectively to the overall reinforced EU engagement in BiH. This will require an ever-deeper cooperation and coordination with the other EU actors, especially in the post-OHR transition phase.

(1) **Role of EUSR**

a) The EUSR will promote overall EU political coordination and contribute to the reinforcement of internal EU coordination and coherence in BiH to attain political objectives set out by the Council.

b) The EUSR will provide local political guidance as well as support to the HoM. The EUSR and the Civilian Operation Commander will consult with each other as required. The EUSR will not be in the chain of command of civilian ESDP operations.

c) The EUSR will ensure an overall coordination role of EU, including in issues related to the rule of law, in coordination with EUPM and without prejudgement of the latter's mandate. EUPM will provide operational advice and seek the support of EUSR in high profile organised crime and corruption cases.

---

1 The requirements created by the co-location of EU experts along with their BiH counterparts call for a high language assistants/EU experts ratio, close to 1/1.
d) EUPM's Mission Analytical Capability will liaise with relevant structures within the office of the EUSR to contribute to the EUSR overall rule of law approach and situational awareness.

e) A political advisor will liaise with the EUSR in order to enhance coordination on rule of law matters.

NOT DECLASSIFIED
5. SERVICE SUPPORT

a. Information and Communication Strategy

EUPM will be supported by an information and communication strategy. 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 the Mission in Bosnia-Herzegovina but also the EU’s overall approach towards Bosnia and Herzegovina is well understood.

At implementation level, the different EU actors (Presidency, Member States, Secretary General/High Representative, Council General Secretariat, Head of Mission, European Commission 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 Political and Security Committee. While EU actors carry out their respective information activities, increased coordination has to be ensured so that the messages delivered are coherent.

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 public information activities in Brussels (Secretary General/High Representative-Spokesperson/Council Press Office and relevant European Commission services).

b. **Legal aspects**

The present SOMA will continue to apply.

c. **Administration**

The mission needs to adjust 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 Ref Y, standard civilian ESDP administration policies and instructions of the Civilian Operations Commander. These are without prejudice to the contractual obligations of the HoM towards the Commission.
Should the mandate of the mission be extended, the mission closed down, down-sized or refocused, administration-related planning would be undertaken in accordance with Ref. AA.

Functions related to the administration components 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 Joint Action and its Financial Statement, adequately staffed and provided with the necessary means to ensure the appropriate management of resources,

The structures related to mission administration report to the Head of Administration. The Head of Administration reports directly to the HoM.

Within its field of responsibility, the mission administration establishes direct relations with suppliers, other appropriate external actors and, on behalf of the HoM when designated by him/her, with the European Commission.

The mission shall establish all other necessary administrative functions necessary for efficient mission administration.

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

(1) Financial management
The financing of the mission is based on funds from the General Budget of the European Communities and contributions as appropriate from Contributing States.

The European Commission appoints the HoM as Special Advisor and entrusts him/her the budgetary implementation tasks of the EC budget granted to the operation.

The HoM is personally responsible for the implementation of the mission's budget in accordance with the applicable rules and procedures, and namely the rules applicable to the implementation of the EC general budget and the provisions of the Special Advisor's contract to be concluded between the HoM and the Commission.

The implementation of the budget covers the needs of the mission and the tasks with which it is entrusted. It shall respect the operational requirements of the mission, compatibility of equipment and interoperability of teams.

(2) Procurement

The mission is responsible for the acquisition of all the material means (equipment, supplies and services) necessary to the implementation of the mission's mandate, following entrustment by the European Commission for the budget's implementation.

The mission is also responsible for setting up internal procedures for carrying out procurement-related activities according to the applicable regulatory framework.

Procurement actions may consist of tender procedures according to EC regulatory framework, as well as of other means such as technical arrangements with States and other international actors regarding the provision of equipment, services and premises to the mission.

A procurement plan is elaborated at the start of the mission to structure and schedule the procurement actions, and regularly updated.
According to the needs of the crisis management operation, negotiated procedures could be used subject to authorisation by the European Commission upon justification from the Mission.

(3) Human Resources

The international personnel of the mission are primarily seconded by EU Member States, according to the operational requirements.

Third States may, as appropriate, second staff to the mission.

Contributing States provide personnel meeting with the job-specific requirements of the mission.

Contributing States are responsible for the deployment, rotation and repatriation, individually or by units, of their personnel according to the deployment plan of the mission. Contributing States bear the costs related to the personnel seconded by them except, in the case of EU Member States personnel, daily allowances as specified in Ref. Z, which will be paid out of the mission budget.

The HoM is able to contract international personnel where no qualified seconded personnel are available.

The HoM is able to contract local personnel as required.

Gender issues are implemented in line with EU policy, based on UNSCR 1325 and 1820.

Seconded personnel are expected to have received pre-mission training by the contributing State. EUPM shall be responsible for in-mission induction and in-service training as well as appropriate activities to evaluate, analyse and assess the best practices of the mission.

The mission will be a non-family mission.
(4) **General Support Services**

General Support Services includes logistics support, communication and information technology system (CIS) support, as well as Health and Medical Support. CIS support is detailed in section 6 c.

General support services identify the material needs of the mission, propose appropriate means to cover these needs, provide technical expertise for procurement, and manage the means and resources procured.

**a) Logistic Support**

Logistics includes the management of mission facilities and infrastructure, assets, services, and transportation. It also gives support to evacuation/relocation activities. It has to be carried out in the most effective and timely manner.

Logistical co-operation 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).

Movement and transportation to/from and in theatre during the mission is a responsibility of the HoM. For security reasons, movement of personnel in theatre is regulated by the HoM. Movement is restricted to the essential under certain security conditions. It will be implemented in full respect of the host country traffic rules and road conditions.

Logistics arrangements will be detailed in the OPLAN.

**b) Health and Medical Support**

Notwithstanding the primary responsibility of the contributing State, the CivOpCdr will have the overall responsibility for ensuring that the EU's duty of care is properly discharged. The HoM is responsible for the safety, health and wellbeing of deployed mission personnel.
All mission members have to be selected carefully and informed about the medical capabilities. To ensure duty of care in a non-benign environment, personnel should, in principle, be under the normal age of retirement in EU Member States.

All personnel are expected to arrive in the area physically, dentally and mentally fit and should have all immunization completed in accordance with national regulations. The responsibility for the physical (including dental and mental) fitness and the immunization lies with the contributing State or, as appropriate, with the individual (international contracted personnel). Special emphasis will be put on preventive medicine under the responsibility of the contributing State. Based on the medical information available, the OPLAN will recommend the desirable immunization and prophylactic measures.

A medical certificate should be provided to the Head of Administration, stating the individual's status.

Adequate precautions for Health and Medical Support for the mission members have to be taken. Mission personnel shall receive training on first aid. Further medical planning should ensure a medical structure and arrangements providing Health and Medical Support whose overall results comply with European standards. A detailed medical plan and further arrangements will be elaborated in the OPLAN.

In order to ensure an adequate management of resources, access to scarce facilities and to avoid redundancies, strong co-ordination and co-operation with, and mutual support by all relevant actors in place should be achieved.

The mission ensures appropriate arrangements for timely medical evacuation including organisation and co-ordination of medical evacuation (by ground or air) and strategic aero-medical evacuation/repatriation.

International mission personnel is covered by high risk insurance, including repatriation coverage.
(5) Other administrative functions

The Mission shall establish all other necessary administrative functions necessary for efficient
mission administration, notably the systems for incoming/outgoing mail, circulation of documents,
archiving and access.

d. Internal control

The Head of Mission shall establish internal control systems complying with the EC Financial
Regulation, 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 multi-annual character of programmes as well as the
       nature of the payments concerned.

According to the implementing Rules 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.

To prepare move from the Commission's ex-ante control system to ex-post control, Mission needs to have one legal and financial advisor post within the Mission administration section.

e. **Security**

The Bosnia and Herzegovina authorities will take all necessary and appropriate measures to ensure the security of mission members.
The Civilian Operations Commander shall direct the Head of Mission's planning of security measures in accordance with the EU’s Policy on the Security of EU personnel deployed in an operational capacity under Title V of the Treaty on European Union and its supporting documentation and ensure their proper and effective implementation for EUPM in coordination with the Council Security Office.

The Head of Mission shall be responsible for the security of the operation and for ensuring compliance with minimum security standards applicable to the operation defined by the Security Office.

Prior to the deployment of personnel, the HoM will ensure that arrangements for the security of the Mission members, including emergency and evacuation plans, are in place.

The HoM will ensure that the number of staff and authorised visitors never exceed the mission capability to cater for their safety and security and for their evacuation in an emergency situation.

The HoM will appoint a Senior Mission Security Officer who will - under the HoM responsibility - conduct the general management of all mission security aspects i.e. drawing up - or completing - and keeping up-to-date the mission security plan, organising the travel/movement authorisation process, ensuring effective and secure communications, the protection of EU classified information, etc.

The Senior Mission Security Officer will closely liaise with the Council Security Office on all protective security related matters.

There will be an EUPM security structure including the security officer's office directly subordinated to the HoM and a security officer deployed in each EUPM region.

All ESDP personnel will undergo mandatory security training, or equivalent national training, defined by the Security Office before deployment in theatre.

ESDP Minimum Security Operating Standards will be defined in the OPLAN.

6. COMMAND AND CONTROL

a. Command and Control (C2) concept

(1) Command structure

- EUPM shall have a unified chain of command as a crisis management operation.
- Under the responsibility of the Council, the Political and Security Committee (PSC) shall exercise political control and strategic direction of EUPM.
- The Civilian Operation Commander, under the political control and strategic direction of the PSC and the overall authority of the SG/HR, 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 Operation Commander shall report to the Council through the SG/HR.
- The HoM shall assume responsibility and exercise command and control of EUPM at theatre level and, as such, shall issue instructions to all mission staff for the effective conduct of EUPM in theatre, assuming its coordination and day-to-day management, following the instructions at strategic level of the Civilian Operation Commander. He shall be directly responsible to the Civilian Operation Commander.

(2) Transfer of authority
All seconded staff of EUPM shall remain under the full command of the national authorities of the sending state or EU institution. National authorities will transfer Operational Control (OPCON) to the Civilian Operation Commander.

The HoM shall exercise Operational Control (OPCON) at theatre level over personnel from contributing States as assigned by the Civilian Operation Commander together with administrative and logistic responsibility including over assets, resources and information put at the disposal of the mission.

The HoM shall be responsible for disciplinary control over the personnel. For seconded personnel, disciplinary action shall be exercised by the national authority or European Union Institution concerned.

Each contributing State should appoint a contact person (National Contingent Leader) in the Mission. The Civilian Operation Commander will provide guidance and support, including technical guidance and support, and will be the first point of contact for EUPM.

b. Reporting and Information management

The PSC shall receive on a regular basis, and as required, reports by the Civilian Operation Commander 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 through periodic reporting or in response to specific requests. (See Reporting Procedures in Annex B).

The Mission will require 24/7 operational support coverage in the Council Secretariat through its Watch-keeping capability in Brussels. The HoM is responsible for providing up to date contacts details of mission personnel.
The Council Security Office will liaise with the Civilian Operation Commander on security related issues.

NOT DECLASSIFIED
(4) Financial aspects

The CIS capital and running costs for the mission in theatre are based on the mission budget. This implies:

- The communication costs are covered by the Mission, including the cost of the strategic link to Brussels.

- The end lines communication and interconnectivity in Brussels is the responsibility of the General Secretariat of the Council of the European Union.

- The provision of the links, including its maintenance, from the HQ to all mission elements and for in-theatre co-operation/co-ordination is the responsibility of the HoM.

- Consumables for printers, radios, faxes, stationeries could be purchased from the wide market depending upon local market limitations.

(5) Information Security

The criteria for confidentiality, integrity, availability and non-repudiation must be met by secure CIS. The HoM will manage the policy of classification and release of documents within the Mission in accordance with the security principles and minimum standards established by Council.

Appropriate procedures and technical arrangements are in place to ensure the security of information. In theatre the Mission Security Officer is responsible for Information Security according to Council Security Regulation.
The secure CIS supporting the Mission's command and control structure has to be accredited to meet agreed security requirements. The CGS SAA is the accreditation authority for the link between Brussels and the HQ. The HoM is the Mission Security Accreditation Authority for in-theatre network. The CGS will provide the needed support and advice.

In addition Security Agreements will be necessary in order to share EU classified information with non-EU countries, as appropriate, in accordance with the Council security regulations.

6. Information management

Security of communications is essential. The HoM shall define procedures for classification, exchange, storage and destruction of documents within the Mission in accordance with relevant GSC regulations.

7. ANNEXES

A. Indicative Mission Structure
B. Reporting Requirements
C. List of Acronyms
D. Index
ANNEX A

INDICATIVE MISSION STRUCTURE

- Mission Analytical Capability
  - Analysis and Reporting

- HoM
  - DHoM

- Office of the HoM/DHoM:
  - Operational Advisor
  - POLAD
  - PPIO
  - Legal Counsellor
  - Liaison Officer EUFOR
  - Liaison Officer to EUSR
  - EC Coordinator
  - Financial and Legal control
  - Security Officer

- Support and Administration
  - HR
  - Procurement
  - Finance
  - Telecoms
  - Logistics
  - IT

- Strategic Advice
  - SIPA
  - BP
  - ITA
  - SFA
  - Police-Prosecutors
  - Prison...

- Inspections

- Regional Office
  - SARAJEVO
  - MOSTAR
  - BANJA LUKA
  - TUZLA
ANNEX B

REPORTING REQUIREMENTS

1. GUIDELINES:

a. The HoM shall report to the SG/HR through the Civilian Operation Commander. 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), the weekly reports (WR) and the Special Reports (SPEREP) will be systematically forwarded by the SG/HR to the Member States and the European Commission through the PSC or the CIVCOM and making due use of the ESDP 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, with recommendations, as appropriate of the signing authority.

c. Classification: EUPM reports should be classified in accordance with the Council Security regulations.

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.

<table>
<thead>
<tr>
<th>Routine Reports</th>
<th>Frequency</th>
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</thead>
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<tr>
<td>SITREP (Situation Report)</td>
<td>Weekly</td>
</tr>
<tr>
<td>PERSREP (Personnel Report)</td>
<td>Weekly</td>
</tr>
<tr>
<td>Security Assessment</td>
<td>Weekly</td>
</tr>
<tr>
<td>MAR (Monthly Assessment Report)</td>
<td>Monthly</td>
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<tr>
<td>SMR (Six-Monthly Report)</td>
<td>Six Months</td>
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<tr>
<th>Non-Routine Reports</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>INCREP (Incident Report)</td>
<td>As Required</td>
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<tr>
<td>SPEREP (Special Report)</td>
<td>As Required</td>
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<tr>
<td>Disciplinary Report</td>
<td>As Required</td>
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<tr>
<td>EUROPOL Report</td>
<td>As Required</td>
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### ANNEX C

**LIST OF ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>BiH</td>
<td>Bosnia and Herzegovina</td>
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<tr>
<td>BP</td>
<td>Border Police</td>
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<tr>
<td>C2</td>
<td>Command and Control</td>
</tr>
<tr>
<td>CARDS</td>
<td>Community Assistance for Reconstruction, Development and Stabilisation</td>
</tr>
<tr>
<td>CFSP</td>
<td>Common Foreign and Security Policy</td>
</tr>
<tr>
<td>CGS</td>
<td>Council General Secretariat</td>
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<tr>
<td>CIS</td>
<td>Communication and Information System</td>
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<tr>
<td>CIVCOM</td>
<td>Committee for Civilian Aspects of Crisis Management</td>
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<tr>
<td>CivOpCdr</td>
<td>Civilian Operation Commander</td>
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<tr>
<td>CMO</td>
<td>Crisis Management Operation</td>
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<tr>
<td>CONOPS</td>
<td>Concept of Operations</td>
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<tr>
<td>EC</td>
<td>European Commission</td>
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<tr>
<td>ESDP</td>
<td>European Security and Defence Policy</td>
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<tr>
<td>EGF</td>
<td>European Gendarmerie Force</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<td>EU MS</td>
<td>European Union Member States</td>
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<tr>
<td>EUPM</td>
<td>European Union Police Mission</td>
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<tr>
<td>EUROJUST</td>
<td>European Union Judicial Cooperation Unit</td>
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<tr>
<td>EUROPOL</td>
<td>European Police Office</td>
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<tr>
<td>EUSR</td>
<td>European Union Special Representative</td>
</tr>
</tbody>
</table>
FBiH  Federation of Bosnia and Herzegovina
FIU    Financial Intelligence Unit
FRONTEX European Agency for the Management of Operational Cooperation at the External Borders

GB     Governing Board

HJPC   High Judicial and Prosecutorial Council
HoM    Head of Mission
HQ     Headquarters
HR     High Representative
HSN    Host Nation Support

IC     International Community
ICITAP International Criminal Investigative Training Assistance Program
ICTY   International Criminal Tribunal for the former Yougoslavia
IMF    International Monetary Fund
IMS    Information Management System
IPA    Instrument for Pre-Accession Assistance
IPTF   International Police Task Force
IPU    Integrated Police Unit
ISRB   Independent Selection and Review Board
IT     Information Technology
ITA    Indirect taxation Agency

LEA    Law Enforcement Agency
LOT    Liaison and Observation team
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAC</td>
<td>Mission Analytical Capability</td>
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<tr>
<td>MoI</td>
<td>Ministry of Interior</td>
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<tr>
<td>MoS</td>
<td>Ministry of Security</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organisation</td>
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<td>OHR</td>
<td>Office of the High Representative</td>
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<td>OPCON</td>
<td>Operational Control</td>
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<tr>
<td>OPLAN</td>
<td>Operation Plan</td>
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<tr>
<td>OSCE</td>
<td>Organisation for Security and Co-operation in Europe</td>
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<tr>
<td>PI</td>
<td>Public Information</td>
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<td>PIC</td>
<td>Peace Implementation Council</td>
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<td>PIC SB</td>
<td>Peace Implementation Steering Board</td>
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<tr>
<td>PIFWC</td>
<td>Person Indicted for War Crimes</td>
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<tr>
<td>POLAD</td>
<td>Political Adviser</td>
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<tr>
<td>PPIO</td>
<td>Press and Public Information Officer</td>
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<td>PSC</td>
<td>Political and Security Committee</td>
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<tr>
<td>PSTN</td>
<td>Public Switched Telephone Network</td>
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<td>RO</td>
<td>Regional Office</td>
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<td>RS</td>
<td>Republika Srpska</td>
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<tr>
<td>SAA</td>
<td>Stabilisation and Association Agreement</td>
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<tr>
<td>SG/HR</td>
<td>Secretary General/High Representative</td>
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<td>SIAC</td>
<td>Single Intelligence Analysis Capacity</td>
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<td>SFA</td>
<td>Service for Foreigners' Affairs</td>
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<td>SIPA</td>
<td>State Investigation and Protection Agency</td>
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<td>SOMA</td>
<td>Status of Mission Agreement</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>TEU</td>
<td>Treaty on the European Union</td>
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<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
</tr>
<tr>
<td>UNMIBH</td>
<td>United Nations Mission in Bosnia and Herzegovina</td>
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<tr>
<td>UNODC</td>
<td>United Nations Office on Drugs and Crime</td>
</tr>
<tr>
<td>UNSCR</td>
<td>UN Security Council Resolution</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
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<tr>
<td>VAT</td>
<td>Value Added tax</td>
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<tr>
<td>VTC</td>
<td>Video-teleconference</td>
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<td>WKC</td>
<td>Watch-keeping Capability</td>
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      b) Criminal Justice Sector
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   (3) Short term objectives

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   (2) European Union
   (3) Third States

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(2) Assist and support in the planning and conduct of investigations in the fight against organised crime and corruption in a systematic approach.
(3) Assist and promote development of intelligence capacities.
(4) Enhance police-prosecution cooperation.
(5) Strengthen police-prison cooperation.
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   (1) Role of EUSR
   (2) EUFOR ALTHERA
   (3) European Commission
   (4) EU Members States and other international stakeholders
5. SERVICE SUPPORT

a. Information and Communication Strategy

b. Legal aspects

c. Administration
   (1) Financial management
   (2) Procurement
   (3) Human Resources
   (4) General Support Services
      a) Logistic support
      b) Health and Medical Support
   (5) Other administrative functions

d. Internal control

e. Security

6. COMMAND AND CONTROL

a. Command and Control (C2) concept
   (1) Command structure
   (2) Transfer of authority

b. Reporting and Information management
c. **CIS concept**
   (1) Strategic CIS
   (2) In-theatre CIS
   (3) CIS deployment
   (4) Financial aspects
   (5) Information Security
   (6) Information management

7. **ANNEXES**

   A. Indicative Mission structure
   B. Reporting Requirements
   C. List of Acronyms
   D. Index