control' at all times.



A Practical Guide for Civilian Experts Working in Crisis Management Missions





In Contro

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# In Control

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#### **Foreword**

Our European Union is increasingly perceived as a global security provider. Our partners know they can rely on us. Our Union has deployed civilian and military missions on three continents. We can mobilise an impressive and unparalleled number of foreign policy tools, ranging from peacekeeping to development aid, from peace-building to State-building. Our aid workers and soldiers, electoral observers and trainers are currently engaged at all corners of the planet. Our personnel abroad is world-class, in terms of professionalism and expertise.

It is then crucial that we keep investing to guarantee the highest level of preparation among our staff. This handbook has been produced under Europe's New Training Initiative for Civilian Crisis Management (ENTRi), a capacity building program created by the EU's Instrument contributing to Stability and Peace. The previous editions of this handbook have proved particularly popular: such a success has brought us to publish this new edition, but also to make its contents available on new platforms – through the ENTRi website

and, more recently, with an app for mobile devices. You are serving Europe and all our citizens. We have a duty to provide you with the best and the most up-to-date tools for your everyday work.

All our men and women on the ground perfectly understand the need for continuous training: since ENTRi was launched, we have seen that a great number of those who ask for training already have a good amount of experience in the field. And yet each new assignment, each new environment represents a new challenge. This handbook can help civilian experts deal with cultural sensitivities, or better understand human rights issues in a new country. The ENTRi team has tried to make this handbook as concise and practical as possible, while also covering a broad range of real-life situations.

Our crisis management capacities are being tested on a daily basis. Our citizens' security calls for our Union to play an active role in stabilizing war-torn countries, or in protecting peace and fundamental rights in our region and beyond. This is a top priority for our foreign policy: disengagement is not an option. So let me wish the very best to all readers, as you take up your new assignments. You might be heading to far-away places, but your activities are at the core of our foreign policy. You can truly show Europe's best face to the world.

#### Federica Mogherini

High Representative of the Union for Foreign Affairs and Security Policy Vice-President of the European Commission

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#### Introduction

Bury it in your backpack, squeeze it into your pocket or just put it under your pillow: Thanks to its handy format and robust shell, this book is made to survive rough treatment on the ground and to accompany you the whole way through the mission and back!

No matter what background or experience you have or which mission you are going on, the *ENTRi In Control* handbook is a practical guide for newcomers as well as for experienced personnel working in the field. It illustrates relevant concepts in clear and simple language, eases your way into the mission, guides you through daily life and work while on mission and assists your reintegration back home.

Chapter 1 of this handbook helps you situate yourself within the crisis management framework by providing an overview of the major international organisations in the field and the way missions are established and conducted. Chapter 2 introduces you to the principles that should guide your actions in the field as well as cross-cutting concepts and themes. Get ready for your deployment with recommendations on items to take and arrangements to make in Chapter 3.

Find information on professional conduct in the field in Chapter 4 and advice on how to stay healthy and safe in Chapter 5. Learn more about communications equipment, navigation and transport in Chapter 6. Finally, prepare yourself for bringing your deployment to an end and returning home in Chapter 7.

This handbook offers a concise and handy overview, covering the main topics concerning everyday reality in the field. It does not cover every possible situation, nor does it offer tailor-made solutions. Instead, it presents a range of possible challenges and provides options on how to deal with them. You will need flexibility and common sense to adapt to the various situations you will face on mission.

*In Control* was published by Europe's New Training Initiative for Civilian Crisis Management (ENTRi), a capacity-

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This handbook, designed to inform and guide nationally and internationally recruited civilian staff working in crisis management missions worldwide, contributes to that aim.

# Chapter 1 Situating yourself within the crisis management framework

The work of the international community in post-conflict situations can be complex and confusing. You may find yourself wondering who is doing what, how, why and where. Therefore, it is important to know what the role of your organisation is in this context, so that you may better understand your own role and circle of influence. Equally, you will need to understand the context of your mission and be able to identify the various stakeholders with whom you will engage. Although most organisations may identify peace and stability as a common goal, they all have their own mandates, tasks, internal structures, organisational culture and sources of funding.

This chapter will be your preliminary guide to understanding the types of international missions and their implementing organisations. It will provide an overview of the players, their organisational bodies and procedures, as well as some of the focus areas of today's missions.

# A. Defining EU crisis management and UN peace operations

During 2018 there were over 70 missions worldwide, all different in their mandates, organisational structures and size. Since the first United Nations (UN) peacekeeping mission was established in 1948, crisis response has taken on many different forms. Therefore, you will encounter a variety of terminology in this field of work. Names and types of missions have established themselves not only in relation to their mandates and functions but also depending on the implementing organisation. All organisations have their own jargon and may use different terms to refer to the same type of mission. Similarly, the same word may have different meanings depending on the context and organisation using it. For example, 'protection' means something different to humanitarian actors than it does to military peacekeepers.

Missions of the European Union (EU) are often referred to as crisis management missions, Common Security and Defence Policy (CSDP) missions or EU operations (civilian missions and/or military operations). Other organisations use terms such as peacekeeping, peace operations or peace support operations (PSOs).

This handbook uses peace operations and crisis management missions as general terms, while being as specific as possible when describing certain types of mission, such as monitoring or peace enforcement.

#### 1. EU crisis management

The EU refers to crisis management as a general term, which includes various types of action. This may be mentoring, monitoring and advising (MMA) or capacity building in support of security and development, including training activities. EU crisis management is comprised mainly of crisis prevention measures and the deployment of crisis management missions. EU missions can have an executive mandate to act in place of local authorities for certain tasks.

Crisis prevention includes peacebuilding, conflict prevention, and mediation and dialogue. The EU is able to employ a wide array of external assistance instruments in support of conflict prevention and peacebuilding. Conflict prevention involves early warning, early identification of conflict risks, an enhanced understanding of conflict settings as well as the analysis of crisis response tools. Mediation and dialogue push forward a political solution on the ground. In this context, the EU has developed its own mediation support capacity, which ranges from high-level political mediation to facilitation and confidence building.

EU crisis management missions are deployed at the request of host countries or within a UN framework and can help in specific fields, such as monitoring borders or fighting piracy. EU crisis management missions support the rule of law (RoL) with a particular emphasis on police, border management, judiciary, correctional services, customs

reforms and capacity building. The EU's security sector reform (SSR) processes may support the implementation of agreements ending hostilities and sustaining peace. The EU has launched missions to offer strategic advice to host countries on reforming their civilian security sectors.

#### 2. UN peace and security operations

#### **Conflict prevention**

Conflict prevention involves mediation and diplomatic measures to keep intra-state or inter-state tensions and disputes from escalating into violent conflict. It includes early warning, information gathering and a careful analysis of factors driving the conflict.

Conflict prevention by the UN may include the use of the Secretary-General's 'good offices', preventive deployment, confidence building or mediation led by the UN Department of Political and Peacebuilding Affairs (DPPA). It may also include support with peace negotiations, assistance in the development of legislation, monitoring of agreements or capacity building. This could include coaching and training for civil society to stimulate non-violent conflict resolution at local or sub-regional levels.

#### **Peacemaking**

Peacemaking generally includes measures to address conflicts in progress and usually involves diplomatic action to bring hostile parties to a negotiated agreement. Peacemaking efforts may be carried out by envoys, governments, groups of states, regional organisations or the UN, as well as by unofficial or non-governmental groups or prominent personalities.



#### **Peacekeeping**

Peacekeeping is designed to preserve peace, however fragile, and to ensure that the agreements that have been achieved by the peacemakers are being put into practice. Peacekeeping has mostly been assigned to UN peace operations and includes a variety of multidimensional tasks, which help to establish the foundations for sustainable



peace and may include a robust peacekeeping mandate to protect civilians. Modern peacekeeping missions often involve police, military and civilian actors, who work in close collaboration with other UN institutions such as the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the Office for the Coordination of Humanitarian Affairs (OCHA). Such missions are usually referred to as 'integrated missions'.

UN peacekeeping measures follow three guiding principles: consent of the parties, impartiality and the non-use of force, except in self-defence and defence of the mandate. The office of the UN Secretary-General may exercise its good offices to facilitate a conflict resolution. Furthermore, today's multidimensional peacekeeping facilitates: political processes; the protection of civilians (PoC); disarmament, demobilisation and reintegration of former combatants

(DDR); election support; protection and promotion of human rights; and assistance in restoring the rule of law.

#### **Peace enforcement**

Peace enforcement involves the use of a range of coercive measures and sanctions up to the point of military force when a breach of peace has occurred. It requires the explicit authorisation of the UN Security Council. Its use, however, is politically controversial and remains a means of last resort. The enforcement of peace is regulated by Chapter VII of the UN Charter. For its authorisation, the UN Security Council must first determine a threat to international security, the existence of a breach of peace or an act of aggression according to Article 39 of the UN Charter. A legally binding resolution for all Member States requires the affirmative votes of nine out of the 15 Security Council members, including the affirmative votes of all five permanent members, the United States, the United Kingdom, France, China and Russia. When appropriate, the Security Council may authorise regional organisations and agencies to conduct enforcement action.

#### **Peacebuilding**

Peacebuilding covers a wide range of civilian measures aimed at establishing the conditions for durable peace in post-conflict countries. Peacebuilding has become an essential part of almost all crisis management missions, combining both security and development policy approaches to re-

move the structural causes of war. It includes the long-term development and application of conflict transformation tools to prevent a relapse into violent conflict. It addresses issues that affect the functionality of state and society and enhances the capacity of states to effectively and legitimately carry out their core functions.

Modern peace operations combine peacekeeping measures with peacebuilding elements, which is complex and time-consuming work. It requires coordinated action by international actors as well as the early participation of local parties. Peacebuilding activities are supported through programmes for security sector reform, stabilisation and recovery strategies, and disarmament, demobilisation and reintegration. Many missions also provide support for the (re-)establishment of electoral processes.

# B. What are the major international organisations in the field?

International organisations involved in crisis management vary significantly in nature, structure and organisational culture. They are living organisms that were created during a specific time in history and have evolved ever since. The degree of organisational learning, capacity for managing change, types of personalities in senior management and flexibility of structures are all factors that influence the extent to which an organisation is able to adapt to changing environments. Similarly, these traits, as well as the nature of the organisation, play an important role in shaping the set-up and functioning of peace operations or crisis management missions.

This section will introduce the international organisations (IOs) that you are most likely to encounter in the field and highlight the sub-divisions and bodies in charge of the planning and implementation of peace operations.

#### 1. The European Union (EU)

Ever since it was founded in the 1950s, the European Community and its successor, the European Union (EU), have been engaged in crisis management, development cooperation and humanitarian aid. As part of the process of integrating states that are interested in admission into the Union, the EU employs instruments for stability and promotes measures for conflict resolution, reconciliation and democratisation. Since the establishment of the Common Foreign and Security Policy (CFSP) in 1993 and the European Security and Defence Policy (ESDP) in 1999 (renamed the Common Security and Defence Policy (CSDP) with the Lisbon Treaty in 2009), the EU can apply military and non-military measures. The key strategic document for CFSP and CSDP is the EU Global Strategy (EUGS), which, 13 years after the release of the European Security Strategy (2003), is meant to guide the European Union's future activities in foreign affairs, defence, humanitarian aid as well as trade or development cooperation. The EUGS, adopted by the European Council on 28 June 2016, has been followed by a set of guiding documents to help the EU operationalise its civilian and military interventions. The Common Security and Defence Policy (CSDP) is thus one of many tools in the EU's external relations toolbox. The CSDP – also referred to as 'crisis management' – allows the EU to deploy civilian, police and military personnel in missions and operations outside the Union, including:

joint disarmament operations; humanitarian aid and rescue operations; security sector reform; law enforcement; rule of law capacity building; military advice and assistance tasks; conflict prevention and peacekeeping; and tasks for combat forces in crisis management, including peacemaking and post-conflict stabilisation.

Through an integrated approach, the CSDP strives to employ these measures in the earliest and most preventive way possible. The EU's civilian and military instruments are clearly defined in the Treaty on the European Union (TEU). The EU is not autonomous in the use of these instruments, but depends on the decision-making processes of its Member States. The instruments are assigned to the European External Action Service (EEAS) under the direction of the High Representative of the Union for Foreign Affairs and Security Policy and the Vice-President of the European Commission (HR/VP). The EEAS has organisational structures for the planning, conduct, supervision and evaluation of CSDP instruments. The EU Member States decide about the use of all assets and resources owned by them in this field.

CSDP missions or operations have become a key instrument of the EU's Common Foreign and Security Policy (CFSP). Since the first deployment in 2003, civilian CSDP missions have varied in scope (e.g. police, justice, security sector reform), nature (e.g. capacity building, training, executive tasks), geographic location and size. CSDP missions

are always political tools and are conceived and controlled by EU Member States through the Political and Security Committee (PSC), which exercises political control and strategic direction over CSDP missions.

# Common Foreign and Security Policy (CFSP)

The Common Foreign and Security Policy (CFSP) of the European Union, established by the Maastricht Treaty in 1993, aims to preserve peace and strengthen international security in accordance with the principles of the UN Charter, to promote international cooperation and to develop and consolidate democracy and the rule of law, as well as respect for human rights and fundamental freedoms.

Member States of the EU define the principles and general guidelines for the CFSP. On this basis, the European Council adopts decisions or common approaches.

In order to make this handbook user-friendly and to enable the reader to quickly look up terms and actors, the following description of structures and actors does not reflect the actual hierarchy within the organisation, but puts important instruments such as the Instrument contributing to Stability and Peace (IcSP) next to an institutional actor such as the Civilian Planning and Conduct Capability (CPCC), the headquarters for all civilian missions. For a closer look at the planning processes, please consult Section C on the establishment of different missions.

Structures and actors involved in the CFSP include:

#### **European Council**

The heads of state or government of the 28 EU Member States meet four times a year in the European Council, which has become an institution in its own right with the implementation of the Lisbon Treaty. The High Representative of the Union for Foreign Affairs and Security Policy and the President of the Commission also attend these summits. The European Council plays an important role in defining the EU's political priorities and direction. At these summits, the heads of state or government agree on the general orientation of European policy and make decisions about problems that have not been resolved at a lower level. The European Council's decisions have great political weight because they indicate the wishes of the Member States at the highest level.

#### **Council of the European Union**

The Council of the European Union is the EU's decision-making body, in conjunction with the European Parliament. It meets at ministerial level in nine different configurations, depending on the subjects being discussed. It has legislative, executive and budgetary powers. The Foreign Affairs Council, which discusses the Common Foreign and Security Policy (CFSP) and the Common Security and Defence Policy (CSDP), meets once a month, bringing together the ministers of foreign affairs. Since the entry into force of the

Lisbon Treaty, it has been chaired by the High Representative of the Union for Foreign Affairs and Security Policy, who is also Vice-President of the European Commission. Twice a year, and when needed, the ministers of defence are also invited. All the Council's work is prepared or coordinated by the Permanent Representatives Committee (COREPER).

## European Parliament and national parliaments

The European Parliament is an important forum for political debate and decision-making at the EU level. The Members of the European Parliament are directly elected by voters in all Member States to represent people's interests with regard to EU law making and to make sure other EU institutions are working democratically.

The Parliament acts as a co-legislator, sharing with the Council the power to adopt and amend legislative proposals and to decide on the EU budget. It also supervises the work of the Commission and other EU bodies and cooperates with national parliaments of EU countries to get their input. The Parliament sees its role not only in promoting democratic decision-making in Europe but also in supporting the fight for democracy, freedom of speech and fair elections across the globe.

The Treaty of Lisbon set out for the first time the role of national parliaments within the European Union. National

parliaments can, for instance, scrutinise draft EU laws to see if they respect the principle of subsidiarity, participate in the revision of EU treaties, or take part in the evaluation of EU policies on freedom, security and justice.

# High Representative of the Union for Foreign Affairs and Security Policy (HR/VP)

A major innovation of the Lisbon Treaty, the High Representative of the Union for Foreign Affairs and Security Policy (HR), who is also Vice-President of the European Commission (VP), conducts the EU's Common Foreign and Security Policy (CFSP). The role of the HR/VP is to provide greater coherence in the CFSP as well as greater coordination between the various institutional players, particularly the Council and the Commission. Furthermore, the HR/VP chairs the Foreign Affairs Council and exercises authority over the European External Action Service (EEAS).

#### The European External Action Service (EEAS)

The European External Action Service (EEAS) was established to ensure the consistency and coordination of the EU's external action. This service, at the disposal of the High Representative of the Union for Foreign Affairs and Security Policy and Vice-President of the European Commission (HR/VP), is one of the major innovations of the Lisbon Treaty. Composed of officials from the services of the Council's General Secretariat and of the Commission, as well as personnel seconded from national governments and

diplomatic services, its task is to enable greater coherence in EU external action, including Common Security and Defence Policy (CSDP) missions, by providing the HR/VP with a whole range of instruments. The former delegations and offices of the European Commission became integral parts of the EEAS and represent the EU in about 140 countries around the world. EU delegations and CSDP missions have a growing need for close cooperation in countries where both are located. Cohesion creates added value and enhances the EU's impact in the country and in the region.

The crisis management structures of the EEAS underwent a reform in 2019 and now consist of the Managing Directorate for CSDP-Crisis Response (MD CSDP-CR) under the DSG CSDP-CR, containing the Directorate for Security and Defence Policy and the Directorate for Integrated Approach for Security and Peace. In addition, there is the Civilian Planning and Conduct Capability (CPCC) and the European Union Military Staff (EUMS).

#### **European Commission (EC)**

The European Commission is the EU's executive body and represents the interests of the European Union. It is fully involved in the work of the Common Foreign and Security Policy (CFSP). It sits as an observer on the Political and Security Committee (PSC) as well as on various working groups and it can issue proposals in this capacity, though it is not entitled to vote. It plays an important role in budgetary affairs since

it implements the CFSP budget, allocated in part to civilian crisis management missions and to the European Union Special Representatives. Within the European Commission, the Service for Foreign Policy Instruments (FPI) is responsible for the operational and financial management of the budgets for the CFSP and the Instrument contributing to Stability and Peace (IcSP) as well as for the implementation of foreign policy regulatory instruments such as sanctions. Moreover, the European Commission supports crisis prevention and crisis management through its enlargement policy, development aid, humanitarian aid and neighbourhood policy.

The EU budget is based on a seven-year multiannual financial framework (MFF). The Commission proposal for the new MFF budget period, starting in 2021, has significant increases for, among other things, internal security, defence and science.

### Instrument contributing to Stability and Peace (IcSP)

The IcSP is a financial and political instrument at the disposal of the European Union, formerly known as the Instrument for Stability (2007-2013). It is one of the main instruments of the European Commission to provide support in the areas of conflict prevention, crisis management and peacebuilding. Crisis response projects under the IcSP focus on a range of issues such as support for

mediation, confidence building, interim administrations, strengthening the rule of law, transitional justice or the role of natural resources in conflict. These activities can be supported through the IcSP when timely financial help cannot be provided by other EU sources. The Peacebuilding Partnership is part of the IcSP and was established to strengthen civilian expertise for peacebuilding activities. It was created to deepen the dialogue between civil society and EU institutions.

#### **European Union Special Representatives**

The European Union Special Representatives (EUSRs) support the work of the High Representative of the Union for Foreign Affairs and Security Policy in troubled countries and regions. They play an important role in:

- ★ providing the EU with an active political presence in key countries and regions, acting as a 'voice' and 'face' for the EU and its policies;
- ★ developing a stronger and more effective EU Common Foreign and Security Policy (CFSP);
- ★ supporting the EU's efforts to become a more effective and coherent actor on the world stage;
- ★ local political guidance.

The EUSRs are appointed by the Council based on recommendations by the High Representative of the Union for Foreign Affairs and Security Policy.

# Common Security and Defence Policy (CSDP)

With the Lisbon Treaty (2009), the European Security and Defence Policy (ESDP) was renamed and reformed into the Common Security and Defence Policy (CSDP) to render it more coherent and efficient.

#### **Operational Range**

The so-called Petersberg tasks, agreed in 1992 by the Western European Union (WEU) and later transferred to the EU, describe the operational range of the Common Security and Defence Policy (CSDP). The original tasks were expanded and enshrined in the 2009 Treaty of Lisbon (TEU Art. 42) and include:

- ★ humanitarian aid and rescue operations;
- ★ conflict prevention and peacekeeping;
- ★ military crisis management tasks (e.g. peacemaking, joint disarmament operations, military advice and assistance, post-conflict stabilisation).

#### **Financing and Recruitment**

There are two basic principles that guide financing and recruitment. Civilian missions under the Common Security and Defence Policy (CSDP) are financed by the Common Foreign and Security Policy (CFSP) budget, which covers personnel costs (e.g. per diems, other allowances for seconded staff, salaries for contracted staff), maintenance costs and assets. The costs of military CSDP operations are financed through the so-called Athena mechanism, to which Member States contribute on an annual basis; otherwise, the 'costs lie where they fall' principle is applied.

Regarding the recruitment of personnel, the principle for both civilian and military CSDP missions and operations is that of secondment – staff are deployed by their national governments, which transfer their authority to the relevant missions and operations for the period of deployment. However, certain kinds of niche expertise (e.g. administration and finance, rule of law) are not readily available for secondment. Civilian CSDP missions therefore also have the option of employing international and local contracted staff.

Whereas the Civilian Planning and Conduct Capability (CPCC) serves as the single standing operations headquarters for all civilian CSDP missions, an individual Member State-owned Operational Headquarters (OHQ) has to be activated for each military CSDP mission or operation.

CSDP military operations are initiated and subsequently planned on the assumption that EU Member States will contribute resources (including human resources) to meet the requirements formally expressed in a document called the Statement of Requirements (SOR). The forces required for a CSDP military operation need to be 'generated'. Once

the military force is in place, it is commanded and controlled by an Operational Headquarters (OHQ). The EU does not have permanent military headquarter structures to command and control military operations under CSDP auspices. To cope with this serious operational limitation, there are different options available to each level of command. At the strategic level, for example, one option is to use a national OHQ offered by a Member State (e.g. Germany, Greece, France, Italy or the United Kingdom). These OHQs are designated and activated in three stages: routine, pre-activation and activation.

#### **Structures**

In order to enable the European Union to fully assume its responsibilities for crisis management, the European Council decided to establish permanent political and military



structures (Nice, December 2000), outlined below.

The **Political and Security Committee (PSC)** meets two to three times a week at the ambassadorial level as a preparatory body for the Council of the EU. Its main functions are keeping track of the international situation and helping to define policies within the Common Foreign and Security Policy (CFSP), including the CSDP. It prepares coherent EU responses to crises and exercises its political control and strategic direction.

The European Union Military Committee (EUMC) is the highest military body within the Council. It is composed of the Chiefs of Defence of the Member States, who are regularly represented by their permanent military representatives. It has a permanent chair selected by the Member States. The EUMC, supported by the EU Military Staff (EUMS), provides the PSC with advice and recommendations on all military matters within the EU. Its chair is the military adviser to the High Representative of the Union for Foreign Affairs and Security Policy on all military matters and is the primary point of contact for operation and mission commanders of the EU's military operations.

For advice on civilian crisis management, the PSC relies on the Committee for Civilian Aspects of Crisis Management (CIVCOM). This committee is the Council's working group dealing with civilian aspects of crisis management; it receives direction from and reports to the PSC.

The PSC is assisted by the **Politico-Military Working Group (PMG)** and its meetings are prepared by the Nicolaidis Group. The **Nicolaidis Group** meets twice a week, always on the day before a PSC meeting and Member States are represented by close associates of the PSC ambassadors.

Since the Treaty of Lisbon, these groups have been chaired by a representative of the High Representative of the Union for Foreign Affairs and Security Policy or the European External Action Service (EEAS).

The Foreign Relations Counsellors Working Group (RELEX) or Foreign Relations Counsellors is a working group with horizontal responsibility for the Common Foreign and Security Policy (CFSP). It is chaired by the 'rotating presidency. The presidency of the Council of the European Union is taken in turn by each Member State according to a rotation system for a period of six months. The order of rotation is determined unanimously by the Council of the EU based on the principle of alternating between 'major' and 'minor' Member States. The presidency 'rotates' on 1 January and 1 July of each year. RELEX prepares all legal acts in the CFSP area and is, in particular, responsible for examining their legal, financial and institutional implications. It reports to the Committee of Permanent Representatives (COREPER), which passes relevant documents for decision to the Council for approval.

The crisis management structures of the European External Action Service (EEAS) consist of the Managing Directorate for CSDP-CR, the Civilian Planning and Conduct Capability (CPCC) and the European Union Military Staff (EUMS), outlined below.

The CSDP-CR consists of the Directorate for Security and Defence Policy and the Directorate for Integrated Approach for Security and Peace.

The **Civilian Planning and Conduct Capability (CPCC)** has a mandate to carry out the following activities:

- ★ plan and conduct CSDP civilian missions under the direction of the Political and Security Committee (PSC);
- ★ provide assistance and advice to the High Representative of the Union for Foreign Affairs and Security Policy (HR/VP), the Presidency and the relevant EU Council bodies;
- ★ direct, coordinate, advise, support, supervise and review civilian CSDP missions.

The CPCC works in close cooperation with other crisis management structures within the EEAS and the European Commission.

The director of the CPCC, as the civilian operations commander, exercises command and control at the strategic level for the planning and conduct of all civilian crisis management missions, under the political control and strategic direction of the PSC and the overall authority of the HR/VP.

In its role as the permanent Operational Headquarters (OHQ), the CPCC commands and controls all civilian CSDP missions and ensures the duty of care. It serves as

a hub for information flowing from the field, coordinates between the missions and with other EU actors in Brussels, and processes lessons from the complex mandates being implemented in very difficult environments.

A substantial part of the CPCC's work is also reporting to EU Member States on the outcome and impact of missions.

The European Union Military Staff (EUMS) comprises military experts seconded to the EEAS by Member States and officials of the EEAS. The EUMS is the source of military expertise within the EEAS. The EUMS works under the direction of the European Union Military Committee (EUMC) and Member States' Chiefs of Defence, as well as under the direct authority of the HR/VP. The role of the EUMS is to provide early warning, situation assessment, strategic planning, communications and information systems, concept development, training and education, and support for partnerships. In concert with the EU Military Committee and EEAS partners, the EUMS creates the circumstances in which the military can conduct their operations and missions together with their civilian partners in the field.

#### **CSDP** missions and operations

In December 2018, there were 10 civilian and six military CSDP missions and operations ongoing in the field. To date, the EU has conducted over 30 missions and operations under CSDP, including 22 civilian missions.

Civilian missions are supported and supervised by the CPCC in Europe, the Middle East and Africa, covering a large spectrum of tasks, including training, advising, mentoring and monitoring in the fields of police, rule of law (RoL) and security sector reform (SSR). EU Member States contribute to these missions with seconded national experts drawn mainly from the law enforcement and justice sectors.

Military operations are commanded and controlled from activated EU Operational Headquarters. Their spectrum of tasks includes operations at sea to counter piracy (e.g. off the coast of Somalia) or disrupt human smuggling and trafficking networks (e.g. the Mediterranean); providing capacity-building, training support or military assistance to armed forces (e.g. in Mali, Somalia, Central African Republic); and, if needed, creating a safe and secure environment (e.g. in Bosnia-Herzegovina). In future, Member States may appoint joint civilian-military missions. The EU military mission in the Central African Republic, for example, has a civilian component.

As the EU Global Strategy has adapted in recent years to the changing security environment, the defence and

military aspects of CSDP have been well developed. PESCO projects (Permanent Structured Cooperation in security and defence between Member States) are ongoing; and the new MFF suggests that EU funding for military capabilities will be regularly reviewed.

On the civilian side, Member States agreed in November 2017 to strengthen civilian CSDP missions by drafting three significant new papers, completed in 2018: a concept paper for strengthening civilian CSDP; a civilian capability development plan (CCDP); and a civilian CSDP compact.

The concept paper focuses on what the EU plans to do with civilian CSDP, while the CCDP describes the capabilities required to deliver on that concept. The compact is the agreement between Member States, the European Council, the EEAS and the European Commission to commit resources to the project. The European Council adopted the compact in December 2018.

The concept confirms that the 'Feira priorities' of strengthening police, rule of law and civil administration, along with security sector reform and monitoring, remain the core function of civilian CSDP activities. In addition, however, civilian CSDP must now address new threats, including: terrorism and radicalisation, transnational organised crime, migration-related security challenges, hybrid and cyber threats, border management and maritime security. Work to develop capabilities in these areas started in 2019.

The compact includes a commitment from Member States to develop national implementation plans (NIPs) to bolster the administrative, legal and financial capacities they require to contribute to civilian CSDP missions.

#### 2. The United Nations (UN)

The United Nations (UN) was established in 1945 by 51 countries. It is committed to the maintenance or restoration of peace through international cooperation and collective security. The UN provides means for international conflict resolution and sets norms that guide the behaviour of Member States. Today the UN has 193 Member States that have all agreed to accept the obligations of the UN Charter.

The UN system is made up of 30 affiliated organisations that work on a range of issues, including peacekeeping, peacebuilding, conflict prevention and humanitarian assistance. The UN has six principal organs:

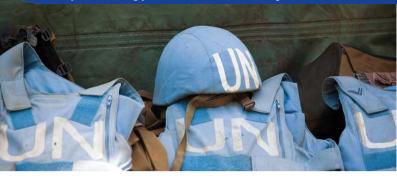
- ★ The **General Assembly**, which is the plenary assembly of all Member States.
- ★ The Economic and Social Council, which is responsible for economic, social and development related questions.
- **★** The **International Court of Justice**, which is the judicial organ of the UN.
- ★ The **Trusteeship Council**, which originally accompanied decolonisation processes, but is currently inactive.
- ★ The Security Council (SC), the UN's most powerful council. According to the UN Charter, the 15-member panel has "primary responsibility for the mainte-

nance of international peace and security". In pursuit of this task, it can impose sanctions that are binding under international law. It also mandates peacekeeping operations, including the application of military force.

★ The **Secretariat**, the UN's most important administrative body, under the leadership of the Secretary-General, which is responsible for planning SC-mandated missions.

These six principal organs, in addition to auxiliary organisations, subsidiary programmes and numerous other specialised agencies, make up the UN system. Its activities are funded through a variety of mechanisms, including assessed contributions of Member States to the regular UN budget, assessed contributions to peace operations and to international criminal courts, as well as by voluntary contributions to UN funds, programmes and individual measures. Resolutions are adopted on the basis of consensus and compromise; otherwise the often-divergent interests of Member States could impair decision-making processes.

Chapter 1: Situating yourself within the crisis management framework



#### **UN** peace and security operations

Peace and security have formed one of the three pillars of the United Nations for over 70 years; the other two pillars are human rights and development.

On 1 January 2019, the peace and security pillar was restructured as part of a wider reform package launched by the Secretary-General. The overarching goals of peace and security reform are to:

- ★ prioritise conflict prevention and sustaining peace;
- ★ enhance the effectiveness and coherence of peacekeeping operations and special political missions;
- ★ move towards a single, integrated peace and security pillar; and
- ★ align peace and security more closely with the development and human rights pillars to create greater cross-pillar coordination.

UN peace and security operations comprise a variety of missions and interventions. The two most well known of those are peacekeeping operations and special political missions.

#### **Peacekeeping operations**

Peacekeeping is not an instrument foreseen in the UN Charter; it was developed out of necessity. The first peace operation, the United Nations Truce Supervision Organization (UNTSO), was deployed in 1948. Since then, over 70 UN peacekeeping operations have been deployed worldwide. By early 2018, more than 105,000 persons (military, police and civilian) were serving in UN missions around the globe.

Over the 70 years of their existence, UN missions have evolved to meet the demands of different conflicts and a changing political landscape. Four types or 'generations' of peace missions can be distinguished: traditional peacekeeping, multidimensional peacekeeping, robust peacekeeping and missions with an executive mandate. During the Cold War, traditional peacekeeping missions were the norm: lightly armed UN troops monitored the compliance of the conflict parties with peace agreements or ceasefires, in most cases after conflicts between state actors. These missions were based on the three principles of: consent of the parties, impartiality and non-use of force except in self-defence.

Nowadays, such missions are rare. With the end of the Cold War, conflicts and threats have changed. Most conflicts now take place within states rather than between states and many are asymmetric in nature. Peace missions have changed accordingly in order to address the domestic root causes of these conflicts. Multidimensional peacekeeping missions therefore encompass many non-military tasks, such as disarmament, demobilisation and reintegration (DDR), security sector reform (SSR), rule of law support and human rights monitoring. In addition to military personnel, multidimensional operations also include police and civilian staff.

Since the 1990s, the UN has had to acknowledge that consent-based deployment of lightly armed peacekeepers is insufficient when peace agreements do not hold or were not signed by all conflict parties. In response, the Security Council began to provide missions with so-called robust mandates, empowering them to use force not only for self-defence, but also for the enforcement of the mandate. Most current missions fall into this category of robust peacekeeping.

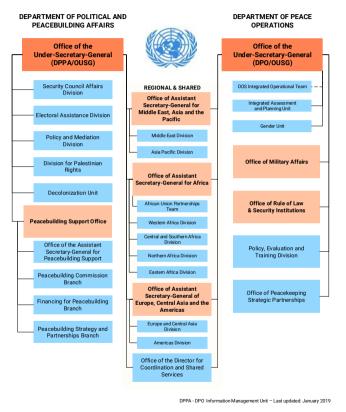
Another type of peacekeeping consists of a small number of missions with so-called executive mandates. In those cases, the UN performs state functions for a limited time, such as in Kosovo and East Timor.

#### **Special political missions**

A significant part of the UN's peace and security work in the field today is carried out by special political missions (SPMs). SPMs, which are primarily civilian, include offices of special envoys and advisers engaged in mediation and dialogue processes, groups of experts monitoring the implementation of Security Council sanctions regimes, regional offices conducting preventive diplomacy, and field missions accompanying complex political transitions and peace consolidation processes in countries such as Iraq, Somalia, Libya and Afghanistan.

Political missions have carried out good offices, conflict prevention, peacemaking and peacebuilding functions since the early days of the UN, even though these deployments have only been called 'special political missions' since the 1990s.

### DEPARTMENTS OF POLITICAL AND PEACEBUILDING AFFAIRS AND PEACE OPERATIONS



In its early days, the UN deployed a series of high-level mediators or other envoys, either upon request of the General Assembly or the Security Council, or in the context of the Secretary-General's good offices mandate. The UN also designed a number of field missions in the first 15 years of its existence, including small political offices carrying out facilitation and monitoring and reporting tasks, but also larger civilian presences to support political transitions, especially in the context of decolonisation and self-determination.

From the late 1960s until the end of the Cold War, the number of new missions mandated by either the General Assembly or the Security Council decreased. While Secretaries-General during this time continued to rely on special envoys and good offices missions, larger field-based civilian missions were rarely deployed.

Post-Cold War political transitions created increased demands for UN civilian support, particularly in areas such as electoral assistance, constitution-making and the rule of law. From Central America to Africa, new missions were established to help Member States meet those demands.

Contemporary special political missions are deployed in a wide array of contexts, and the diversity of their structures and functions continues to increase. At the time of writing, there were 12 SPMs authorised by the Security Council or the General Assembly, assisting in preventing and resolving

conflict as well as helping Member States and parties to a conflict to build sustainable peace.

In the last decade, several key reform initiatives have shaped UN peace operations, as outlined below.

#### The Brahimi Report

In March 2000, the Secretary-General appointed the Panel on United Nations Peace Operations to assess the shortcomings of the existing system and to make specific and realistic recommendations for change. The panel was led by Lakhdar Brahimi, a senior Algerian United Nations diplomat, and was composed of individuals experienced in conflict prevention, peacekeeping and peacebuilding. The panel noted that in order to be effective, UN peacekeeping operations must be properly funded and equipped, and must operate under clear, credible and achievable mandates. The Brahimi Report is seen as a key document of the reform of UN peace operations.

## High-level Independent Panel on Peace Operations

In October 2014, the Secretary-General appointed a High-Level Independent Panel on Peace Operations (HIPPO) to make a comprehensive assessment of the state of UN peace operations at present, and the emerging needs of the future. This was the first such panel to examine both peacekeeping operations and special political missions. The panel's report was presented to the Secretary-General on 16 June 2015. Based on its analysis of weak spots in peace operations, the HIPPO report suggested four major shifts:

- ★ Primacy of politics. Peace operations must be incorporated into a comprehensive political strategy, including solutions to achieve a lasting peace.
- ★ Spectrum of peace operations. The UN must be able to deploy its full spectrum of peace operations more flexibly and adapt more quickly if conditions change.
- ★ Global and regional partnerships for peace and security. Stronger and more inclusive partnerships with regional and sub-regional organisations are needed.
- ★ More field-focused UN Secretariat and more people-centred UN peace operations. In order to ensure faster, more efficient and more effective peace operations, the UN Secretariat must focus on UN personnel in field missions and enable them to better serve the people they have been mandated to assist.

In response, the Secretary-General presented his implementation report *The Future of United Nations Peace Operations* which endorsed an action plan of the HIPPO report, focusing mainly on crisis prevention and mediation, UN cooperation with regional organisations and the planning and implementing of peace operations.

#### **Action for Peacekeeping**

In 2018, the Secretary-General called for collective action through the Action for Peacekeeping (A4P) initiative. A4P aims to refocus peacekeeping with realistic expectations; make peacekeeping missions stronger and safer; and mobilise greater support for political solutions and for well-structured, well-equipped and well-trained forces.

Consultations with Member States led to the Declaration of Shared Commitments on UN Peacekeeping, which features commitments in seven areas to:

- ★ advance political solutions to conflict and enhancing the political impact of peacekeeping;
- ★ strengthen the protection provided by peacekeeping operations;
- ★ improve the safety and security of peacekeepers;
- ★ support effective performance and accountability by all peacekeeping components;
- ★ strengthen the impact of peacekeeping on sustaining peace;
- ★ improve peacekeeping partnerships; and
- ★ strengthen the conduct of peacekeeping operations and personnel.

# Main structures of UN peace and security pillar

#### **Department of Peacekeeping Operations**

The Department of Peace Operations (DPO) serves as an integrated centre of excellence for UN peace operations, responsible for preventing, responding to and managing conflict and sustaining peace in the countries where peace operations under its mandate are deployed. This includes: facilitating and implementing political agreements; providing integrated strategic, political, operational and management advice, direction and support to peace operations; developing political, security and integrated strategies; leading integrated analysis and planning of peace operations and backstopping those operations.

### Department of Political and Peacebuilding Affairs

The Department of Political and Peacebuilding Affairs (DPPA) combines the strategic, political and operational responsibilities of the previous Department of Political Affairs (DPA) and the peacebuilding responsibilities of the Peacebuilding Support Office (PBSO). DPPA has global responsibility for political and peacebuilding issues and manages a spectrum of tools and engagements across the conflict continuum to ensure a holistic approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. It provides strategic,

political, operational and management advice, direction and backstopping to all special political missions.

The Peacebuilding Support Office was founded to support the Peacebuilding Commission (PBC) by providing policy guidance and strategic advice. The PBSO assists the Secretary-General in coordinating the peacebuilding efforts of the different UN agencies. Furthermore, the PBSO administers the Peacebuilding Fund.

#### **Peacebuilding Commission (PBC)**

The Peacebuilding Commission was established by the UN Security Council and the UN General Assembly as an intergovernmental advisory body to assist countries in the aftermath of conflict. Its function is to lay the foundations for integrated strategies for post-conflict peacebuilding and recovery. The PBC brings together important actors, namely international donors, national governments, international financial institutions and troop-contributing countries to marshal resources. It provides recommendations and information on development, recovery and institution building to ensure sustainable reconstruction in the post-conflict period.

#### **Department of Operational Support**

The Department of Operational Support (DOS) was created on 1 January 2019 as part of the Secretary-General's management reforms. DOS provides all manner of logis-

tical, administrative, technology and other operational support to the approximately 90 Secretariat entities located around the globe, comprising more than 400 duty stations and offices in total. This includes service delivery and integrated operational support to all peacekeeping operations and special political missions.

## Office for the Coordination of Humanitarian Affairs (OCHA)

OCHA is the part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. OCHA also ensures there is a framework within which each actor can contribute to the overall response effect. OCHA's mission is to:

- ★ mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disasters and emergencies;
- ★ advocate the rights of people in need;
- ★ promote preparedness and prevention;
- ★ facilitate sustainable solutions.

OCHA may coordinate the deployment of Military and Civil Defence Assets (MCDA) from a number of countries and multinational organisations.

OCHA is responsible for devising the cluster approach, which will be covered in more detail in Section D of this chapter on 'cooperation and coordination approaches'.

In support of the Joint Steering Committee chaired by the Deputy Secretary-General, OCHA and UNDP are advancing closer humanitarian and development collaboration by working towards collective outcomes over multiple years aimed at reducing need, risk and vulnerability at country level.



#### **UN Development Programme (UNDP)**

As the specialised agency of the United Nations focusing on development, UNDP has a mandate supporting countries in their development path, and coordinating the UN system at the country level. UNDP is also active in the field of crisis prevention and recovery and aims to support countries in managing conflict and disaster risks, and to rebuild for resilience once a crisis has passed. UNDP's crisis recovery work acts as a bridge between humanitarian and longer-term development efforts. UNDP focuses on building skills and capacities in national institutions and communities.

Chapter 1: Situating yourself within the crisis management framework



# 3. The Organization for Security and Co-operation in Europe (OSCE)

Encompassing 57 participating states from Europe, Central Asia and North America, the OSCE is the world's largest regional security organisation. The OSCE, which evolved in the mid-1990s out of the Conference on Security and Co-operation in Europe (CSCE) is characterised by its cooperative and comprehensive concept of security, which also includes the goal of improving living conditions in its participating states.

In 1990, following the fall of the Iron Curtain, participating states drew up the Charter of Paris for a New Europe and formulated their vision for "a new era of democracy, peace and unity".

#### The OSCE's comprehensive security concept

Since 1990, the OSCE's participating states have repeatedly affirmed their commitment to the organisation's unique concept of comprehensive security. It comprises three dimensions:

- ★ The politico-military dimension relates to matters such as military security, arms control, combating terrorism and human trafficking, and defence and police reforms.
- ★ The economic and environmental dimension promotes economic development and the sustainable use of natural resources.
- ★ The human dimension covers aspects such as: respect for human rights and fundamental freedoms; establishment of democratic institutions; promotion of the rule of law; free, fair and transparent elections; protection of national minorities; improvement of the living conditions and social participation of Roma and Sinti; and promotion of tolerance and non-discrimination.

### How does the OSCE function and take decisions?

The OSCE is a regional organisation for the maintenance of international peace and security, in the sense envisaged in Chapter VIII of the United Nations Charter. However, the OSCE does not have a recognised international legal status.

All participating states have equal rights and take decisions by consensus. The OSCE's special status means that these decisions are politically but not legally binding.

### Chairmanship, Secretary General, Secretariat and Institutions

The chairmanship rotates annually among OSCE participating states. The Chairperson-in-Office may appoint Personal or Special Representatives for particular issues and is supported by the Secretary General, who heads the Secretariat in Vienna.

In addition, three independent institutions help monitor the implementation of commitments of participating states and provide early warning: the Office for Democratic Institutions and Human Rights in Warsaw (ODIHR), the High Commissioner on National Minorities in The Hague and the Representative on Freedom of the Media in Vienna.

#### **OSCE** field operations

By the end of 2018, the OSCE had 16 field and monitoring operations. The deployment of a mission requires a decision by the Permanent Council and an invitation by the host country. The mandates generally aim to support the host country in fulfilling its OSCE obligations in all three dimensions and improving cooperation with the OSCE. The first mission was deployed to Skopje in 1992 and is still active on the ground. The largest OSCE field operation, with more

than 750 international observers, is the Special Monitoring Mission to Ukraine, established in 2014.

#### **Important OSCE instruments**

- ★ Annual Security Review Conference
- ★ Forum for Security Co-operation
- ★ Economic and Environmental Forum
- ★ Human Dimension Implementation Meeting
- ★ Election observation

#### 4. The African Union (AU)

The African Union (AU) is an organisation consisting of 55 African states with a secretariat (the African Union) based in Addis Ababa, Ethiopia. The AU was established on 9 July 2002 in Durban, South Africa, as a successor to the Organisation of African Unity (OAU).

The AU has been increasingly engaged in peace operations throughout Africa. The organisation seeks to promote development, combat poverty and maintain peace and security in Africa. For the purposes of the maintenance of peace and security, the African Peace and Security Architecture (APSA) was developed, which provides the AU's Assembly of Heads of State and Government and its Peace and Security Council with mechanisms through which to prevent, manage and resolve conflict situations on the African continent. Notably, the Constitutive Act of the African Union allows for the intervention of the Union in the affairs of its Member States under grave circumstances.

#### **AU** peace support operations

The African Union has worked since 2003 to develop the African Standby Force (ASF), a peace operations capability operated by the AU, the Regional Economic Communities and Regional Mechanisms (RECs/RMs) and Member States. Between 2004 and 2019, the AU deployed peace support operations in Burundi (AMIB), Darfur (AMIS), the Comoros (AMISEC), Somalia (AMISOM), the Central African region (RCI-LRA), Mali (AFISMA), the Central African Republic (MISCA) and the Boko Haram affected areas (MNJTF). The AU has also operated a peace support operation jointly with the UN in Darfur since 2008 (UNAMID). The AU regularly undertakes conflict prevention missions (e.g. early warning, good offices, ad hoc committees), mediation missions (e.g. Panel of the Wise, good offices, mediation teams, highlevel committees), and post-conflict reconstruction and development missions (e.g. African Solidarity Initiative and liaison offices in post-conflict countries). The AU has in recent years also undertaken regional security initiatives, such as in the Sahel (supporting the G5 Sahel joint force) and in Eastern Africa.

#### AU structures for peace and security

#### Peace and Security Council (PSC)

The Peace and Security Council (PSC) is comprised of 15 rotating members. The PSC is charged with the maintenance of peace and security in Africa, making use of the African Peace and Security Architecture (APSA) to engage in conflict prevention, management and resolution initiatives.

#### Peace and Security Department (PSD)

The Peace and Security Department (PSD) of the AU Commission provides support to the efforts aimed at promoting peace, security and stability on the continent. Currently, PSD activities focus on the following goals:

- ★ Implementation of the Common African Defence and Security Policy (CADSP).
- ★ Operationalisation of the Continental Peace and Security Architecture as articulated by the Protocol Relating to the Establishment of the Peace and Security Council (PSC) of the AU, including the Continental Early Warning System (CEWS) and the African Standby Force (ASF).
- ★ Support for conflict prevention, conflict management and conflict resolution efforts.
- ★ Promotion of programmes for the structural prevention of conflicts, such as the implementation of the

AU Border Programme (AUBP).

- ★ Implementation of the AU's Policy Framework on Post-Conflict Reconstruction and Development (PCRD).
- ★ Coordination, harmonisation and promotion of peace and security programmes in Africa, including bridges built with the Regional Economic Communities (RECs), Regional Mechanisms (RMs) for Conflict Prevention, Management and Resolution (RMs), the UN and other relevant international organisations and partners.

The PSD consists of the following five divisions:

The Crisis Management and Post Conflict Reconstruction Division supports and coordinates activities relating to the management and resolution of conflicts in Africa, as well as post-conflict, peace-building reconstruction and development. The division also supervises and coordinates the work of the AU Liaison Offices on the ground.

The Conflict Prevention and Early Warning Division focuses on the anticipation and prevention of violent conflicts in Africa. It provides timely advice to AU decision-makers on threats to peace and security in Africa. The division focuses on operationalising some aspects of the African Peace and Security Architecture including the Continental Early Warning System, the Panel of the Wise and the AU Border Programme.

The Peace Support Operations Division (PSOD) works towards the operationalisation of the African Standby Force (ASF) and the Military Staff Committee (MSC), including the elaboration of policy documents and coordination with African structures and AU partners. The PSOD plans, mounts, manages and supports AU peace support operations.

The Peace and Security Council Secretariat provides the operational and administrative support required by the PSC to enable it and its subsidiary bodies to perform their functions effectively. The Secretariat acts as the institutional memory of the work of the PSC and facilitates its interaction with other institutions on issues of peace and security.

The Defence and Security Division (DSD) addresses long-term crosscutting security issues, such as arms control and disarmament, counter-terrorism and other strategic security issues, including security sector reform.

# 5. The North Atlantic Treaty Organization (NATO)

NATO is a political and military alliance that brings together 28 member countries from Europe and North America, with its headquarters in Brussels, Belgium. Its essential purpose is to safeguard the freedom and security of its members through political and military means.

It is committed to the principle that an attack against one or several members is considered as an attack against all. This is the principle of collective defence, which is enshrined in Article 5 of the Washington Treaty. So far, Article 5 has been invoked once, in response to the 9/11 terrorist attacks in the United States

NATO was founded in 1949 with three purposes: deterring Soviet expansionism, forbidding the revival of nationalist militarism in Europe through a strong North American presence on the continent, and encouraging European political integration. With the end of the Cold War, the fall of the Berlin Wall and the break-up of the Soviet Union, NATO started to develop partnerships with former adversaries and engaged in major crisis management operations.

NATO cooperates with countries from different regions, as well as with other international organisations, such as the United Nations, the European Union and the Organization for Security and Co-operation in Europe (OSCE). Consultation and cooperation within and beyond the frontiers of

its member countries contribute to conflict prevention; however, when diplomatic efforts fail, NATO has the necessary assets to take military action.

The alliance led its first major crisis-management operation in Bosnia and Herzegovina in 1995. Current operations include Afghanistan (since 2003) and Kosovo (since 1999). NATO also deploys military capabilities in support of member countries (e.g. air-policing in the Baltic States, Albania and Slovenia).

According to NATO's Strategic Concept (2010), the alliance has three main goals: collective defence, crisis management and cooperative security. NATO also develops capabilities to tackle today's security challenges in order to protect and defend NATO territory and populations. In early 2018, NATO established a stability police capability, co-located with the European Gendarmerie Force in Vicenza, Italy.



#### C. How are missions established?

Crisis-management missions and peace operations often come into existence following complex, multilateral deliberation. They are usually based on a wide array of motivations and can assume very sophisticated structures and forms, depending on the nature of the crisis as well as underlying institutional and organisational mechanisms. However, some common principles and foundations can generally be used to describe the evolution of a mission. The following section will outline how two main actors in crisis management, the UN and the EU, establish their missions using different institutional mechanisms.

#### 1. Mission mandates

A mission mandate is the legal basis on which each mission rests. It is normally agreed upon before deployment by countries or bodies that are interested in solving the dispute. The UN authorises its peace operations through Security Council resolutions. These resolutions are adopted on the basis of consensus and compromise, and in some cases the divergent political interests of Member States impair decision-making processes. Not only UN missions, but nearly all peace operations by regional organisations, are implemented under a UN mandate.

The legal basis for each EU CSDP mission derives from EU Council decisions that follow either an invitation by the host country or a UN Security Council Resolution, and that contain the agreed mission mandates.

While most mission UN and CSDP mission mandates have been non-executive, some missions have held an executive remit that allowed them to undertake sovereign responsibilities in the country of deployment, including political and administrative duties or even establishing an interim or transitional administration with authority over the legislative, executive and judicial structures of the territory. So far, only three missions of the UN have been executive; in the case of the EU, EULEX Kosovo exercises some executive powers in certain areas of its mandate.

### 2. Mission setup: The European Union way

#### Phase 1: Framing options for engagement

Once a crisis has been identified, the Political and Security Committee (PSC) and/or the High Representative of the Union for Foreign Affairs and Security Policy (HR/VP) will initiate the EU's response. Platforms for coordination and information sharing – including the Conflict Prevention Group, Crisis Platform and Crisis Management Board (CMB) – will get involved at this stage. The CMB provides internal guidance for further action and planning, and initiates the development of a Political Framework for Crisis Approach (PFCA), in coordination with the Commission.

The PFCA sets the political context, clearly articulating what the crisis is, why the EU should act and which instruments are available and best suited for the EU's response. Suitable instruments include: economic sanctions, diplomatic actions, mediation, humanitarian aid, development aid or an engagement under the ambit of the Common Security and Defence Policy (CSDP). In line with the 'integrated approach', the PFCA offers a wide range of options available to the EU.

If there is scope and added-value for a CSDP engagement, the PSC or the Council may task the EEAS to further develop possible CSDP options or frame a Crisis Management Concept (CMC). Previously, this was the task for the Crisis Management and Planning Directorate (CMPD), but since

1 of March 2019 EEAS' reorganisation the new Integrated Approach for Security and Peace Directorate (ISP) has the strategic planning mandate.

#### Phase 2: Defining the mission's goals and scope

Integrated Approach for Security and Peace Directorate (ISP) has a division for Integrated Strategic Planning for CSDP and Stabilisation (ISP.3), which will prepare the Crisis Management Concept (CMC) in consultation with all the relevant services of the European External Action Service (EEAS), in particular the Civilian Planning and Conduct Capability (CPCC), European Union Military Staff (EUMS) and other relevant Directorates, EU Delegations and Commission services. For military operations, the Athena financial mechanism will be activated. International organisations, third states, international NGOs and representatives of civil society will be consulted as appropriate.

The ISP will send a Fact Finding Mission (FFM) into the crisis zone to verify the will of the local authorities and to research and develop the CMC. The purpose of the CMC is to analyse and propose CSDP options, describe their strategic aims and objectives, and frame the possible goals and scope of an EU mission. Based on advice from the EUMS and the Committee for Civilian Aspects of Crisis Management (CIVCOM), the CMC is endorsed by the PSC and then approved by the Council.

Depending on the complexity of the crisis, the EUMS or the ISP may be tasked to develop Military or Civilian Strategic Options (MSOs/CSOs). The European Union Military Committee (EUMC) and CIVCOM will evaluate respectively the MSOs and CSOs and advise the PSC accordingly.

The PSC then agrees to the MSOs/CSOs and tasks the director of CPCC, as the Civilian Operations Commander (CivOpsCdr), to initiate operational planning and the recruitment of the Head of Mission (HoM) and the core team. The PSC also identifies the future military Operational Headquarters (OHQ) and future military Operation Commander (mil OpCdr), taking the recommendation of the EUMC into consideration.

The Council then adopts a Decision establishing the mission/operation. This is the moment where the objectives and mandate of a mission/operation are set out, the mil OpCdr becomes active, an OHQ is designated (for a military operation), third states may be invited to participate and to offer contributions, a Status of Forces Agreement/Status of Mission Agreement (SOFA/SOMA) is commissioned, and a first Budget Impact Statement (BIS) for the civilian CSDP mission start-up phase (core team) or the draft reference amount for a budget for a military CSDP operation is adopted as an integral part of the Council decision.

Both the mil OpCdr and CivOpsCdr start the Force Generation Process involving Member States and invited third states where applicable. In case contributions of staff from invited third states are accepted by the PSC, a Committee of Contributors (CoC) will be established.

#### **Phase 3: Detailed planning**

For a military operation, the EUMS develops an Initiating Military Directive (IMD) (to be approved by the EUMC) to ensure that the CMC is well translated into military direction and guidance with the appropriate level of detail. Based on the CMC, the Council decision and the IMD, the mil OpCdr drafts a Concept of Operations (CONOPS) and a Statement of Requirements (SOR).

For a civilian CSDP mission, the CivOpsCdr drafts the CONOPS, based on the CMC. The CPCC-led planning team directly involves the HoM, the core team and relevant EEAS services; it is also informed by a CPCC-led Technical Assessment Mission (TAM). To inform the development of the CONOPS, the CPCC/CivOpsCdr planning team will normally undertake a Technical Assessment Mission (TAM).

Based on advice from the EUMC and CIVCOM, the PSC endorses the draft CONOPS and the Council approves it. On this basis, a second set of mission staff is recruited for civilian CSDP missions. The CivOpsCdr and mil OpCdr then prepare their respective Operational Plans (OPLAN),

their draft Rules for the Use of Force (RUoF) and Rules of Engagement (ROE) where applicable, and – in the case of civilian CSDP missions – the regular mission budget. For civilian CSDP missions, the HoM and the core team will be fully involved in the CPCC-led operational planning process.

If more rapid decision-making is required, a 'fast track' process can be followed, in which the CONOPS is skipped. The minimum requirement for civilian planning is the OPLAN, while the military planners still have to develop an IMD to guide military OPLAN development.

On the basis of advice from CIVCOM and/or the EUMC, the PSC endorses the OPLAN and forwards it to the Council for approval. The Council then adopts a decision to launch the CSDP mission or operation, as soon as initial operational capability (IOC) is achieved (i.e. minimum requirements to start operations).

#### **Phase 4: Implementation**

The fourth phase is implementation of the mission, including the further deployment of mission staff to attain full operational capability (FOC).

In a civilian mission, the CivOpsCdr exercises command and control at the strategic level, while the HoM takes command at the operational level. In a military operation, the mil OpCdr exercises command and control at the strategic level and the military Force Commander takes command at the operational level.

When the strategic context of the CSDP mission or operation changes, at mid-term of the mandate, and/or when the mandate approaches the end date, a strategic review (SR) will be conducted by the ISP, supported by the CPCC, EUMS and other relevant Directorates. The strategic review may result in an extension of the existing mandate, a refocusing of the CSDP engagement or termination of the mission. The last option requires the input of relevant EEAS and Commission services to suggest possible ways to ensure the sustainability of achievements by non-CSDP means.



#### 3. Mission setup: The United Nations way

#### Phase 1: Initial consultation

As a conflict develops, worsens or approaches resolution, the UN frequently engages in a number of consultations to determine the best response by the international community. These consultations may involve multiple UN actors (mentioned in the previous section), potential host governments, parties on the ground, Member States (that might contribute troops and police) as well as regional and other intergovernmental organisations.

## Phase 2: Strategic assessment and pre-mandate planning

If, after the initial consultations, a peacekeeping operation or a special political mission is being considered, a headquarters-based Integrated Task Force (ITF) is established with the participation of relevant UN departments, funds and programmes. A Secretary-General's planning directive may be issued if high-level strategic guidance on the expectations of the planning process, parameters, responsibilities, coordination and reporting is required. Next, a strategic assessment will be conducted and shall follow the UN-wide Integrated Assessment and Planning (IAP) policy on the conduct of integrated assessments. A strategic assessment is the analytical process used to undertake integrated assessment at the UN system-wide level. It will include a conflict analysis, determining the country's priorities for sustaining peace, and identification of the options for types of UN engagement. Technical assessments may be conducted to gain clarity on substantive, operational or mission support aspects. If security conditions, time and resources permit, both the strategic and technical assessments will include a field visit. Based on the findings and recommendations of the assessments, the Secretariat planners will draft initial mission concepts and prepare the UN Secretary-General's report to the Security Council. This report will present options for UN engagement, including the establishment of different types of UN missions.

#### **Phase 3: Security Council resolution**

When a dispute or situation is deemed to be a danger to international peace and security, the UN Security Council may choose to pass a resolution authorising sanctions or the deployment of a peace operation. Informed by a range of strategic and technical assessments, the Security Council must settle on the specific mandate and size of the operation with at least nine out of 15 votes in favour of each decision. Throughout the duration of the operation, the UN Secretary-General regularly reports its progress to the Security Council, which reviews, renews and adjusts the mission's mandate as required until the mission is terminated.

#### Phase 4: Appointment of senior officials

The Secretary-General appoints a Head of Mission and Special Representative of the Secretary-General (SRSG) to direct the peace operation (peacekeeping mission or field-based special political mission). The SRSG reports to the Secretary-General. In the event that a peacekeeping operation is established, the Secretary-General also appoints a Force Commander, a Police Commissioner as well as senior political appointments. The SRSG is responsible for the civilian staffing of the peace operation. The Department of Peace Operations (DPO) generates formed police and military units as well as individual staff officers, observers and police officers.

#### Phase 5: Post-mandate planning

After the issuance of the mandate, the Under-Secretary-General for the Department of Political and Peacebuilding Affairs (DPPA) or the DPA issues a directive to the SRSG. The purpose of the directive is to provide system-wide strategic direction, establish priorities for sustaining peace, define the configuration of the UN presence and roles and responsibilities, and provide an outline of coordination arrangements as well as basic planning parameters.

With the issuance of the directive to the SRSG, responsibility for planning will transfer to the field. From then on, the SRSG is responsible for providing political direction on implementing the mandate and leads the planning process at the operational level. This includes finalising the mission component concepts and developing an overarching Mis-



sion Plan, which covers the context, guiding principles for mandate implementation, overall mission objectives, priorities, key assumptions and risks, mission phases, core deliverables, guidance to components and coordination principles, and resource implications. In integrated settings, it will also include the development of an Integrated Strategic Framework (ISF), which reflects the peace sustainment priorities agreed by the mission and the country team (e.g. UN agencies, funds and programmes).



The overall UN planning process can be described as broadly comprising four phases: (i) assessment in the context of a start-up, (ii) development of plans, (iii) implementation and monitoring, and (iv) review of existing operations or an assessment of the overall UN presence.

# D. Cooperation and coordination approaches

Crises with military, social and economic causes and symptoms require the coordinated use of political, diplomatic, military, humanitarian and development-related instruments. Examples such as Afghanistan show that the success of crisis management is endangered if a dimension is neglected or overvalued and an overarching strategy is missing. Comprehensive crisis management is a complex undertaking with manifold tasks, a great number of actors involved and commitments that take time. Additionally, the diverse interests of the various actors, including states and international organisations, often give rise to conflicting opinions on the objectives of an operation.

Cooperation and coordination are essential preconditions for effective crisis management. An agreed definition of common objectives and coordination of key actors (e.g. national ministries, international organisations, NGOs and donors) and instruments (military, police and civilian), both in the field as well as in political centres, is vital at every stage of the conflict. Appropriate and timely action is also important. A broad participation of actors ensures lasting results and contributes to shared burdens and increased legitimacy. Comprehensive or integrated approaches, as they are also called, should provide necessary coordination; they should offer a conceptual and organisational basis for co-

operation, encourage the establishment of new cooperative instruments and structures (e.g. cross-departmental bodies) where feasible and sensible, and regulate the coordination of resources.

Different international organisations have defined their specific comprehensive approaches in different ways, depending on their own set of capabilities and responsibilities. The EU can draw on a wide range of civilian and military expertise and therefore defines its comprehensive approach differently from NATO, which musters mainly military capabilities. The UN has focused on defining its integrated approach, aiming at internal coherence of the institutions belonging to the organisation.

#### The European Union's comprehensive approach (CA) and integrated approach (IA)

The Council of the European Union decided that, alongside civilian Common Security and Defence Policy (CSDP) missions and military CSDP operations, the EU should use all its available tools as coherent parts of EU action to tackle crises in a coordinated and comprehensive manner. This includes the improvement of its ability to foster civilian-military cooperation as well as the coordinated use

of diplomatic, legal, development, trade and economic tools of the European Commission.

The Treaty of Lisbon offered an opportunity for reinforcing the comprehensive approach, calling for the use of the policies and instruments at the EU's disposal in a more coherent manner to address the whole cycle, from preparedness and preventive action, through crisis response and management – including stabilisation, peacemaking and peacekeeping – to peacebuilding, recovery, reconstruction and a return to longer-term development.

A key challenge for the EU's comprehensive approach is its successful implementation in crisis areas where several EU instruments are deployed, not to mention coordination with all the other international and local actors. In Afghanistan, for example, an EU Special Representative (EUSR) and a civilian CSDP mission (EUPOL Afghanistan) are present in addition to the EU Delegation.

In 2016, the EU Global Strategy introduced the integrated approach (IA) – a broader concept than the comprehensive approach. The integrated approach moves beyond coordinating only EU instruments and seeks to engage all actors in the crisis from local communities and national players to regional neighbours and global strategic partners. Whereas the comprehensive approach links EU actors in a horizontal fashion, the integrated approach is both horizontal and vertical.

# 2. UN Policy on Integrated Assessment and Planning

Following the Brahimi Report and building on lessons learned from several UN missions, the then Department of Peacekeeping Operations (now renamed as Department of Peace Operations) made further efforts to improve and develop its operational planning capacity by creating new structures, plans and standard procedures. The Integrated Missions Planning Process (IMPP) was developed to ensure a transparent and inclusive approach to planning multidimensional operations. The African Union-United Nations Mission in Darfur (UNAMID) was the first UN mission to be planned using the IMPP, in 2007.

This process was then developed further and became the UN policy on Integrated Assessment and Planning (IAP). The IAP moves away from the mission-centric nature of previous guidelines and focuses on designing a UN-wide response in conflict and post-conflict situations, where multidimensional peacekeeping or special political missions are deployed to operate alongside UN agencies, funds and programmes. The IAP policy applies in all cases where a multidimensional peacekeeping operation or a field-based special political mission is deployed alongside a UN country team, or where such a presence is being considered. The IAP policy sets out four minimum requirements:

★ the joint conduct of strategic assessments;

- ★ the articulation of a common UN vision, priorities and respective responsibilities;
- ★ the establishment of integrated mechanisms at both field and HQ levels;
- ★ the conduct of integrated monitoring and reporting on the implementation of Integrated Strategic Frameworks (ISFs).

#### 3. The UN's cluster approach

Coordination is vital in emergencies. Good coordination means less gaps and overlaps in humanitarian organisations' work. It strives for a needs-based, rather than capacity-driven, response. It aims to ensure a coherent and complementary approach, identifying ways to work together for better collective results.

The basis of the current international humanitarian coordination system was set by General Assembly resolution 46/182 in December 1991. The Humanitarian Reform of 2005 introduced new elements to improve capacity, predictability, accountability, leadership and partnership.

The most visible aspect of the 2005 reform is the creation of the 'cluster approach'. Clusters are groups of humanitarian organisations (UN and non-UN) working in the main sectors of humanitarian action, e.g. shelter and health. They

are created when clear humanitarian needs exist within a sector, when there are numerous actors within sectors and when national authorities need coordination support.

Clusters provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance. Clusters create partnerships between international humanitarian actors, national and local authorities, and civil society.



1. Disaster situations 2. IDPs (from conflict)

The United Nations' Office for the Coordination of Humanitarian Affairs (OCHA) works closely with global cluster lead agencies and NGOs to develop policies, coordinate inter-cluster issues, disseminate operational guidance and organise field support.



# Chapter 2 Thematic issues and guiding principles

Crises differ in every possible way and need tailor-made responses. Crisis management missions and peace operations have a variety of tools and instruments at their disposal to cater to each specific dimension, stage or aspect of a post-conflict situation. The following section will highlight just a few of the diverse thematic areas that international missions address.

#### 1. Mediation and diplomacy

Mediation as a tool of diplomacy seeks to prevent, mitigate and resolve conflicts by opening up communication channels between adversaries. Mediation processes are adaptive and enable or facilitate dialogue between the main conflict protagonists or with a broader range of actors, including civil society, national and community leaders, and others.

While diplomacy and mediation as conflict management tools have traditionally belonged to the realm of states, the decline of inter-state conflicts since the end of the Cold War and the subsequent increase of civil wars and intrastate conflicts have opened niches for the intervention of independent and non-state third-party diplomacy actors. Actors involved in mediation now range from the United

Nations, regional organisations and governments, to private organisations and prominent peacemakers. While state actors, the UN and regional organisations constitute so-called traditional power-based mediators that benefit from their inherent leverage, independent private actors enjoy greater flexibility and are able to react quickly to unfolding situations and deal with parties which are beyond the reach of official actors.

The emergence of specialised mediation actors, such as mediation-support capacities in the United Nations (UN), the European Union (EU) and the African Union (AU), as well as the establishment of professional networks, such as the Mediation Support Network, have contributed to the further professionalization and institutionalisation of the mediation field.

Diplomacy, whether by states or private actors, is often described as taking place on three levels or 'tracks':

- ★ Track 1: dialogue between official representatives of conflict parties;
- ★ Track 2: dialogue among unofficial actors, often including civil society;
- ★ Track 1.5: dialogues in which official representatives or those close to the leadership of conflict parties participate jointly with non-governmental actors through the facilitation of private mediators.

On the ground, several dialogue tracks might take place in parallel or in sequence, as successful mediation often requires not only cooperation with peacebuilding organisations but also engagement with a range of actors.

Most peace processes involve not only multiple mediation actors but also a variety of different tasks and strategies, from process design to technical assistance. Besides facilitating talks between parties, mediation actors can also advise the conflict parties on negotiation processes or technical issues and support other local or international mediation initiatives.

Furthermore, mediators increasingly take into consideration the relevance of human rights and justice issues for sustainable peace, thereby often promoting the inclusion of women and civil society in peace processes.

#### 2. Human security

The UN Development Programme's Human Development Report of 1994 defined seven essential dimensions of human security:

- 1. Physical
- 2. Political
- 3. Local/communal
- 4. Health
- 5. Ecological
- 6. Economic
- 7. Nutritional

Since 1994, partly through the work of the UN's Commission on Human Security, this definition has been expanded and nowadays includes freedom from fear, freedom from want and freedom from indignities. With this definition, the focus of security policy is the individual rather than the state and the concept of security is expanded by a development component.

In the face of complex geopolitical challenges extending beyond boundaries, states and international organisations have recognised that the threat to human security – in contrast to threats to state security – is a new frame of

reference for security policy. In the framework of the human security approach and against the backdrop of fragile or failing states with weakened monopolies on force, security policy concepts need to be orientated towards the survival, security and development of individual human beings. Human security equally applies to threats such as poverty and environmental disasters.

UNDP, the EU and many states have tried to promote a higher profile for development issues on the global security policy agenda as well as to direct more resources towards development projects. Even though basic ideas on human security have entered security policy debates, the concept remains disputed. Critics doubt its practicality and fear the 'securitisation' of international politics, as everything could be declared a threat with reference to human security. Currently, two schools of thought exist: one works with a narrower, pragmatic definition (freedom from fear) while the other represents a broader, holistic definition (freedom from fear, freedom from want and freedom from indignities).

If applied in international cooperation, human security requires an integrated approach to action that covers multiple sectors. It must be aimed at the protection, security and empowerment of those affected by crisis or conflict. As human security is complementary to other existing security concepts, an outright paradigm shift has not taken place. The conceptual vagueness makes political adaptation difficult. Various governments (particularly Canada, Norway

and Japan) have included the agenda of human security in their foreign, security and development policies.

In 2004, an advisory group of the EU's High Representative for Foreign Affairs and Security Policy prepared the Barcelona Report (A Human Security Doctrine for Europe). In this report, he called for commitment to both civilian and military means to address human security. In the subsequent Madrid Report (2007), the relevance of human security for European missions was further emphasised, and the following principles were formulated:

- ★ the primacy of human rights,
- ★ the legitimacy of political authority,
- ★ multilateralism,
- ★ a bottom-up approach,
- $\star$  an integrated regional focus,
- $\star$  a transparent strategy of international actors.

However, the implementation of these principles has turned out to be difficult.

In October 2012, the UN General Assembly adopted a resolution on human security that squarely positioned human security at the intersection of peace, development and human rights. This resolution laid down a common understanding of human security as an "approach to assist Member States in identifying and addressing widespread

and cross-cutting challenges to the survival, livelihood and dignity of their people". This common understanding is constituted by the broad definition of human security as freedom from fear, freedom from want and freedom from indignity.

#### 3. Human rights

Adopted in 1948 by the UN General Assembly, the Universal Declaration of Human Rights (UDHR) provides the basis for all international human rights treaties developed in recent decades and serves as a common standard of achievement for all peoples and nations in this area. The treaties and other instruments adopted since then constitute the backbone of the system developed by the UN to enhance the protection of human rights.

Human rights are commonly understood as fundamental rights to which a person is inherently entitled simply by virtue of being human. Human rights are:

- ★ Universal: they are the same for everyone, everywhere, although the ways in which they are promoted, implemented and understood varies between regions and countries. These rights may exist as natural rights or as legal rights, in both national and international law.
- ★ Inalienable: no one can renounce them or lose them.

- and states cannot deprive any individual of his or her human rights.
- ★ Indivisible, interdependent and interrelated: each human right depends on the others, and the violation of one of them affects the exercise of others.
- ★ They must be guaranteed to every individual in every part of the world without discrimination.

Being a core part of peace operations, human rights issues are mainstreamed into activities as well as promoted through specific projects and structures on the ground. The Office of the United Nations High Commissioner for Human Rights (OHCHR) and other UN agencies and programmes provide expertise, guidance and support to UN peace operations on human rights issues. In 2012, an EU Special Representative (EUSR) for Human Rights was appointed and the EU's Strategic Framework and Action Plan on Human Rights and Democracy was adopted.

Even if your mission deployment does not work specifically on human rights, it is extremely helpful to know which international human rights treaties have been ratified by your host country government and what level of compliance exists with these treaties (see www.ohchr.org). Information on a host country's compliance with treaties provides valuable insights on issues such as governance and security, and evaluates the performance of national actors that might

be your counterparts, such as national security forces and relevant ministries.

Activities that are instrumental in the protection and promotion of human rights include monitoring, fact-finding and reporting, human rights education and measures designed to enhance protection within the legal system. International civilian personnel may work on protecting minority or property rights; combating war crimes, crimes against humanity and human trafficking; or improving the criminal justice and penal system.

International organisations such as the EU have developed mission structures that include human rights advisers to mainstream human rights into the daily operational work of missions on the ground.

#### 4. Context sensitivity: Do No Harm

'Do No Harm' (context sensitivity) is a principle for the planning, evaluation and adaptation of assistance measures in crisis management. It is based on the understanding that any international involvement has unavoidable side effects. With this guiding principle, crisis management should be shaped in a way sensitive to the context in which it operates, so that its negative effects can be minimised.

The Do No Harm approach was developed at the beginning of the 1990s by non-governmental organisations (NGOs). Created originally for emergency aid, it has since been applied in all areas and phases of crisis management. One of the core assumptions of Do No Harm is that in every conflict, there are forces and structures present that promote or maintain violence, as well as forces and structures that promote peace. Crisis management should strengthen those structures (e.g. dispute resolution procedures) and actors (e.g. moderate leaders) that can work positively towards a peaceful transformation of conflict.

International actors can cause damage by failing to act; equally they can cause damage by articulating or promoting their interests and priorities too vigorously. Such interventions can be perceived as biased or inappropriate. Depending on who is helped first, who receives benefits and which signals international actors send out, external

aid can actually worsen conflicts and emergencies, even if unintentionally.

After the end of the civil war in Guatemala in the late 1990s, returning refugees received international support in the form of land, houses and educational programmes. However, those who had remained in the country received no comparable benefits and felt neglected. This resulted in local conflicts as well as disputes among aid organisations. In Afghanistan, international efforts to empower women and promote their engagement in the political sphere increased tensions within some families and villages.

International crisis management is continually confronted with dilemmas. Achieving a wholly positive outcome is often not possible. From the start, the Do No Harm approach must be applied to the very analysis that provides the basis for an informed understanding of a conflict. During the implementation phase, it is necessary to continue examining interventions against the Do No Harm principle, so as to identify pitfalls and address them. By embracing this principle in all stages of their work, states, international organisations and NGOs have a chance to balance out imperatives of action while mitigating possible unintended and long-term consequences of their actions.

#### 5. Corruption

Corruption has been a significant issue in nearly every major crisis and intervention by the international community in the last 20 years. Conflicts and revolutions may be prompted by corruption and the excesses of a regime; equally, conflict may be perpetuated when corruption is deeply entrenched. Warring parties often benefit from the spoils of continued fighting. Fragile and conflict-affected states as well as countries emerging from conflict are often characterised by endemic corruption, low levels of state legitimacy and capacity, weak rule of law, wavering levels of political will and high levels of insecurity.

As you are likely to be working in a context where governmental institutions are weak and their capacity to absorb funds is low, yet donors are pressuring you to disburse massive amounts of foreign aid, you will probably be confronted with corruption and informal justice systems during your mission.

Corruption is a complex issue that often manifests itself in subtle ways. The effects can be seen in bribery, the corrupt management of state assets and through technical issues such as biased contracting and illicit money flows. However, corruption should not only be understood in terms of bribery or misbehaviour for personal enrichment; it often underlies complex power relationships and deeply entrenched patronage systems.

Corruption has many consequences; it can:

- $\star$  perpetuate conflict and instability,
- $\bigstar$  waste significant amounts of international funds,
- ★ damage the effectiveness and credibility of your mission,
- ★ foster a culture of impunity rather than lawfulness.

Success in fighting corruption can often improve the security and well-being of the civilian population. While a determined effort to address corruption may increase the complexity of the early stages of a mission, it will pay back high dividends in terms of institution building, stability and the overall success of the mission. A 'clean' environment allows better outcomes to be delivered at lower cost both to the host nation and to the international community.

There is a growing movement away from adopting an orthodox, unitary, state-centric approach, towards viewing the rule of law from the perspective of legal pluralism. While UN institutions such as the Office of Internal Oversight Services (OIOS) have developed mechanisms for spotting corruption risks and investigating cases of wrong doing, anti-corruption should be further mainstreamed as a priority within national and international policy arenas. Robust guidance and internal systems are needed to address corruption risks, while specific training could assist crisis managers in tackling corruption within their daily work.

However, corruption, informal justice or mismanagement have to be considered and tackled within their own cultural and situational circumstances. Curbing corruption in a specific context or case you come across may not be effective or may even have unintended consequences. This especially applies to cases of informal justice and mob violence, as the many cases of street justice show. A constant balance between legal pluralism and local circumstances on one hand and compliance with international norms, human rights and legal standards on the other is extremely complicated, but indispensable in practice.

The UN has developed three guiding principles to which international missions should adhere, when dealing with informal justice: giving due regard to applicable informal justice systems, maintaining oversight of the application of informal justice norms and practices, and avoiding corrupt informal justice systems. They include the following advice:

- ★ understand that corruption is both a cause and a consequence of conflict;
- ★ take corruption risk into account when conducting assessments and planning programmes and projects;
- ★ try to gain or maintain an overview of existing informal structures and practices;
- ★ do not contribute to corrupt practices yourself (e.g. refuse to pay bribes or give personal favours to counterparts);

- ★ cultivate a culture of personal accountability and ensure transparency in your own working environment and programmes (particularly where money flows);
- ★ build integrity and counter-corruption measures into key programmes;
- ★ promote or enhance internal and external checks and institutional control mechanisms.

Make sure you inform yourself about your mission's and organisation's channels and conduct, so that you can ensure transparency and prevent corruption from happening on your watch.



#### What is gender?

According to UN Women, "Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a women or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities

undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age."

This division leads to differences in status and the ability to access valuable resources, influence important decisions and seek protection. Women, men, boys, girls, transgender and others have different perspectives, needs and interests. A gender perspective implies that we understand these differences, in relation to each other and how they affect our work.

#### What is gender equality?

Gender equality refers to the equal rights, responsibilities and opportunities of each member of society. It is a human rights issue and a precondition for and indicator of sustainable, people-centred development.

Achieving gender equality does not happen overnight and cannot be imposed from outside. It involves the transformation of values and cultural practices. This process requires time and the inclusion of society as a whole.

#### What is a gender-sensitive conflict analysis?

Before engaging in crisis management activities, experts should conduct a comprehensive analysis of local and international actors, roots causes of the conflict, conflict dynamics, the socio-cultural, economic and political context as well as opportunities for peace. A gender-sensitive conflict analysis ensures that one understands power relationships and social inequalities between the stakeholders. On the basis of a sound analysis, crisis management measures can be designed, fitting the needs of the host population to be more effective and sustainable. It also helps to ensure Do No Harm.

One important resource is the set of recommendations by the Informal Expert Group (IEG) of the UN Security Council on Women, Peace and Security (WPS). The IEG was created in 2016 to systematically strengthen the oversight and coordination of WPS implementation work and to discuss countries on the Council's agenda.

#### What is gender mainstreaming?

Gender mainstreaming is the strategy to integrate a gender perspective at all stages of a project (planning, implementation, evaluation and follow-up) and at all levels of an organisation, mission or operation – everyone is responsible. The immediate purpose is to ensure that men, women, boys, girls, transgender and others will benefit equally from policies and actions, as well as to prevent

external actors from exacerbating and perpetuating gender discrimination and inequalities. In the long-term, the purpose is to promote gender equality. It is important to note that gender mainstreaming does not focus solely on women, although women are usually the targets and beneficiaries of mainstreaming practices, due to their often disadvantaged position in many societies going through social change and conflict.

## Gender perspectives in crisis management missions

Adopting a gender perspective	
INVOLVES:	DOES NOT INVOLVE:
Looking at inequalities and differences between and among women, men, transgender and others.	Focusing exclusively on women.
Recognising that both women and men are actors.	Treating women only as a 'vulnerable group'.
Designing interventions that take inequalities and differences between women and men into account.	Treating women and men the same.
Moving beyond counting the number of participants to looking at the impacts of initiatives.	Striving for equal or 50/50 (men/women) participation.
Understanding the differences between different groups of women (and men).	Assuming that all women (or all men) will have the same interests, needs and opportunities.
Recognising that equal opportu- nities for women within organisa- tions is only one aspect of a concern for gender equality.	Focusing only on employment equality issues within organisations.
Understanding the specific situation and documenting actual conditions and priorities.	Assuming who does what work and who has which responsibilities.

Both the EU and the UN have appointed gender advisers, gender units and gender focal points to provide expertise and guidance on gender issues. Furthermore, these issues are tackled through the implementation of specific projects or tasks on the ground. The purpose of these structures is to help mission staff work on all issues from a gender perspective, in order to promote gender equality through immediate and long-term action, empowering the wider population, and enabling institutions to meet their gender equality obligations.

## International gender-specific legal frameworks

The following is a list of the most important international and regional peacebuilding frameworks and legal instruments, which focus on or include gender-specific provisions.

The Geneva Convention on the Protection of Civilian Persons in Time of War: Commonly referred to as the Fourth Geneva Convention (1949) and the Additional Protocols (1977), these legal instruments stress the need for the special protection of women in warfare, including protection against rape and forced prostitution.

Rome Statute of the International Criminal Court (1998): This is the treaty that established the International Criminal Court (ICC). It is the first document to declare rape and other forms of gender-based violence to be war crimes. If these acts are part of systematic and widespread

attacks on civilians, they constitute 'crimes against humanity'. Rape is condemned as a serious breach of international humanitarian law.

Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979): Often considered as a 'women's charter of human rights', CEDAW holds states responsible for adopting legislation and political measures to protect women and their rights, and to fight discrimination. General recommendation no. 30 on women in prevention, conflict and post-conflict situations gives guidance on concrete measures to ensure women's human rights are protected before, during and after conflict.

In addition, there are regional legal frameworks, such as the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (known as the Convention of Belém do Pará of 1994) and the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (known as the Maputo Protocol of 2003), which stipulates under Article 10 the Right to Peace and under Article 11 the Protection of Women in Armed Conflicts.

#### **UN Security Council Resolutions (UNSCR)**

UNSCR 1325 'Women, Peace and Security' (2000) was the first UN Security Council Resolution to link women's experiences of conflict to the maintenance of international peace and security. It addresses the impact of war on women and their contribution to conflict resolution and sustainable peace, as well as calling for gender mainstreaming of all peace operations and peacebuilding programmes.

UNSCRs 1820 (2008), 1888 (2009), 1960 (2010) and 2106 (2013) address sexual violence in conflict (SVC) and highlight the need to address and end SVC, calling for the protection of survivors as well as an end to impunity for SVC crimes. UNSCR 1820 explicitly recognises SVC as a tactic of war and a matter of international peace and security, and categorically prohibits the granting of amnesties for such crimes. It also stresses equal participation in conflict prevention and resolution efforts, and links the prevention of sexual violence with women's participation in peace processes and leadership positions. UNSCRs 1888, 1960 and 2106 reinforce UNSCR 1820, through a call for leadership on the issue in the form of the Special Representative of the Secretary-General on Sexual Violence in Conflict and Women's Protection Advisers to UN peace operations. The role of these leaders is to build expertise in judicial response, to strengthen service provision for survivors, and to establish monitoring and reporting mechanisms, including an accountability architecture for listing and delisting perpetrators of SVC crimes.

UNSCR 1889 (2009) calls for concrete steps to improve the implementation of UNSCR 1325 and to increase women's participation in post-conflict processes. These steps include calls for a set of global indicators and proposals for monitoring mechanisms for the implementation of UNSCR 1325.

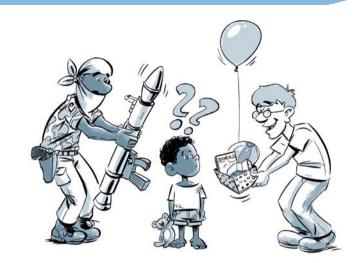
UNSCR 2122 (2013) seeks to fill gaps in existing Women, Peace and Security (WPS) frameworks. It aims to lay out a systematic approach ensuring full participation and leadership of women and civil society organisations in conflict resolution; and it addresses obstacles in women's access to justice both during conflict and in post-conflict situations.

UNSCR 2242 (2015) focuses on women's involvement in efforts to prevent and resolve conflict. It establishes the Informal Expert Group (IEG) and calls for gender-sensitive strategies to counter and prevent violent extremism and sexual exploitation and abuse (SEA).

UNSCR 2272 (2016) on sexual exploitation and abuse (SEA) came up as a response to allegations made against peacekeepers in the UN's peace operation in the Central African Republic. This resolution outlines SEA as a serious problem at the UN and seeks to remove SEA from a broader institutional culture.

UNSCR 2331 (2016) was the first resolution on human trafficking, which condemned the phenomenon and stressed how human trafficking can exacerbate conflict and foster insecurity.

In 2018, the European Council adopted conclusions on women, peace and security and a new EU Strategic Approach on Women, Peace and Security. This approach emphasises the need for systematic integration of a gender perspective into not only all fields and activities in the domain of peace and security, but also EU external actions as a whole.



#### 7. Child protection

Children are among those most vulnerable to conflict. Conflict affects children in multiple ways: boys and girls get injured and even killed, they are recruited by armed forces or groups, and they are separated from their families or forcibly displaced. Much of this happens with impunity. In places where political, social and economic instability lead to conflict, those institutions and services which provide for children, such as schools and hospitals, are weakened or disrupted. Violence against children may occur in everyday contexts, such as at home, in school, in care and justice systems, within communities and at workplaces. Meanwhile,

crises such as natural disasters, armed conflict and forced displacement can expose children to exponential risks.

Six grave violations against children during armed conflict have been identified:

- ★ recruitment and use of children,
- ★ killing or maiming of children,
- ★ sexual violence against children,
- ★ attacks against schools or hospitals,
- ★ abduction of children,
- \* denial of humanitarian access.

The international community recognises the reduction of the impact of armed conflict on children as an important aspect of any comprehensive strategy to resolve conflict and calls on all parties to conflict to afford special protection to boys and girls.

During conflicts, children are legally protected by international humanitarian law and human rights law. In the Fourth Geneva Convention (1949) and the Additional Protocols of 1977, more than twenty provisions have been developed to give special protection to children affected by armed conflict.

The UN Convention on the Rights of the Child (UN-CRC) is a legally-binding international human rights convention that postulates that children everywhere have

the right to develop to their fullest potential, the right to protection from harmful influences, abuse and exploitation, and the right to participate fully in family, cultural and social life. It protects these rights by setting standards in health care, education, and legal, civil and social services.

The monitoring and reporting mechanism (MRM) set up by the UN feeds into this framework to gather evidence of grave violations against children, and reports them to the UN Security Council. Depending on your position within the mission, you might be directly or indirectly involved in gathering information for the MRM.

While working in a crisis management mission, you might come across violations of children's rights or child abuse. Examples include the six grave violations, but also any form of violence, the employment of children as household or office cleaners, child prostitution, early marriage and any kind of exploitation of children. Child soldiers are particularly vulnerable in a context of disarmament, demobilisation and reintegration, and require the attention of specialised mission staff.

If you come across violations of children's rights, you should refer to the mission's code of conduct for guidance and immediately report your observations to competent staff within your mission, such as specialised child protection staff. Child protection is a shared responsibility of all

mission personnel and each mission component has a role to play in it.

#### 8. Sexual exploitation and abuse

In 2015, allegations made against peacekeepers in the UN's peace operation in the Central African Republic raised a sensation. The AU, EU and UN repeated their zero-tolerance policies towards sexual exploitation and abuse (SEA) and reviewed their codes of conduct. The incident brought back memories of the 2002 'Sex for Food' scandal in which UN peacekeeping personnel and NGO workers traded food and money in return for sexual services with women and children in refugee camps in West Africa. Since then, the Inter-Agency Standing Committee (IASC) adopted a Statement of Commitment on Eliminating Sexual Exploitation and Abuse (2006), outlining six core principles; in March 2017, the UN Secretary-General announced a four-pronged strategy to prevent and respond to SEA across the UN system, appointing a Special Coordinator to lead that response through to the end of 2019; and in 2018 the Council of the European Union published Upgraded Generic Standards of Behaviour for CSDP Missions and Operations that include a section on SEA.

Both the UN and EU have adopted the following definitions:

**Sexual exploitation** refers to "any actual or attempted abuse of a position of vulnerability, differential power or

trust for sexual purposes, including but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another."

**Sexual abuse** refers to "the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions."

Most international and regional organisations have standards of behaviour or codes of conduct that condemn sexual exploitation and abuse as serious misconduct. Some missions have mission-specific codes or restrictions, which all categories of personnel have to respect. UN and EU staff members are strictly prohibited from:

- ★ any sexual activity with anyone under the age of 18 years, even if he or she has been misleading about their age;
- ★ any sex with prostitutes, whether or not prostitution is legal in their home country or the host country.

Some codes of conduct also prohibit using children or adults to procure sex for others and having sex with anyone in exchange for food, money, employment, gifts or services.

Perpetrators of sexual exploitation or abuse will risk ending their professional careers, quite apart from risking their personal safety and that of their victims. The UN can fine civilian perpetrators or – in the event of abuse by uniformed personnel – withhold payment to troop- and

police-contributing countries. Once the UN waives immunity of a civilian, he or she might face criminal proceedings.

Anyone who hears about sexual exploitation and abuse committed by mission personnel – whether suspicions, concerns, rumours or complaints – must report it to the head of mission or through specific conduct or discipline channels. Staff members who report possible breaches should be able to report anonymously and enjoy protection against retaliation.

#### 9. The Geneva Conventions

International humanitarian law (IHL) includes both humanitarian principles and international treaties to minimise suffering and damage during armed conflicts. IHL has been developed through the four **Geneva Conventions of 1949** and the two **Additional Protocols of 1977 relating to the protection of victims of armed conflicts.** They represent the world's efforts to protect people in times of armed conflict and are based on the principles of humanity, impartiality and neutrality. The International Committee of the Red Cross (ICRC) serves as the guardian of IHL.

The four Geneva Conventions and the First Additional Protocol apply to all cases of international conflicts. These include declared war, armed conflicts or cases of partial or total occupation where two or more states are involved. The common Article 3 and the Second Additional Protocol, in

contrast, apply to situations of internal, non-international armed conflict, such as civil wars.

The First Geneva Convention protects soldiers who are out of battle (hors de combat). This convention ensures the protection and adequate (medical) treatment of wounded or sick people during conflict. The convention encompasses the protection of medical personnel, equipment and facilities as well as the right of ICRC to assist people who are not or no longer participating in hostilities. It protects civilian support teams and prohibits violence and discrimination on the basis of sex, race, nationality, religion or political beliefs.

The Second Geneva Convention transfers the protection enshrined in the First Geneva Convention to wounded, sick and shipwrecked members of armed forces at sea.

The Third Geneva Convention sets out specific rules for the treatment of prisoners of war (POWs) and requires them to be treated humanely. POWs are to be housed adequately and should receive sufficient food, clothing and medical care. The convention also contains guidelines on labour, discipline, recreation and criminal trial.

The Fourth Geneva Convention regulates the protection of civilians in areas of armed conflict and occupied territories. Civilians must be protected from murder, torture, brutality, discrimination, collective punishment or deportation.

All four Geneva Conventions include an identical Article 3, which lays down the law during conflicts not of an international character. Under this article, those who have put down their weapons or are 'out of conflict' must be treated humanely and without any form of discrimination based on race, colour, sex, religion, social status or wealth.

The First Additional Protocol expands the protection of non-combatants such as civilians, military and civilian medical workers in international armed conflict. It forbids the recruitment of children into armed forces and determines that armed forces need to be recognised as combatants while preparing for or during an attack. It prohibits the misuse of protective emblems and forbids the use of weapons that cause superfluous injury, unnecessary suffering, or widespread, long-term or severe damage to the natural environment.

The Second Additional Protocol, dealing with non-international conflicts, expands the common Article 3 of the four Geneva Conventions and extends the essential rules of the law of armed conflicts to internal wars. It protects victims, such as civilians, medical and religious personnel, shipwrecked and wounded people in internal, high intensity conflicts.



#### 10. Protection of civilians (PoC)

In troubled or fragile states, civilians are often victims of targeted violence, including killing, sexual abuse, looting or forced recruitment as (child) soldiers. Governments of affected states are not always willing or able to meet their responsibilities towards the population. Institutions such as the police force, the judiciary or a human rights commission may lack the capacity and means to provide fundamental protection, due to a protracted conflict situation. In addition, in some cases there is little political will to provide protection or to build up such institutions, especially in areas with illegal economic activities. In such situations and according to the principle of protecting human rights, the international community is called upon to play an active role.

The protection of civilians in armed conflicts is a crosssectoral task in peace operations, where civilian, police and military mission components should support the host

government in providing adequate protection to its population. However, on several occasions international intervention was too little or too late, of which the mass killings in Rwanda and Srebrenica in the 1990s are the sad evidence.

The tragic events of the early 1990s sparked a new debate in the UN Security Council on how to prevent such atrocities by protecting populations from violence. In 1999, the UN Secretary-General was charged with developing recommendations for the protection of civilians. In the same year, the Security Council explicitly allowed the use of force for the protection of threatened civilians in missions such as UNAMSIL in Sierra Leone and INTERFET in East Timor. The mission in Sierra Leone was the first one to include 'protection of civilians' explicitly in its mandate.

Since then, the Security Council has passed various resolutions on the protection of civilians: 1265 (1999), 1270 (1999), 1674 (2006), 1894 (2009) and 2145 (2014), in addition to reports by the Secretary-General and other resolutions on protection themes such as gender and child protection. Nowadays, the protection of the civilian population is one of the priorities in almost all UN-mandated peacekeeping missions and is considered a prerequisite for socio-political reconstruction and durable peace in troubled or fragile states. In practice, direct implementation activities, training and institution building are complemented by political engagement, and are closely coordinated with humanitarian and development actors.

The EU has welcomed the UN's operational concept on the protection of civilians, through various policy documents and drafts from its experience and lessons learned. The EU aims to develop the concept along the UN's three-tiered approach:

- Tier 1 protection through engagement and dialogue
- Tier 2 providing protection from physical violence
- **Tier 3** establishing a protective environment

From this, it is evident that for UN peacekeeping, the concept of 'protection of civilians' is more than only physical protection or security. The concept includes the creation of political traction to accept the responsibility to protect the population, as well as building roads towards sustainable peace.

Despite this broad inclusive approach, protection of civilians' mandates encounter many challenges in their implementation. On the one hand it is a solid concept, with firm roots in international law and enjoying wide political support. Peacekeeping missions, which feature military and police components as well as multi-sectoral technical expertise in the civilian realm, are well suited to deal with protection issues – especially those related to physical threats. However, on the other hand, true progress in the protection of civilians is dependent on political commitment by troop-contributing countries, by Security Council members and, most of all, by the host government, which

is the ultimate party responsible for providing protection to its population.

Protecting civilians requires capabilities in prevention, reaction, defence and deterrence, as well as sufficient, qualified civilian, military and police personnel. Any conflict prevention portfolio should include political and diplomatic measures by the UN and Member States, such as conflict resolution, analysis and early warning. At the same time, the UN must warn against excessive and unrealistic expectations: the protection of each and every individual is impossible, and the presence of peacekeepers alone creates expectations among civilians.

One recurrent problem is the coordination between peace operations and humanitarian actors that also commit to the protection of civilians. Humanitarian actors often have a slightly different interpretation of the concept of protection: since they do not have an armed component, they focus less on physical safety and take an approach geared more towards human rights. While UN missions aim largely at reducing threats, the humanitarian approach is to reduce vulnerabilities. These are complementary approaches; however, in practice, coordination on the ground could often be improved.

To meet current challenges regarding the protection of civilians, a variety of innovative tools and strategies, such as community alert networks, community liaison assistants (CLAs), joint protection teams and the UN's new 'intervention brigade', have been developed, alongside new tools to monitor the implementation of protection activities and changes in the protection situation over a longer period of time. In addition, mechanisms have been put in place to improve the coordination between civilian, police and military actors and to include the expertise of humanitarian actors and the local population in preventing and reacting effectively to atrocities against civilians.

## 11. Refugees, IDPs, migrants and stateless people

In 2017, 68.5 million people worldwide were forcibly displaced – the highest levels on record, according to the UN High Commissioner for Refugees (UNHCR). This included 40 million internally displaced persons (IDPs), 25.4 million refugees and 3.1 million asylum-seekers. Over 44,000 people a day are forced to flee their homes due to violence, disaster or persecution. More than half the world's refugees are under the age of 18. An estimated 10 million people are stateless.

Looking at the refugee caseload, over two-thirds come from just five countries: Syria (6.3m), Afghanistan (2.6m), South Sudan (2.4m), Myanmar (1.2m) and Somalia (1m). The top five refugee-hosting countries are: Turkey (3.5m), Uganda (1.4m), Pakistan (1.4m), Lebanon and Iran (both 1m). Germany is host to 970,000 refugees.

Globally, 85 per cent of displaced people are in developing countries. In 2017, Syria suffered the highest number of forcibly displaced people, totalling 12.6m – half refugees and half IDPs – while in Colombia there were 7.7m IDPs.

Enormous challenges face those entities seeking to protect and assist people who have been forced to flee their homes. Legal safeguards have been challenged in recent years, especially at Europe's borders. Huge mixed movements of migrants and refugees make processing asylum applications extremely difficult. The majority of forced migrants live in poorer countries, putting great strain on host communities. Financing the needs of displaced people and safeguarding their rights are growing problems.

#### **Definitions**

The International Organization for Migration (IOM) has compiled a useful set of migration definitions, cited in part below:

**Asylum seeker**: 'A person who seeks safety from persecution or serious harm in a country other than his or her own and awaits a decision on the application for refugee status'.

**Forced migration**: Migration in which 'an element of coercion exists, including threats to life and livelihood, whether arising from natural or man-made causes'. Forced migrants may be refugees or IDPs.

Internally Displaced Person (IDP): Persons who have been forced to flee their homes 'to avoid the effects of armed conflict, situations of generalised violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognised State border'.

Refugee: A person who, 'owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country'. This definition, from the 1951 Refugee Convention, was expanded by the 1969 Organization of African Unity (OAU) Convention, which defines a refugee as anyone compelled to leave their country 'owing to external aggression, occupation, foreign domination or events seriously disturbing public order'. The 1984 Cartagena Declaration added that refugees flee their country 'because their lives, security or freedom have been threatened by generalised violence, foreign aggression, internal conflicts, massive violations of human rights or other circumstances which have seriously disturbed public order'.

**Stateless person**: A person who is not considered as a national by any State under the operation of its law. As such, a stateless person lacks those rights attributable to national and diplomatic protection of a State, no inherent right of sojourn in the State of residence and no right of return in case he or she travels. Stateless people therefore receive no

legal protection or automatic rights to health care, education or employment.

#### Legal and institutional frameworks

UNHCR is legally mandated under the 1951 Refugee Convention to coordinate international action to protect and assist refugees. UNHCR also has a mandate to help stateless people and is authorised to take part in specific IDP operations (e.g. in Sudan, Angola, Colombia and Bosnia & Herzegovina). The UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) has a specific mandate to provide assistance and protection to the 5.4m 1948 Palestine refugees and 1967 displaced persons and their descendants in Gaza, the West Bank, Lebanon, Jordan and Syria.

The protection of IDPs remains the responsibility of their respective governments, which are often unwilling or unable to provide the services and access to rights that their citizens require.

IOM works to promote international cooperation and practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and IDPs. Meanwhile, the International Committee of the Red Cross (ICRC) has long addressed the needs of IDPs and their host communities.

A number of legal frameworks, principles and declarations guide the international response to forced migration:

**The Refugee Convention (1951):** refugees receive specific protection under international law through this Convention and its 1967 Protocol, as well as the 1969 OAU Convention and the 1984 Cartagena Declaration.

Grounded in Article 14 of the Universal Declaration of Human Rights (1948), which recognises the right to seek asylum from persecution in another country, the Refugee Convention stipulates that refugees should not be penalised for their illegal entry or stay. It contains the principle of 'non-refoulement', which provides that no one shall expel or return ('refouler') a refugee against their will to a territory where they fear threats to life or freedom. The Convention lays down minimum standards for the treatment of refugees, including access to courts, primary education and work, plus a refugee travel document. The Convention does not apply to those who have committed serious crimes or acts contrary to the principles of the UN.

UN Convention relating to the Status of Stateless Persons (1954): this international law provides minimum standards of treatment for stateless persons, including the same rights as citizens to freedom of religion and education, and the same rights as non-nationals to association, employment and housing.

Guiding Principles on Internal Displacement (1998): presented to the UN Commission on Human Rights in 1998, the 30 guiding principles are consistent with international human rights law, refugee law and international humanitarian law, and apply these existing norms to the situation of displaced persons. Although not legally binding, the UN General Assembly has recognised the principles as an important international framework for IDP protection and encouraged all relevant actors to use them. Regional organisations and states have also deemed the principles a useful tool and some have incorporated them into laws and policies.

The Refugee and Migration Compacts (2018): in response to growing movements of refugees and other migrants, the UN General Assembly adopted the New York Declaration for Refugees and Migrants in September 2016, which called for the development of two global compacts, both adopted in December 2018:

★ The Global Compact for Migration is the first UN agreement on a common approach to international migration in all its dimensions. The global compact is non-legally binding. It is grounded in values of state sovereignty, responsibility sharing, non-discrimination and human rights, and recognises that a cooperative approach is needed to optimise the benefits of migration, while addressing its risks and challenges for individuals and communities in countries of origin, transit and destination.

★ The Refugee Compact has four objectives, which are to: ease pressures on host countries; enhance refugee self-reliance; expand access to third-country solutions; and support conditions in countries of origin for return in safety and dignity. The compact includes a Comprehensive Refugee Response Framework (CRRF) and a Programme of Action.

#### **Challenges**

**Mixed movements**: as migrants and refugees often follow similar routes to a better life, it is important to distinguish the different categories of person in these mixed movements and apply the appropriate framework of rights, responsibilities and protection. In reality, however, it is very difficult to do this at an international border, as either the right to claim asylum is denied by local authorities (which label all arriving migrants as 'illegal') or all new arrivals are claiming asylum, as there is no other option to enter the country.

Supporting host communities: the great majority of the world's refugees and IDPs are hosted by developing countries. Host countries often cannot afford to meet their needs and exclude them from national poverty surveys or development frameworks. Contrary to popular belief, only 10 per cent of displaced persons stay in organised camps. The rest find informal homes or hosts, where they can seek a living and a future anonymously. But they risk living in slums, without legal documents and vulnerable to exploitation, arrest and detention. Their hosts bear the

brunt of surging migrant arrivals and, without support, local services are easily overstretched. Short-term humanitarian financing is ill suited to addressing protracted refugee crises and the longer-term livelihood needs of refugees and their host communities. Greater global responsibility-sharing and more tailored, diverse financing instruments are required.

Europe's liberal values at risk: Since the great surge in migration towards Europe in 2015, the EU's compliance with the Refugee Convention has been problematic. Some states have pushed for a European solution of shared responsibility and an equal allocation of refugees, but others have focused on national security, closing borders and expelling refugees. These opposing positions have made it difficult to develop a common European strategy. The EC's 2015 European Agenda on Migration outlined an immediate response to the crisis in the Mediterranean and set out longer term steps to manage migration including: reducing the incentives for irregular migration; saving lives and securing external borders; a strong common asylum policy; and a new policy on legal migration. However, the rise of populist and nationalist political parties in Europe has seen countries reject migration's role in balancing demographic decline and ignore the collective responsibility to protect refugees' rights, based on a narrative of perceived threats to security and culture from migrant flows. As a result, the EU's fundamental values of respect for human dignity and human rights are at great risk.

#### 12. Responsibility to protect

The principle of the responsibility to protect (R2P) aims to prevent the most serious violations of human rights. The idea of R2P evolved from discussions on humanitarian intervention (e.g. in Kosovo) at the end of the 1990s and was developed through several commissions and reports in preparation for the 2005 UN World Summit in New York, where it was formally recognised by UN Member States after protracted negotiations.

R2P refers to the obligation of states towards all populations at risk mass atrocity crimes and stipulates three pillars of responsibility:

- ★ Pillar One: every state has the responsibility to protect its populations from four mass atrocity crimes: genocide, war crimes, crimes against humanity and ethnic cleansing.
- ★ Pillar Two: the wider international community has the responsibility to encourage and assist individual states in meeting that responsibility.
- ★ Pillar Three: if a state is manifestly failing to protect its populations, the international community must be prepared to take appropriate collective action, in a timely and decisive manner and in accordance with the UN Charter.

Since 2005, the UN Security Council has cited R2P in resolutions addressing conflicts in Darfur, Libya, Côte d'Ivoire, Yemen, Mali, Sudan and South Sudan, While the invoking of R2P is considered to have helped reduce postelection violence in Kenya (2008) and Côte d'Ivoire (2011), its use in Libya was more problematic. In February 2011, the UN Security Council for the first time authorised a military intervention citing R2P, in response to systematic attacks on civilians by the Libyan regime of Muammar Gaddafi. The Council permitted member states to take 'all necessary measures' to protect civilians under threat of attack. The subsequent air strikes by NATO were criticised in some quarters for being used as a means to carry out regime change, undermining the purpose of the R2P doctrine and contributing to global skepticism around the application of R2P in practice.

Several attempts by the US government from 2011 to 2013 to pass Security Council resolutions invoking R2P to justify military intervention in the Syrian civil war were vetoed by Russia and China. Military intervention under the third pillar of R2P remains a controversial issue: some states argue that it violates sovereignty, while others argue that military intervention is necessary as a last resort to prevent mass atrocities.

# 13. Local ownership

Local ownership designates the process as well as the objective of the gradual takeover of responsibility by local actors. As a prerequisite for the sustainability of peace consolidation, it is a key ingredient in the exit strategy of a peace operation or civilian crisis management mission. Local ownership is both a result-oriented principle and a normative concept that foresees the involvement of local actors as early as possible.

For decades, local ownership has been an ingredient in development cooperation. This involves concepts such as 'helping people help themselves' or 'participatory development'. With an increasing number of peace-consolidation tasks, local ownership has become even more important since the 1990s. The concept has become a key element of reports, position papers and guidelines for a broad variety of actors in crisis-management missions. However, there is neither a coherent theory of local ownership nor a common view of what the implementation of the principle entails in practice. How can a local population completely or even partly take ownership of a peacebuilding process if that process is dominated by international actors? Often, local ownership constitutes the attempt to adjust already defined international politics to local realities.

Interaction between local and international actors is, as a rule, asymmetric. International actors dominate processes,

thus often impeding local ownership. In practice, however, methods and instruments of cooperation between local and international actors are applied that support local participation, acceptance and eventually ownership. In this regard, the co-location of international and local personnel can contribute to good cooperation and joint learning. Programmes for the recruitment and further education of national employees (national professional officers), although well received, entail the possibility that qualified national experts may migrate to international organisations ('brain drain').

# 14. Mentoring and advising

Mentoring and advising have become key skills not only in civilian crisis management, but in all kinds of international cooperation activities. In peace operations, these skills are very much related to the overall principle of local ownership, which enables national partners to build their capacities and prepare local authorities to take over responsibilities or tasks from internationals.

Most international civilian experts deployed will be tasked with mentoring either an individual national counterpart or a national administrative body. Thus, the ability to interact in a culturally aware and sensitive manner, while establishing a respectful relationship to promote national/international cooperation, is crucial to implementing your own tasks as well as the mandate of the mission as a whole.

Recently, a variety of different terms have been used interchangeably by missions to describe this interaction: monitoring, mentoring, advising, partnering or coaching are just a few examples. While partnering has been used mostly for bilateral military cooperation, such as between ISAF and the Afghan military in Afghanistan, the term coaching is more often found in business-related activities. In your area of work, you will mostly encounter monitoring, mentoring and advising, often abbreviated to MMA. Be aware that in some missions, mentors do the same type of work as advisers in other missions. This can lead to confusion, so refer to your terms of reference (ToR) for the correct terminology, but do not get too hung up on titles.

#### Roles in MMA break down as follows:

Monitors collect information, observe, assess and report on the performance of relevant home-country institutions (e.g. police, military, justice and administration) and their personnel. In addition, compliance with agreements or political processes can be monitored, such as respect for human rights, peace or ceasefire agreements and elections. An important part of monitoring involves increasing international visibility on the ground and observing the performance, efficiency and work methods of local counterparts. This knowledge is then used to analyse how performance can be improved through mentoring and advising.

**Mentors** are experienced professionals who foster and support the personal skills and professional performance of another person ('mentee'). Mentoring takes place in a long-term one-to-one learning relationship that should be based on mutual trust and respect.

**Advisers** provide expertise to institutions or organisations on operational issues, in order to develop their performance or strengthen their capacity to fulfil specialised tasks. Advisers usually do not work in a one-to-one relationship with an individual. Advising can concentrate either on a solution to an individual problem (usually short-term) or on a long-term relationship with an organisation.

#### How can you be a good mentor?

- ★ Take your job seriously. You have to commit yourself to the personal and professional growth of the person you are mentoring, by being easily available, fostering open communication and investing as much time, effort and patience as necessary. You need to create an atmosphere of mutual trust and respect, which can take some time at the beginning of your deployment. Be patient and get to know your mentee.
- ★ Follow up. You need to keep track of your mentee's progress and be prepared to follow up on and deal with any problems that might arise.
- ★ Facilitate the mentee's learning. You should allow

- your mentee to learn and discover by being inquisitive, critical and resourceful. You should by no means transfer all that you know to them, but rather facilitate the acquisition of that knowledge. Be flexible to adapt your goals to their needs and provide the space for the mentee to resolve their own problems first, before jointly working out additional solutions.
- ★ Be ready to learn from your mentee. Mentoring is never a one-way relationship. If you work together with your mentee and value their experience and skills, they will also take your experience and skills seriously. You should learn and benefit from the mentoring experience as well as reflect on your own practice and come up with a method that works for both of you.

# 15. Policing

United Nations peacekeeping began in 1948 when the Security Council authorised the deployment of UN military observers to the Middle East (UNTSO). The first deployment of police officers in the context of UN peacekeeping dates back to 1960 in the Congo (UNOC) when a unit of 30 police officers from Ghana was tasked to enforce the law and to train the Congolese police. More recently, UN Police has experienced a period of unprecedented growth, increasing from 1,677 deployed officers in 1994 to a peak of more than 17,000 authorised and 14,000 deployed in June 2011. As of October 2018, 10,760 police officers from

88 countries were deployed to 17 missions (11 DPKO-led and 6 DPA-led).

The increasing demand for police peacekeepers and their role as a central pillar of UN peace operations was well captured in the 2000 Brahimi report and the 2015 Report of the High-Level Independent Panel on Peace Operations (the HIPPO report), and again acknowledged through Security Council Resolution 2185 (the first stand-alone resolution on the role of policing). Essentially, these reports, resolutions and respective policy papers reflect the operational reality on the ground: police activities have become increasingly wide-ranging and complex, moving from monitoring hoststate police to supporting the reform and restructuring of police services and related institutions. In a few exceptional cases (such as Kosovo and Timor-Leste), 'executive' police mandates involved substituting for inadequate or absent police and law enforcement capacity. More commonly, mandates have emphasised the protection of civilians and other protection-related tasks, such as CRSV (conflictrelated sexual violence), SGBV (sexual and gender-based violence), and child protection - in most cases combined with requirements to build host-state police capacity. These tasks are complicated by weak governance, fragile and politicised institutions, community dislocation, and a highly complex and insecure operating environment.

Police components in UN peacekeeping operations are mainly staffed from national police services or other law enforcement personnel of various ranks and experience seconded by Member States. Specifically, a UN Police component may include: individual police officers (IPOs), socalled specialised police teams, seconded police and civilian experts, and cohesive, mobile, 'formed police units' (FPUs). FPUs now form two-thirds of all UN Police personnel in current missions. Their rise reflects the need for robust policing capabilities. FPUs are generally composed of a standing unit of approximately 160 officers from one police contributing country (PCC) and, based on their special equipment and tactical means, they close the capability gap between the military component and the operational portfolio of (usually unarmed) IPOs. FPUs may also include specialised elements such as SWAT (Special Weapons and Tactics) and/or K9 (police dog) teams. As of October 2018, 53 FPUs (7,835 officers) were deployed in six missions. Their main tasks are the protection of UN missions' personnel and facilities, the support of local police services in maintaining public order and security, and the protection of civilians.

In sum, the mandated roles and functions of UN Police are as follows:

- ★ protection of civilians (PoC), including child protection;
- ★ preventing and responding to conflict-related sexual violence (CRSV) and sexual and gender-based violence (SGBV);
- ★ mentoring, advising, monitoring, training and

capacity building;

- ★ protection of UN personnel and facilities (FPUs);
- ★ public order management (FPUs);
- ★ operational support to the host country police (mainly FPUs);
- $\star$  protection and promotion of human rights;
- ★ providing electoral security;
- ★ interim policing and law enforcement (rare).

While the UN is the international organisation deploying most police officers, there are also regional organisations such as the African Union (AU), the Organization for Security and Co-operation in Europe (OSCE), the Economic Community of West African States (ECOWAS), and the European Union (EU) providing police personnel for law enforcement-related assistance to countries in transition.

The EU authorises police missions in the context of the civilian aspects of crisis management under Common Security and Defence Policy (CSDP) operations. Civilian police have gained a leading role in improving EU crisis response capabilities.

While the first sizeable EU police missions were deployed in the Balkans at the end of the 1990s (e.g. EUPM Bosnia, EUPOL PROXIMA in the Former Yugoslav Republic of Macedonia), police missions have progressively increased in size and number of personnel.

Since 2003, seven EU Member States that already had specialised police forces with military status (known as gendarmerie-type units) have made these capabilities available to the EU by creating a new European Gendarmerie Force (EGF or Eurogendfor). These robust units perform similar tasks to the FPUs deployed under the UN. The portfolio of IPOs deployed under the EU includes police education and training, monitoring, mentoring, advising, reforming and restructuring of domestic police services, and border assistance and management.

# 16. Rule of law (RoL)

Establishing respect for the rule of law (RoL) is fundamental to achieving a sustainable peace in the aftermath of conflict. Rule of law is the legal and political framework under which all persons and institutions, including the state itself, are accountable. Laws need to be publicly promulgated, equally enforced, independently adjudicated and consistent with international human rights norms and standards. The rule of law requires measures to ensure adherence to the principles of supremacy of the law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency.

Peace operations and crisis management missions work to strengthen police, justice and correctional entities, as well

as the oversight institutions that can hold them accountable. Typical programme activities include: capacity development for judges, prosecutors, police and prison staff; support in reforming the host country's criminal and administrative justice systems; and assistance to transitional justice and the fight against corruption. The growing complexity of conflicts has led international organisations to broaden their portfolio of RoL activities, including the extension of state authority to territories with few or no public services, the fight against organised crime and the prevention of violent extremism. While the focus of peace operations and civilian crisis management is still on state institutions, there is an increasing trend towards supporting access to justice and engaging civil society.

Since 1999, the UN Security Council has mandated virtually all new peacekeeping operations to assist national actors in strengthening the rule of law. Activities designed to promote RoL have been central to most of the EU's CSDP missions. Currently, the EU Rule of Law Mission (EULEX) in Kosovo, the EU Police Mission in the Palestinian Territories (EUPOL COPPS) and the EU Advisory Mission in Ukraine (EUAM Ukraine) – as well as the former EU Police Mission in Afghanistan (EUPOL Afghanistan 2007-2016) – all illustrate the European Union's approach towards rule of law support in combination with security sector reform (SSR) efforts.

Both the UN and the EU have increased their resources and personnel, as well as adapting their structures, to respond to the growing demand for RoL activities within the framework of crisis management missions. Training for personnel with a rule of law background, such as RoL specialisation courses, is conducted by ENTRi partner organisations.

EU Member States have deployed officials from their own pools of civilian experts, as well as from the SSR pool and the crisis response team (two structures managed under the CSDP). To date, RoL missions have typically focused on two distinct roles:

- ★ strengthening the rule of law (e.g. capacity development, training, monitoring, mentoring and advising to bring the local legal system up to international standards); and
- ★ substitution for the local legal system (i.e. carrying out executive functions) when local structures are failing or non-existent, to consolidate the rule of law in crisis situations and restore public order and security.

However, in future, executive mandates such as EULEX in Kosovo are unlikely to be repeated, while strengthening the rule of law in closer coordination with security sector reform is likely to assume greater prominence.

# 17. Security sector reform (SSR)

Since the late 1990s, security sector reform (SSR), based on the concept of human security, has formed part of the toolbox of international crisis management. SSR is both an operational and a normative concept based on the insight that states and their security apparatuses may become a security threat to the population, particularly when the military commits human rights violations or when people are detained without trial.

The aim of SSR is to support local authorities in creating an effective, efficient and democratically controlled security sector. This sector includes military, police and intelligence agencies, ministries, parliament, civil society organisations, judicial and criminal prosecution bodies, as well as non-governmental security companies and paramilitary groups. Typical activities may include support to judicial and police reform, small arms control, mine action, and the promotion of human rights and gender justice.

SSR encompasses, among other things, the establishment of civilian offices for the supervision of security forces, the reform of institutional structures and the improvement of operational capabilities. All measures are interdependent, so a sustainable SSR can only be accomplished if activities are effectively coordinated. The cooperation of national and local authorities and stakeholders, and their ownership of the process, are therefore crucial to the success of SSR.

SSR is carried out in fragile and post-conflict countries both through bilateral programmes and through SSR components of international programmes and missions. Many states and international organisations have adopted SSR as an integrated concept and field of action.

The EU has long-standing experience of supporting SSR programmes in post-conflict, transitional and developing countries. Key policy documents include Draft Council Conclusions on a Policy Framework for Security Sector Reform (2006) and Council Conclusions on Security and Development (2007) that clearly place SSR in the security-development nexus.

The EU possesses several principal tools to support SSR worldwide:

- ★ Development cooperation: the EU has disbursed approximately €1 billion over the period 2001-2009, targeting justice and security sector reform in more than 120 countries worldwide.
- ★ Instrument contributing to Stability and Peace (IcSP): this has become a key instrument to enable the EU to operate within the area of security and development in a more timely manner, supporting SSR projects in a wide variety of crisis situations.
- ★ CSDP missions and operations: most of the civilian and military crisis management missions deployed by the EU have an SSR component. The EU is

training, mentoring and advising police, justice and military institutions and their personnel in countries such as Afghanistan, Libya, Mali, Somalia and many others.

- ★ The EU has created an SSR Expert Pool, the members of which can be deployed in the context of SSR activities carried out by the EU within the framework of CSDP or Community external action.
- ★ Joint Communication to the European Parliament and the Council: elements for an EU-wide strategic framework for supporting security sector reform.

The UN supports SSR through a variety of operations, missions and projects managed by a number of UN agencies and departments. The UN Inter-Agency Security Sector Reform Task Force (IASSRTF) was established in 2007 to promote an integrated, holistic and coherent UN approach to SSR. In 2014, it released the Security Sector Reform Integrated Technical Guidance Notes. In terms of policy, the UN Secretary-General published reports on security sector reform in 2008 and 2013. On 28 April 2014, the Security Council concluded an open debate on SSR with the unanimous adoption of its first ever stand-alone resolution on the topic (UNSCR 2151), underlining the growing importance of SSR in the UN context.

In 2005, the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Devel-

opment (OECD) released guidelines on the implementation of SSR followed by the publication in 2008 of the OECD DAC Handbook on Security System Reform: Supporting Security and Justice.

The African Union (AU) issued the Solemn Declaration on a Common African Defence and Security Policy in 2004, followed by the adoption of its Policy on Post-Conflict Reconstruction and Development (PCRD) in 2006, which serves as a guide for the development of comprehensive policies and strategies that seek to consolidate peace, promote sustainable development and pave the way for growth and regeneration in countries and regions emerging from conflict. Furthermore, the adoption of the African Union Policy Framework on Security Sector Reform in 2013 was a major step in targeting the lack of African ownership of SSR approaches.

The International Security Sector Advisory Team (IS-SAT) of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) is also one of the most important actors in the field of SSR. It provides practical support to the international community in its efforts to improve security and justice, primarily in conflict-affected and fragile states. To do so, it works with a group of Member States and institutions to develop and promote good security and justice reform practices and principles, and by helping its members to build their capacity to support national and regional security and justice reform processes.

# 18. Disarmament, demobilisation and reintegration (DDR)

Following the end of an armed conflict, disarming and demobilising ex-combatants and reintegrating them into society are key preconditions for ensuring lasting security, preventing a relapse into violence and creating a secure environment for peacebuilding.

DDR is part of an extensive cluster of measures for the stabilisation of a country. Since the 1990s, various peace operations have implemented DDR programmes, above all in the western Balkans and Africa. While disarmament and demobilisation can be realised relatively quickly, reintegration measures may require a commitment over several years.

With some exceptions, most DDR programmes have been implemented by UN peace operations. However, through some activities, EU operations, the World Bank and bilateral programmes have been able to work alongside UN missions on this issue.

DDR is one of the few fields in peace operations in which the utilisation of practical experience has led to a large-scale coordinated learning process. At the end of this came the approval of the Integrated DDR Standards (IDDRS) by the UN's interagency working group on DDR. Since then, the IDDRS have been the key guidance for DDR programmes worldwide.

## 19. Environment and peacebuilding

'There can be no peace if the resource base that people depend on for sustenance and income is damaged or destroyed – or if illegal exploitation finances or causes conflict' – Ban Ki-moon

The casualties of conflict are mostly counted in lost lives and shattered cities. Yet fighters also pollute wells, torch crops, slash forests, poison soils and kill animals to gain military advantage. 'The environment', says the UN, 'has often remained the unpublicised victim of war'.

Over the last 60 years, at least 40 per cent of all internal conflicts have been linked to the exploitation of natural resources, including timber, diamonds, gold, oil, fertile land and water, according to the UN Environment Programme (UNEP). Conflicts involving natural resources are twice as likely to relapse.

Healthy ecosystems and sustainably managed resources are vital in reducing the risk of armed conflict and supporting livelihoods that are the basis of durable peace. At least six UN peacekeeping missions have been mandated to support the host country's ability to re-establish control over its resource base and stop illicit extraction by armed groups. But more needs to be done to ensure the 'resource curse' does not undermine the security of fragile and conflict-affected states.

Non-renewable resources such as oil and diamonds are not the only drivers. Competition for diminishing renewable resources, such as land and water, is on the rise. As the effects of climate change and rising populations accelerate, especially in marginal economies, environmental degradation is becoming both a cause and a consequence of conflict.

In 2008, the EU and the UN created a partnership to build the capacity of national partners and the UN and EU systems to prevent natural resources from contributing to violent conflict. The partnership aims to improve policy development and programme coordination between key actors at field level. Along with the EU, at least eight UN agencies have actively participated, including UNDP, UNEP and UN Habitat.

The partnership has published an inventory of capacities for natural resource management (NRM) within the UN, plus guidelines and training materials around five themes:

- ★ Land and Conflict
- ★ Extractive Industries and Conflict
- ★ Renewable Resources and Conflict
- ★ Capacity-Building for NRM
- ★ Conflict Prevention in Resource Rich Economies

The partnership has been active in Afghanistan, Cote d'Ivoire, the Democratic Republic of Congo, the Great Lakes

region of Africa, Peru and Zambia. In 2013, the UN country team in Afghanistan asked the partnership to investigate links between NRM and insecurity. While international attention focuses on the ongoing insurgency, a key driver of conflict in Afghanistan is the disputed management of land, water, timber, minerals and drugs. The result was a report, Natural Resource Management and Peacebuilding in Afghanistan, which identifies ways to develop programmes to maximise the peacebuilding opportunities that come from better NRM. The report found that land and water are the top two cited drivers of local conflict, exacerbated by limited availability, rapid population growth, refugee return and environmental degradation. The smuggling of timber and opium has fuelled criminal networks and instability. Meanwhile the impact on Afghanistan of its reserves of gems, uranium, precious metals, gas, oil and coal - worth around US\$ 3 trillion - has yet to be realised.

Environmental peacebuilding approaches can contribute to peace at different stages of the conflict lifecycle: during conflict prevention, military operations and post-conflict recovery. Over the past decade, all major peace agreements have included provisions on natural resources.

Peacekeeping operations can be rendered more effective by working to restore national and local governance of natural resources, and by securing resource-rich sites that may otherwise finance conflict or provide an incentive to spoil peacebuilding efforts. For example, the 2018 mandate

of the UN Assistance Mission for Iraq (UNAMI) required the mission to help the Iraq government build regional cooperation around issues of 'energy, environment, water, and refugees'.

During post-conflict recovery, it is essential to maximise sustainable livelihoods from natural resources, especially for returning displaced persons and ex-combatants who are being reintegrated. Shared natural resources can be an entry point for trust building between divided groups. For example, in North Darfur in 2018, pastoralists and farmers collaborated to ensure better access to water for both their communities through the EU-supported Wadi El Ku project.

# Chapter 3 Preparing for deployment

Before leaving on a crisis management mission, make sure you are well equipped with the knowledge and tools needed to tackle upcoming challenges. You are the one responsible for preparing yourself both professionally and personally.

Everything outlined below is subject to rules and regulations that have been set by receiving organisations with respect to policies and concepts guiding missions and operations in the field. Consequently, this chapter can only serve as a general overview of issues to be taken into account.

# A. Understanding the situation

The challenges you might face while on mission range from dealing with unknown cultures, eating unusual food or living in difficult conditions to performing first aid on an injured colleague or negotiating your way out of an ambush. Personal preparation prior to a mission will boost your capabilities to perform professionally and to deal with the challenges you will encounter.

The basic questions you need to ask yourself before deployment are: where are you going and why?

# 1. Where are you going?

As a crisis manager, you have probably been told to 'expect the unexpected' when leaving on a mission. You might also have been told to be flexible and open enough to face all kinds of surprises. However, the fact that you are bound to encounter unexpected challenges along the way does not mean you should refrain from reading about the country of deployment and preparing yourself as well as you can. Understanding the mission background and familiarising yourself with the country of your future (temporary) home is indispensable.

Therefore, before you leave, try to get a comprehensive understanding of the environment, history, culture and living conditions of the location to which you are being deployed. Make sure you conduct the necessary research and find out more about the region's:

- ★ climate and terrain
- **★** food
- **★** people
- **★** living conditions
- **★** languages
- ★ cultural traditions & faux pas
- ★ political landscape

- ★ security infrastructure
- **★** history
- **★** geography
- ★ internal influences (religion, militias, revolutionary movements, etc.)
- ★ external or geopolitical influences
- ★ economy, inflation rates, currency, exchange rates
- ★ history of diseases, viruses, potential health concerns
- ★ disputes (e.g. history, developments, past involvement of peacekeepers, mandates).

The following is a sample list of possible sources you can draw on for general as well as insider information on the country of deployment:

- ★ contacts you may already have in the country of deployment
- ★ your employer's induction pack (if available)
- ★ websites of think tanks, UN, EU, ReliefWeb, Reuters, etc.
- ★ situation reports, conflict analysis and briefing papers
- **★** university publications

- ★ weather forecasts
- ★ WHO websites on vaccinations and potential diseases
- ★ mapping services (have an updated map at hand upon arrival, if available).

# 2. Why are you going there?

Take time to become familiar with your future employer's mandate, purpose and background. It is your responsibility to understand your mission duties and tasks before deployment. Study the employment contract and ToR for your position. If anything is unclear in your contract, ask the entity that is hiring you for clarification. Look into the available documents that form the basis of the mission to which you will be deployed: mandates, UN Security Council resolutions or, in the case of a Common Security and Defence Policy (CSDP) mission, look into the concept of operations (CONOPS) or the operation plan (OPLAN). You will receive these documents during your induction session.

# B. What should you do before departure?

Once you have fuelled yourself with essential knowledge about the country of deployment as well as your mission's purpose and mandate, it is time to take care of the final domestic, medical and professional arrangements before packing and leaving. This section will guide you through the most important steps.

## 1. Domestic arrangements

#### **Preparing the family**

It can be daunting for family members to learn of your upcoming departure. Even though they might not have to face the same challenges that you will be tackling while on mission, your family will nonetheless have to cope with various emotional – and sometimes material – hardships while you are away. For instance, spouses often undergo the frustration of being physically separated from their partners, worrying about them constantly, while struggling to manage household responsibilities single-handedly.

Communication can be a crucial factor when preparing your loved ones for the news of your departure. Take the time needed to explain clearly where you are going and why it is important for you to go there. For example, it could be a good opportunity to engage with them while researching and reading about the history and culture of the country of deployment as well as your mission mandate.

Although 24-hour news reports can keep your loved ones up-to-date, consider how such rolling news might be perceived by family members. Make sure they remain aware of the risks and drawbacks that accompany around-the-clock media coverage. In order to avoid misunderstandings and misplaced concerns, you should try to maintain regular contact with family members through available means of communication.

#### Household chores

During deployment, your family members and spouse will most likely create new routines to manage household chores and responsibilities. Make necessary domestic arrangements before you leave.

These measures can range from paying bills in advance for rent or utilities to finding someone to water plants or look after pets. If deployment is for a long period of time, you might need to arrange mail to be redelivered or for someone to pick it up.

#### Your will and other legal documents

Before deployment, you might want to prepare a power of attorney document, a living will and also a last will and testament. Writing a will might feel strange, but crisis management brings its own set of risks, so it is sensible to plan for every scenario, including the worst case.

Power of attorney: This is a written document that allows you to give a person of your choice the authority and right to act on your behalf if any legal or economic issues arise while you are on mission. Power of attorney (POA) can be general, limited or enduring. A general POA allows the designated person to act on your behalf in almost all legal acts. If you only wish to have them represent you on certain issues, then you can resort to a limited POA contract whereby you specify the powers and issues to be tackled by the chosen person. Finally, an enduring POA becomes valid if you lose your ability to handle your own affairs (e.g. if you are injured or incapacitated). As long as you are mentally competent, and if any problems arise, you have the right to consult an attorney and revoke that power from the person you entrusted it to.

Living will: A living will is a written document in which you describe the medical treatment you do or do not wish to receive in case you are seriously injured or terminally ill; it also designates a person to act and make medical decisions on your behalf. This becomes valid and takes effect only if you are not able to express your wish in any other way.

Last will and testament: This written declaration states how you wish your property to be handled after you die. Without one, the fate of your possessions, savings and custody of children could lie in the hands of the courts.

In any case, check the national legal requirements for any of these documents in your respective country of residence.

# 2. Medical arrangements

#### **Immunisation and vaccination**

You may have to work in areas where poor public health conditions prevail. Therefore, you should get all the vaccinations required for diseases prevalent in your area of deployment. Ensure your vaccinations are up-to-date and registered in an international certificate of vaccination or prophylaxis (WHO standard recommended). Take time to arrange for vaccinations before departure and bear in mind that some may require a few weeks before they become effective.

You may not always have time to get immunised once the phone rings telling you to be at destination X within 48 hours. If you are on an emergency roster or there is a good chance you will be deployed, make sure you are upto-date before that phone call. You must always be covered for hepatitis A and B, typhoid, diphtheria, tetanus and poliomyelitis. Depending on your area of deployment, you should also be covered for rabies.

Yellow fever is now known to be prevented throughout life by a single yellow fever vaccination (standard WHO advice). At the time of writing, some countries still require a certificate showing that you have been vaccinated every 10 years. Prior to your departure, check whether the countries you are travelling to require such documentation and make sure that any yellow fever vaccination is recorded with the

date and signature in your international certificate of vaccination or prophylaxis. Other vaccines do not normally have to be certified except under special circumstances.

If you are being deployed to or likely to visit an area where malaria is known to occur, you will need specialist advice before going, including taking antimalarial tablets. See Chapter 5 for more information on malaria.

Diseases you are well advised to think about ahead of time include:

- ★ malaria
- ★ meningitis the 'meningitis belt' spans much of Central, East and West Africa, and some other regions
- ★ yellow fever, present in much of sub-Saharan Africa and Central and South America
- ★ Japanese encephalitis, a risk in South and Southeast Asia
- ★ cholera (a good oral cholera vaccine exists and is perhaps a wise precaution against natural disasters or complex emergencies)
- ★ meningococcal meningitis
- ★ infectious diseases (zika, ebola, etc.).

This list is by no means exhaustive. Get expert advice as early as possible on places where you could be deployed.

#### General screenings/checkups

Ensure that you have regular health screenings or checkups to remain in the best of health and to manage any medical problems on time.

Health screenings should include:

- ★ general medical examination, including blood and urine tests (make sure your blood group is documented in a recorded blood test);
- ★ breast examination and PAP (cervical smear) for women;
- ★ dental checkup;
- ★ visual acuity;
- ★ chest X-rays and ECGs (EKGs): although some agencies require them, they are not generally advised except under severe field conditions or when clinically necessary.

Make sure you know what diseases may exist in the region where you are being deployed, such as dengue fever or schistosomiasis (bilharzia) (see Chapter 5).

It is advisable to visit a physician experienced in travel medicine as early as possible before deployment and to take a first aid course to gain knowledge and confidence in case of emergencies.

#### Insurance

Make sure you have an insurance policy that covers everything from minor accidents and illnesses to life-threatening ones. Such insurance may be included in your work contract. However, make sure you always check the scope and detail of the cover and ensure that all the items you consider necessary are included in the policy. If not, you might want to take out private insurance in addition to what your employer offers you.

## 3. Professional arrangements

#### **Understanding the job**

Before embarking on a crisis management mission, make sure you identify what your key areas of responsibility will be and how you can go about accomplishing your tasks. Handover is an essential step within that process. It can be advisable to get in touch with your predecessor(s) as well as independently try to find out information on:

- ★ the basic planning documents of the mission/operation, such as the concept of operations (CONOPS), the (military) operation plan (OPLAN), the mission implementation plan (MIP) and any strategic mission reviews;
- ★ the history of the project and its goals;
- $\star$  challenges, lessons and good practices;
- ★ the location of resources and support structures;
- ★ key information on personnel, partners and stakeholders:
- ★ current needs, priorities and issues;
- ★ manuals, guidelines or other sources dealing with your job.

Make sure you understand and accept your job description, come to terms with your responsibilities and manage your expectations. Due to the complexities of recruitment, you might be given tasks that do not reflect your responsibilities in previous positions. To avoid bad feelings or frustration that may arise from this, make sure you manage your own expectations before accepting a job offer.

#### **Equipment**

Each organisation has its own rules about what equipment you may or may not use during deployment. For example, if you are a police officer deployed to a civilian mission, you need to check what the policy is on carrying firearms. Depending on the kind of mission you are embarking on and the organisation you will be working for, the equipment that you need to prepare and take with you might differ from what you are used to.

Check equipment regulations before departure and ensure that you procure what you need.

#### Preparatory training and capacity building

As a crisis manager, you may already have relevant work experience. Still, your upcoming tasks may be different and new to you, depending on the nature and stage of the crisis, country of deployment, organisation and changing external factors.

So, even if you have previous experience with, for instance, the UN in Goma, you will find that your deployment to Kosovo with the EU will require a new kind of training and preparation.

Training could be offered by your nominating agent or employer. It could be offered as e-learning or as part of a course that can be physically attended. If your receiving organisation offers you a mission-specific pre-deployment training course, it is essential that you attend it.

Most organisations require their mission personnel to have recently attended a first aid course or hold a valid certificate. Make sure you are still familiar with the content and that any certificate you hold is not more than one or two years old. For many missions, hostile environment awareness training (HEAT) or at least an electronic high risk environment security training is a precondition for deployment. Since IT support and internet connectivity might be unreliable in the area of deployment, you should complete compulsory web-based courses before your departure.

Furthermore, most mission roles require you to hold a driving licence. In some cases you may need to be able to drive armoured vehicles. Inform yourself in advance about such requirements and plan ahead for preparation and training.



# C. What should you pack before departure?

Clothing and equipment requirements for a mission vary according to the location, climate, culture, season and the state of the local economy. You should expect to be fully independent and self-sufficient throughout the mission with regard to clothing and personal effects. During your periods of leave, you will have to consider restocking on personal items.

The following are recommended items to pack:

#### 1. Documents and related items

- ★ international travel ticket
- ★ valid passport (check the length of validity)
- ★ visa
- ★ spare passport photos (plenty of them)
- ★ work contract and, if necessary, travel authorisation
- ★ international certificate of vaccinations
- ★ international driving licence
- ★ insurance information/documentation
- ★ contact information for head office, country offices, main contact person's details in-country, embassy contact details
- ★ small amount of cash in small denominations to a limit acceptable for security reasons and in a currency acceptable in the destination country (usually US dollars or other major international currencies)
- ★ notebook, pens and pencils
- **★** deployment handbook
- ★ copies of all essential documents
- ★ an updated map of where you are going.

It is advisable to store important information in more than one location – for example, emergency phone numbers should not only be saved on your mobile phone.

#### 2. Personal items

The following is a checklist of the items that you need to consider packing before going on mission. Some of them might be climate-, country- or organisation-specific. It is important to pack essential items in your hand luggage in case your main luggage does not arrive on time. However, be aware of hand-luggage regulations and also keep in mind that in some places the use of a camera can be restricted or forbidden.

- ★ holdall or rucksack
- ★ clothing appropriate for the location, elevation, time of year and expected duration of the mission
- ★ culturally appropriate clothing, including longsleeved garments and headscarves if local customs require them (remember that short sleeves and shorts may not be culturally acceptable in some countries)
- ★ elegant clothing for official meetings
- ★ water-resistant, sturdy walking shoes or boots
- ★ rain gear

- ★ sleeping bag with liner
- ★ extra pair of glasses and sunglasses
- ★ identification kit (i.e. vest and ID)
- **★** towel
- ★ dry wash in case there is a potential for water shortage
- ★ ear plugs
- ★ torch with spare bulb and batteries
- ★ pocket knife/multi-tool (not in hand luggage)
- ★ sewing kit (not in hand luggage)
- ★ washing powder
- ★ plastic bags
- ★ candles
- ★ universal adapters for electronic equipment
- ★ water bottle with purification filter and/or tablets
- ★ fishing line (multi-purpose, as it is very tough)
- ★ compass, personal GPS
- ★ mosquito net and mosquito repellent (especially for warm climates)
- ★ mobile phone (with a SIM card that will work in your area of deployment)

- \* camera
- ★ alarm clock
- ★ personal laptop and storage device for electronic data
- ★ spare batteries/solar charger (if suitable).

## 3. Medical preparations

#### **Medical kit**

Most organisations will ensure that you are equipped with adequate first aid kits. Some organisations advise you to purchase them yourself. If you are not issued with the necessary equipment, you should carry an individual medical kit to care for minor illnesses or injuries. The contents of the medical kit should be clearly marked, including the names of the medications and instructions for their use. It is recommended that a sturdy waterproof container be used to store the medical kit's contents. For some quantities and types of medication, it is useful to carry a written declaration from a doctor that confirms they are required for personal usage. Suggested medical supplies include the following:

#### General kit:

- ★ prescription medicine for expected length of stay
- ★ painkillers for fever, aches, etc.
- ★ anti-histamines for running noses and allergies

- ★ antacids for abdominal upsets
- ★ antibiotics (generic)
- **★** alcohol wipes
- ★ bandages (triangular, elastic)
- **★** protective gloves
- ★ scissors (not in hand-luggage).

### Malaria prevention kit:

- ★ insecticide-treated mosquito net
- ★ DEET-based insect repellent
- ★ malaria prevention tablets
- **★** a standby treatment kit.

#### Diarrhoea treatment kit:

- ★ packets of oral rehydration salts, loperamide (Imodium) tablets
- ★ ciprofloxacin tablets (250 mg or 500 mg)
- ★ water purification tablets.

## Blood-borne diseases prevention kit:

★ syringes, sterile needles.

#### Skin protection kit:

- ★ sun block/sun screen/moisturiser
- ★ powder (possibly with anti-fungal medication)
- ★ hydrocortisone cream against skin allergies or insect bites
- ★ antiseptic cream for cuts and abrasions.

#### Other supplies:

- ★ if you have a history of severe allergies (anaphylaxis), take with you two epinephrine (adrenalin) self-injection kits so as to ensure that one is always available;
- ★ if you suffer from asthma attacks, take two sets of inhalers, thus ensuring that one is always available;
- ★ if you regularly take medication, take adequate supplies and a list of these medicines (with dosages and frequency) signed and stamped by your doctor.

For short-term treatment of oral rehydration, you may mix your own solution consisting of six level teaspoons of sugar and half a teaspoon of salt, dissolved into one litre of clean water.

#### Medical records

It is recommended that you maintain your own health records showing important health data. Important information should include:

★ dates and results of health checkups (including den-

tal and visual);

- ★ medical illnesses and medication being used;
- ★ allergies, particularly to medication/drugs;
- **★** vaccinations;
- ★ personal information, such as blood group;
- ★ health insurance details;
- ★ name and contact details of your usual health care provider, e.g. personal doctor or medical specialist.



# Chapter 4 How to cope with everyday reality in the field

Working in a crisis management mission can be one of the most rewarding professional and personal learning experiences of your life.

The moment you decide to go on a crisis management mission, you are automatically signing up for a number of responsibilities, ethical tasks and the challenge of working in an international team, all of which will guide every action of yours in the field and form the basis of every decision. Therefore, when you sign your contract, you are not just

committing to accomplishing the tasks in your ToR and abiding by the job description. The implications of that contract are many and most of them are often very subtle.

First and foremost, embarking on a mission means that you are agreeing to respect your organisation's code of conduct and to maintain its reputation at all times. Most importantly, however, being involved in civilian crisis management is a commitment to local capacity building.

Although you were recruited to work in a specific mission because of your professional experience and skills, and you might be called an 'expert', it will benefit you to display a willingness to listen and learn. This applies to your relationships with both national and international colleagues and partners.

There are some basic differences between your regular work at home and working in a mission. You will find yourself in a foreign environment exhibiting a vivid blend of social and cultural differences, working with colleagues from different countries as well as from the host nation. Crisis management missions often engage in rebuilding and reforming dysfunctional public institutions in a host country. This is a highly sensitive political process, because it might affect the powers and privileges that certain social groups or sectors of the host country enjoy and are keen to maintain. You may therefore feel welcome among some national counterparts, but not among others.

You will probably face challenges inherent to a postconflict setting, such as a fragile security situation, partially or completely dysfunctional public institutions (including the security forces), an inadequate legal framework, a population that might be traumatised by political violence and massive human rights violations, impunity of violent political actors, a rapidly changing environment and heightened public and media attention.

This chapter will focus on different aspects of your everyday work in the field and elaborate on the regulations you will have to follow in your mission.

#### A. Procedures and code of conduct

# 1. Standard operating procedures (SOPs)

The first thing that you need to familiarise yourself with is the document outlining the standard operating procedures (SOPs) of the organisation that you are working for. This document, which will be used to guide your everyday activities while on mission, usually consists of the following elements:

- ★ statement of purpose what the SOP is trying to achieve:
- ★ tasks what needs to be done and how:
- ★ responsibilities who does what;

- ★ timing and sequence of actions;
- ★ supporting documents and templates.

SOPs generally cover activities related to personnel management, financial management, vehicle management, assessments, curfews, checkpoints, communications, safety and security issues, etc. Some of these aspects will be highlighted in the following sections. However, since each mission and situation will determine the specific content and nature of an SOP, you should ensure that you are aware of and have a copy of the SOP related to your respective mission and organisation.

# 2. Respect the code of conduct and ethical principles

# Representing your organisation, 24 hours a day

While on mission, you must remain aware that your conduct is subject to continuous scrutiny by both local and international observers. Since you will be representing your organisation and reflecting its image 24 hours a day, you will often feel overwhelmed by a multitude of expectations, most of which will be based on universally recognised international legal norms and disciplinary regulations that you might not have been familiar with before going on mission. Therefore, before you rush into action and end

up tainting your reputation and that of your organisation, you should read, understand and abide by the staff code of conduct and ethical principles, such as independence, impartiality, objectivity and loyalty.

Your organisation's code of conduct is designed to guide you in upholding the highest standards of professionalism and morality when making decisions and must be adhered to at all times. The following are some of the elements that you are bound to encounter in a code of conduct:

- ★ You have a duty not to abuse the position of authority that you hold.
- ★ Misconduct of any kind is unacceptable and will result in the imposition of disciplinary measures.
- ★ Local laws and customs must be observed and respect shown for traditions, culture and religion.
- ★ You must be impartial and diplomatic and treat people with respect and civility.
- ★ Mission resources and money must be correctly accounted for in line with the organisation's policies and procedures.
- ★ Most importantly, a zero-tolerance policy on exploitation and abuse. Taking into consideration the gravity of this issue and its widespread occurrence in the field, it will be further analysed in the following section.

#### Channels for complaint – the ombudsman

Over time, several mechanisms have been developed and used to probe and ensure that organisations and individuals act in an accountable manner. One of these mechanisms has been the use of an ombudsman.

Organisational ombudsmen are most often neutral personnel whose job is to mediate and resolve disputes or other work-related complications, while providing confidential and independent support as well as advice to employees or other stakeholders. The use of Ombudsmen offices is voluntary: they complement, but do not replace, formal channels. Informality is often an essential element, as it allows participants to explore a wide range of options across organisational boundaries. Ombudsmen are generally referred to as the ultimate 'inside-outsiders' and are known for handling employees' complaints and grievances and guiding them in the right direction.

The European Ombudsman, for example, is an independent and impartial body that holds the EU administration to account. The EU Ombudsman investigates complaints about maladministration in EU institutions, bodies, offices and agencies. Only the Court of Justice of the European Union, acting in its judicial capacity, falls outside the EU Ombudsman's mandate.

The UN General Assembly created the United Nations Ombudsman and Mediation Services (UNOMS) with responsibilities for UN staff and peacekeeping missions, including ombudsmen attached to peacekeeping missions in Entebbe and Kinshasa.

The ombudsman may find maladministration if an institution fails to respect fundamental rights, legal rules or principles, or the principles of good administration. This covers, for example, administrative irregularities, unfairness, discrimination, abuse of power, failure to reply, refusal of information and unnecessary delay.

Therefore, if you ever witness (or fall victim to) any organisational misconduct, you should not hesitate to contact the ombudsman for advice and seek guidance on how to proceed with the violation at hand.

Examples of complaint mechanisms in different organisations include:

- ★ European Ombudsman (www.ombudsman.europa.eu)
- ★ UN Office of Internal Oversight Services (www.un.org/Depts/oios)
- ★ OSCE Office of Internal Oversight (www.osce.org/oio)

# B. Cultural sensitivity and diversity

# 1. Respecting your host culture

The environment of a crisis management mission brings together people from various professional fields who may not be used to working together, such as military officers and enlisted personnel from different services, NGOs of varying scope and size, international civil servants and diplomats, all of whom have different national, institutional and personal backgrounds.

In any encounter that includes such diversity, tensions and conflicts can be expected to arise and a clash of cultures is often inevitable.

In a mission, the situation is often complicated by the intersection of diverse organisational and national cultures. Missions bring heterogeneous personnel into contact with local people who often draw upon cultural backgrounds different from those of the operation and its staff. The potential for culturally based misunderstandings and conflicts is thereby increased.

For example, you might find yourself having to deal with people and cultures whose basic speech patterns greatly differ from your own. In non-Western cultures, for instance, the use of indirect speech patterns when communicating with colleagues is prevalent. Some cultures are used to adopting very collectivist approaches (as opposed to the

individualist ones you might be accustomed to) when it comes to work ethics and decision-making processes. In addition, while you might be used to static and strict work rules, you will discover that some cultures embrace change and fluctuation as part of their everyday work and life.

In spite of all the frustrations that might result from dealing with foreign cultures, remember that crisis management missions are aimed at empowering people and should always draw on local capacity and culture instead of imposing foreign techniques and customs in peacebuilding and reform.

Unfortunately, missions often end up catering to the interests of the organisation and the operational culture of the crisis managers. This can significantly undermine the legitimacy of the deployed professionals and contribute to an image of them as 'occupiers' or 'colonialists'.

To avoid such insensitivities, you should try to build bridges of trust between yourself and your organisation on the one hand and the host community on the other. Reading anthropological and cultural guides about the different peoples you will be interacting with beforehand can help avoid misunderstandings and embarrassment. Equally, you must be aware of your own cultural background and its historical context. This is crucial because your nationality and country of origin may have a historical footprint of colonialism and occupation.

Cultural sensitivity is not only about learning another culture's customs and history, it is also about learning and acquiring a deeper understanding of your own.

# 2. Trusting behaviours

As outlined by Stephen Covey in The Speed of Trust, the following actions can be useful for creating a trusting atmosphere:

- ★ Tell the truth. Be honest. Exercise integrity. Let people know where you stand. Use simple language. Do not manipulate or spin the truth. Do not leave false impressions.
- ★ Demonstrate respect. Note the importance of the little things. Genuinely care. Treat people with dignity. Take time. Listen.
- ★ Create transparency.
- ★ Right wrongs. Correct mistakes. Apologize quickly. Demonstrate humility.
- ★ Deliver results. Establish a track record of getting the right things done. Make things happen. Do not overpromise and under-deliver. Do not make excuses for not delivering.
- ★ Constantly improve. Be a learner. Develop feedback mechanisms. Act on feedback and appreciate it.

- ★ Clarify expectations. Disclose expectations. Discuss them and validate them. Be realistic. Do not create expectations that you will not be able to meet. Do not assume that expectations are shared or clear.
- ★ Listen before you speak. Understand. Listen with your ears, eyes and heart. Do not presume that you have all the answers or that you know what is best for others. Ask them. Demonstrate understanding and compassion.

# C. Managing communication and media relations

#### 1. Personal communication

The mission you work in might have a policy on the personal use of blogs, Facebook, Twitter and other media in connection with mission activities. No mission member should make statements on social media or to the media on behalf of the mission unless they have received clearance to do so.

You should always be aware of identity thieves and fraudsters and think about your professional reputation and that of your mission. Some parts of the media might be looking out for a story about public officials that could be embarrassing. It is important to remember that once you 'click', the information you have provided remains in the public domain – forever. You are not able to control what people do with that information and whether third parties can access it. Social networks such as Facebook can provide access to your personal information.

#### Some tips:

- ★ Keep official and private information separate.
- ★ Keep privacy settings high and consult them regularly. Be wary of posting personal information and disclosing financial details.
- ★ Do not hesitate to block or report someone who is making inappropriate comments or advances.
- ★ Pictures: keep them for your friends and think what could happen if they became public.
- ★ Never post anything on social media in relation to an ongoing or future security incident. By doing so, you could endanger yourself or colleagues, or you might hamper ongoing investigations.

#### 2. Internal communication

Internal communication within a mission includes information gathering, dissemination and interactivity. Possible internal communication tools include the intranet, open days, internal billboarding and mission newsletters. Internal communication should ensure that the mission's mandate. its main elements, achievements and milestones are clearly understood by each and every mission member. This information should be available in a format and wording that makes it possible to share it with non-mission members. Consider providing information through internal communication even before you go public. Amongst other benefits, this has a trust building effect on all mission staff. Mission personnel should be aware of the current programmes being performed by the mission and of political, social and other factors in the host country that may affect the mission's endeavours. All mission staff are ambassadors of the mission and important multipliers of information.

Keep in mind that with all these tools and with a large number of staff within the mission there is a strong likelihood that whatever is conveyed and intended as purely internal communication will get out to the public. Sensitive issues or messages for purely internal consumption are therefore better communicated in person.

#### 3. Crisis communication

Missions have both an obligation and a key self interest in communicating frequently and transparently about their work. Communication and media relations should therefore be regarded as an opportunity, rather than a challenge. The key is to coordinate effectively with the members of your press and communication team. Everyone must know what their tasks are. A simple procedure for crisis communication should be established in advance. Transparency – as much as possible under safety and security considerations – builds trust and is an important foundation for public acceptance of the mission.

Managing relationships with the media and answering their queries requires trained staff. Whenever possible, refer requests for comments or information to the assigned staff or designated spokesperson in your mission.

Never say "no comment", speculate, or lie. Give the basic information you have, offer to provide more details as soon as you have them and remember to do so. Focus on communicating facts, never speculate and avoid the communication vacuum that lets rumours take the lead. Clarify facts as best you can: who, what, when, where, why and how?

Use short sentences and simple words, avoid using jargon, acronyms, humour or judgemental expressions. Speak clearly and calmly. Try to transmit one idea per sentence.

Ensure your body language matches your message. There are no 'off-the-record' comments. Assume that everything you share will be used in one way or the other.

# 4. Media monitoring and rebuttals

A successfully working media monitoring operation is of crucial importance to the work of the mission. Fast and accurate reporting and summarising of what is currently running in the broadcast, print and online media is important for responding to public perceptions about the mission's work, as is developing a keen awareness of the topics that are dominating the environment 'out there'. It gives you the information you need and the methods to counter negative coverage or encourage positive coverage of the mission's work.

Crisis management missions habitually operate in an environment where rumour and conspiracy theory are often the currencies of public debate. False information can soon become 'fact'. It is therefore important to respond quickly and energetically to inaccurate and sometimes malicious reporting about the work of the mission.

#### **Principles of Rebuttal**

★ Speed: the mission must respond quickly to reports by wire services, because wire services provide news for other media outlets and have an immediate and multiplying effect.

- ★ Accuracy: the mission must be 100 % certain that it is right. The press and public information office (PPIO) should check and double-check its facts to make sure that the rebuttal is accurate and correct.
- ★ Proportionate response: do we really need to respond? If we do, who should we be in touch with? How should we make contact (e.g. phone, email, meeting)? Should it be formal or informal? How strong should our language be?

#### D. Dress codes and uniforms



#### 1. Dress codes

Dress codes exist to help you ensure a level of decency and decorum and to present your image in a respectful way at all times. Your organisation might have its own specific dress codes, but what is appropriate depends on many factors, such as the country you are working in, the cultural and religious context, and whether you are a man or a woman. Depending on the cultural and religious context, women are required to pay specific attention to modest and appropriate

clothing, not only to show respect for local customs and culture, but also to avoid harassment.

Even if you do not agree with certain dress codes, always remember that you are a guest and you express respect or disrespect for your national partners and hosts through the way you dress.

This also applies to remote field locations. If you meet local authorities or security forces, make sure you visit them wearing discreet and formal clothing.

If you have trouble deciding what clothes to wear, there are some general guidelines that you should follow:

- ★ Dress down, not up. This does not mean that you have to fake a scruffy and dirty look. But you also do not want to wear flashy sunglasses, Gucci scarves and cashmere sweaters among locals who might be struggling to make ends meet. Parading your wealth around will not make you more popular, nor will it win the locals' admiration. If anything, it might make you a suitable target for theft.
- ★ Keep it simple. A plastic watch, a plain sweater or shirt, some slacks and strong shoes are all that you require. Leave the rest for your return to Geneva, London or wherever. It will be more appreciated there.

# 2. Recognising different uniforms

There will be mission-specific policies on the usage of clothing and uniforms. In some missions, your national uniform (in case you have one) may be accepted as it is, or in coordination with a mission uniform. This may vary with the type of position you hold. Some common mission uniforms and accessories that you can easily identify while in the field include:

- ★ The UN sky blue beret/helmet: UN peacekeepers usually retain the right to wear their own country's national uniforms, but can be distinguished from other peacekeeping forces by their light blue berets, helmets and UN insignia.
- ★ The EU royal blue beret and gilet: EU troops also wear their respective countries' military and police uniforms. They often complement their outfits with EU royal blue uniform clothing items (e.g. gilet and beret/cap) when on patrol. This is part of developing a common identity and contributes to the safety of staff.
- ★ The AU light green beret: even though AU troops are generally known for wearing the light green beret and AU insignia while on peacekeeping missions, this might not always be the case. Keep in mind that they might sometimes choose to replace their green berets with blue UN berets/helmets (or that of any other international organisation in the field) as they

did in Darfur in 2008. So make sure you keep yourself updated on such changes and decisions.

A list of military rank insignia used by European states can be found in the Annex.



# E. Addressing the language barrier

# 1. Learning the local language

The ability to use the local language of the country or area you are deployed to can have a great impact on the operational outcomes of your mission. Of course you are not expected to write a novel in a new language, but learning some basics and useful phrases before deployment, if time allows, will not hurt. On the contrary, it will be seen as an expression of cultural sensitivity and will reflect your interest in that culture and your respect for its people.

# 2. Working with an interpreter

No matter how advanced you judge yourself to be in the local language, employing an interpreter can prove indispensable in certain situations, for example:

- ★ During risky negotiations, highly complex meetings or when detailed and sensitive information is being passed around, it is recommended to resort to a professional and skilled interpreter who can convey the message with the needed level of accuracy and precision.
- ★ If you find yourself under stress, your ability to express yourself in the local language might be hindered. Employ an interpreter to help you out under such circumstances.
- ★ Interpreters can also be your local specialists in public relations. They can often suggest the best way to interact with people from different cultural backgrounds and can notice nuances that you might have a tendency to overlook as a non-local.

#### Finding the right interpreter

When interviewing translators and interpreters, you should try to keep the selection standards as high as possible. Remember that the quality of interpretation can have a big effect on your mission's image, expertise, efficiency as well as security.

Before the selection process, make sure you look out for the following general prerequisites and criteria:

- ★ Language proficiency: interpreters should be bilingual in both source and target languages. Make sure they undergo an oral test in order to assess their general command of both languages and their interpretation skills.
- ★ Competency: candidates should be able to work accurately and quickly. Interpreters should be trained public speakers who are able to understand meaning and tackle sophisticated linguistic problems quickly. Translators, on the other hand, should be able to conduct thorough research and produce precise, 'camera-ready' documents within the confines of tight deadlines.
- ★ Neutrality: you should attempt to find candidates who are both locally engaged and unbiased in their judgements. This might be quite challenging, considering that locals could have been victims of direct or indirect violence and abuse, so they are likely to have psychological scars and problems that could affect their neutrality.

#### Forms of interpretation

There is more to interpretation than simply translating words. It is a matter of understanding the thoughts expressed in the source language and then paraphrasing

them in a way that preserves the initial message using words from the target language.

Interpretation can be performed in the following modes:

- ★ Consecutive interpretation: this is usually performed during formal negotiations. The interpreter listens to the speech being made, takes notes and then reads out the main message to you after the person is done with a segment of the speech. Usually, the speaker stops every 1-5 minutes (at the end of a paragraph or a thought) to allow the interpreter to render what was said into the target language.
- ★ Simultaneous interpretation: this is more challenging than consecutive interpretation. In simultaneous interpretation, the interpreter has to convey the message at the end of every sentence (or at least as soon as he understands the message of the speaker) while simultaneously actively listening to and comprehending the next sentence.
- ★ Whispered interpretation: here the interpreter whispers their translation to a person or small group.

Where possible, prepare meetings with your interpreter and discuss the purpose and expected outcome of the meeting. Gather information on the stakeholder or partner you are going to meet.

Make sure you are using terminology that can be easily understood and translated by your interpreter. If you have

to use specialised terminology, check with your interpreter how they will explain this in the local language, especially if there is no direct translation for certain expressions or words.

#### **Protecting your interpreter**

You should remember at all times that interpreters often place their safety and security at stake simply by choosing to work for foreign missions and operations.

Their notes might contain sensitive information that the authorities could be interested in. Hence, they run the risk of being debriefed, questioned or even arrested with the purpose of revealing confidential information.

It is therefore vital to watch out for the safety of your interpreter and remember that in most cases, locally engaged language assistants do not get a chance to leave the field when you do and could suffer the consequences of being employed by foreign crisis management missions long after the mission has ended.

If possible, use international interpreters for meetings which might compromise the national interpreter's security. Do not, under any circumstances, allow national stakeholders to take photographs of your local staff or interpreter, especially if the meeting is about conflict-related issues.



# F. Go green. Be green.

Climate change is now recognised as one of the most serious challenges to the global community, potentially affecting almost all aspects of life across the planet. With the world's increasing reliance on technology and diminishing resources, it is vital that every individual understands their impact on the environment. Although you might be working and living in conflict areas or countries where disposal and recycling systems are not common, you should be aware of the mission policy on longer environmental impact.

The basic principles of environmental awareness by which you are expected to abide are as follows:

- ★ Reduce waste and dispose of waste safely.
- ★ Reduce emissions and pollution.
- ★ Use resources sparingly (e.g. electricity, water, raw materials). Use renewable energy where possible.
- ★ Raise awareness!

#### 1. Reduce waste

In peacekeeping missions, different types of waste will be generated which require proper disposal. While even the disposal of 'normal' waste can be difficult in certain areas of the world, waste which is hazardous to public health and the environment requires special attention. The improper disposal of waste, especially hazardous waste, may lead to pollution and contamination of the environment. Dangerous goods may be diverted to the 'black' market for resale or misuse. Direct exposure to hazardous waste may also lead to acute health risks for staff and those that come into contact with it after disposal.

For this reason, adequate control measures should be put in place to minimise these hazards. Employers must take responsibility to protect not only their own employees, but also the environment from hazards. Employees, on the other hand, also have the responsibility to control and report potentially biohazardous situations and to adhere to safe procedures. All staff should follow minimum waste disposal standards, such as those provided by the *Sphere Project*. In addition, strategies for waste disposal and protection of staff and environment should always be planned and implemented in adherence with local and national legislation, as well as in cooperation with the authorities.

#### **Colour-coding:**

- ★ Yellow: laboratory waste, including blood;
- ★ Red: oil, car batteries, medical waste (e.g. human tissue, contaminated material, bandages, tubing, drains, Porto-Vac, catheters, vaculiters, latex gloves);
- ★ Black: normal household waste.

#### The three Rs of waste minimisation

Office procurement and waste minimisation should embrace the three Rs: Reduce, Reuse, Recycle! Although recycling measures require an off-site recycling system (which may not be in place in some countries), below is advice for putting the three Rs into practice:

#### Reduce

- ★ avoid printing unless necessary and always print double-sided documents;
- ★ implement a paper-free electronic database for

information storage and communication within your office.

#### Reuse

- ★ reuse single-sided paper for draft copies or notepaper;
- ★ reuse folders, file clips and covers;
- ★ encourage staff to use reusable cups, crockery and cutlery for lunch and tea breaks in order to avoid unnecessary waste.

#### Recycle

- ★ construct a primary recycling station in a central location within the office;
- ★ every desk should have a paper-recycling box;
- ★ used printer toner cartridges can be recycled. Toner cartridges contain harmful chemicals that should not be placed in landfills.

#### 2. Reduce emissions

Most organisations encourage staff to reduce their environmental footprint in different ways, for example by avoiding unnecessary travel in missions by conducting meetings through video-conferences or the internet. Under certain circumstances, solar panels can be deployed as a power source in remote bases. Other ideas to reduce emissions include:

- ★ Travel: reduce travelling and support more efficient travel through a proper travel policy (e.g. use environmentally friendly cars/trucks, trains and ecodriving techniques);
- ★ Buildings: take active and passive measures to reduce consumption (e.g. through use of natural lighting, improving the efficiency of whatever functions energy is used for);
- ★ Processes: procurement (e.g. green procurement programme), administration, budgeting and meetings;
- ★ Organisational culture: create green policies, environmental management systems, formal checkpoints and innovative incentives (e.g. green awards).

#### 3. Use resources sparingly

To reduce energy consumption, take the following into consideration with regard to office supplies and equipment:

#### Lighting

- ★ Use natural light wherever possible.
- ★ Replace traditional incandescent bulbs with fluorescent bulbs to reduce running costs by up to 75 % and energy consumption by 20-30 %. Replace any existing 50W halogen lights with 20W lights.
- ★ Use separate light switches for different areas in your office.
- ★ Install movement sensors or timer switches in areas such as store rooms, meeting rooms and photocopy rooms to reduce light usage. Put up eye-catching energy-saving reminder signs and stickers.

#### Information technology

- ★ Switch all equipment off when not in use (e.g. at night) and set programme equipment to hibernate when not in use during office hours.
- ★ Make sure your computer settings are capable of the following energy-saving functions after the respective period of inactivity: 15 minutes monitor hibernation mode (switches off); 30 minutes system standby (hard drive switches off); 2 hours system hibernation (entire system switches off).
- ★ Deactivate your screensaver! Monitors should be set to hibernation, as screensavers often waste energy rather than save it.
- ★ Minimise the number of photocopiers and printers in the office. Turn off photocopiers during periods of inactivity. The majority of electricity used by photocopiers is in the initial 'warm up' stage. Save your copying tasks up and do them in one batch.

#### Air conditioning

Climate control accounts for about 40 % of an office's total energy use. The opportunity for big savings in energy efficiency can be found in your heating, cooling and ventilation (HVAC) systems.

#### Some tips:

- ★ Use natural ventilation and fans where possible.
- ★ Set air-conditioner systems to a minimum of 24° Celsius.
- ★ If air-conditioning is used, close all windows and doors to reduce the escape of cool air.
- ★ If the air-conditioner machine has adjustable louvres, adjust them towards the ceiling when cooling and towards the floor when heating (as cool air falls and hot air rises).
- ★ Switch off heating and cooling after office hours.

#### **Green purchasing**

Inspect potential office equipment for energy saving and environmentally sustainable 'tags' or 'eco-labelling'. Energy-efficient products on the market today can reduce energy costs by 25-50 % or more without compromising quality or performance.

Think of longevity, reusability, refillability and recyclability when buying office equipment such as printers, scanners and photocopiers.

#### Water

- ★ When boiling the kettle, only use as much water as you personally need.
- ★ If you use a washing machine for your clothes and linen, try to wait until you can fill the machine fully.
- ★ Make use of low-flow showerheads and taps (less than 10 litres per minute). A tap aerator reduces the use of hot water.
- ★ Use press taps and adjust toilet cisterns to control water consumption. Use recycled water instead of drinking water for flushing toilets.
- ★ Collect rainwater and store it in tanks (to prevent mosquitoes breeding there, put mosquito nets over the top). It can be used for showers and washing hands and dishes.

#### **Committed management**

The UN has set up a community of practice on environmental management for all UN missions to share best practices and experience; a website with green tips has also been created (www.greeningtheblue.org). Some missions have created green committees to give a local response to environmental issues. It is simple to conserve energy through switching off appliances, sufficiently insulating houses and offices, and avoiding excessive use of personal transport. However, it takes a little more understanding and commitment from management to avoid purchasing unsustainable products that are at risk of becoming obsolete or supporting unscrupulous companies that employ techniques that adversely affect the environment.

#### 4. Take action, raise awareness!

- ★ Raise awareness on environmental issues through regular meetings for all staff and through emails reminding them of particular environmentally benign measures to be adopted, etc.
- ★ Regularly provide comprehensive information on the ecological footprint of the mission in order to raise awareness of the impact of your modes of practice.
- ★ Elaborate guidelines (e.g. on the use of water, electricity, paper, production of waste) which support the environmentally sustainable performance of staff. Monitor and report on the results of implementation and publicise those achievements. Adopt these green guidelines during meetings and conferences as well.
- ★ Initiate awareness raising and environmentally responsible activities through a green procurement programme.
- ★ Initiate a climate action plan by getting into contact with an elected representative at the local, state or federal level. Climate change is no longer seen only as an environmental problem its effects on health, food production, economic development, infrastructure, and even peace and security are now commonly recognised.

# Chapter 5 Dealing with health, safety and security challenges

When working in a crisis situation, it is necessary to adapt to an environment that can be very different from what you are used to at home. Telephone networks may operate inefficiently (if and when they do work), transportation infrastructure may be rudimentary and the working culture, team structure and security situation may be different as well. For these reasons, it is vital to develop and maintain a flexible attitude, coupled with basic survival skills, in order to stay healthy, safe and sane while on mission.

An individual's attitude and degree of preparedness can greatly influence team safety, as well as the effectiveness, image and reputation of an entire mission in a host community. Hence, every civilian expert on mission should take personal responsibility for learning certain basic skills in order to cope successfully with the challenging reality of everyday life in the field.

This chapter will equip you with some fundamental knowledge required for staying healthy and safe in unfamiliar and stressful situations.

#### A. Staying healthy

This section highlights some simple precautions to minimise the chances of you falling ill. Some suggestions may seem obvious. Unfortunately, many civilian experts on mission do not take necessary precautions, often because they are deployed at short notice or adopt an overly tough attitude and assume they are immune to microbes and mosquitoes.

Keeping these guidelines in mind throughout your deployment may help save your life.

#### 1. General health advice

#### General behaviour

Organise a health check before starting your mission, if it is not done by your employer. Some diseases (e.g. psychiatric diseases, alcoholism, heart failure, strokes, cancer under treatment, epileptic diseases) will exclude you from missions in crisis areas, but this is absolutely necessary for your safety and for the team's security!

The health check must include checking your immunisation status. There are vaccinations available against many life-threatening diseases (e.g. yellow fever, hepatitis B, encephalitis, rabies). Follow the recommendations of the institutes for tropical medicine. See Chapter 3 for more details on pre-deployment vaccinations and health screenings.

If you suffer from a chronic disease, make sure that you are in a stable condition before you depart. Be sure that you have access to sufficient medication. You may need a special certificate to clear your medication through customs.

In case of sickness, stop work and visit a medical specialist as soon as possible. If you spread disease through the mission, it is not only a risk for you, but also for your mission colleagues.

Check your first aid kit regularly and make sure you know how to use the equipment. Ask for additional medication and advice if there is no medical treatment available for a certain period of time (e.g. during duty trips).

You can avoid most diseases by following some simple rules. Contaminated water and food, along with disease vectors (e.g. mosquitoes, sandflies), are the most common ways in which life-threatening infectious diseases are transmitted.

Do not expect only tropical diseases. 'Normal' illnesses, such as heart attacks or strokes can also happen during your mission. If you feel symptoms like chest pain, shortness of breath, or paresthesia (tingling sensation) contact your mission's medical service or the emergency services immediately.

Establish the key health risks in your area of deployment and the most reliable health facilities, preferably well before you arrive in the mission area.

Avoid excessive alcohol and all other substance abuse.

#### **Food safety**

If you abide by the following rules before eating, you could eliminate the main reasons why crisis managers fall ill. The following recommendations apply to food vendors on the street as well as to expensive hotel restaurants:

- ★ Cooked food that has been kept at room temperature or under the sun for several hours constitutes one of the greatest risks of foodborne illness. Make sure your food has been thoroughly and recently cooked and is still hot when served.
- ★ Egg yolks should be firm and not runny.
- ★ Avoid any uncooked food apart from fruit and vegetables that can be peeled or shelled. Avoid fruit with damaged skin. Remember the dictum 'cook it, peel it or leave it'.
- ★ Ice cubes and ice cream from unreliable sources are frequently contaminated and may cause illness.

  Avoid them.
- ★ Certain species of fish and shellfish may contain poisonous biotoxins even if they are well cooked. If you are not sure, avoid them.
- ★ Some table sauces in restaurants are diluted with unsafe water.

#### **Water safety**

Your body weight is more than 50 % water. Without water, you couldn't maintain a normal body temperature or get rid of waste through urination, sweat and bowel movements.

Not getting enough water can lead to dehydration, which can cause muscle weakness and cramping, a lack of coordination, and an increased risk of heat exhaustion and heat stroke. In general, a person cannot last for more than three days without water. Your body needs enough water to replace what you lose daily through urination, sweating and even exhaling. The Institute of Medicine has determined that an adequate intake for men is roughly 13 cups (three litres) of beverages a day, while women should drink about 9 cups (2.2 litres) per day. However, in warm or hot weather, after vigorous exercise or during illness (e.g. fever, vomiting or diarrhoea) additional water is needed, sometimes considerably more.

Apart from drinking enough water, you need to ensure you take in enough electrolytes, such as sodium (salt), potassium and sugar. When sweating, due to illness, heat or exertion, it is important to use oral rehydration salts, sometimes several times a day, to restore energy.

Contaminated water is one of the main reasons people fall ill during their stay in foreign countries. Risks of diseases caused by unclean water can be minimised if you follow some simple rules:

- ★ When the safety of drinking water is doubtful, filter the water, boil it for a full minute (ideally for three minutes if over 2,000 metres), or use reliable disinfectant tablets/liquid/UV light water purifiers.
- ★ Cleaning water filters is not always safe. Only use good quality filters and follow the instructions carefully.
- ★ Avoid ice cubes in your drinks.
- ★ Beverages such as hot tea or coffee, wine, beer, carbonated soft drinks or fruit juices that are either bottled or packaged are usually safe to drink. Check that the lid of the bottle is properly sealed before purchasing.
- ★ Unpasteurised milk should be boiled before consumption. Buy and use bottled water whenever possible even for brushing teeth.

#### 2. Hygiene

The following notes on hygiene should go without saying, but there is no harm in reminding yourself of some of the most important basics. In certain situations it may not be possible to maintain the standard of hygiene you are used to at home. However, the following points are important for the prevention of infection and contribute to your general health and well-being.

#### Care of the body:

- ★ Try to wash your body with a warm bath or shower whenever possible. It is essential for personal health and hygiene, as is the wearing of clean underwear.
- ★ Be sure to visit a physician regularly. Schedule an appointment with your home physician when you are back on leave.
- ★ If living in shared housing or accommodation, use flip-flops to take a shower (one pair to walk to the shower, another pair in the shower).
- ★ Wash your clothes regularly, especially underwear.
- ★ Be aware that some hygiene products, such as tampons, may not be available in the country of deployment.

#### Care of hands and nails:

- ★ Hands and nails should be washed and cleaned thoroughly after visiting the toilet and every time before handling any food.
- ★ Cut nails regularly.
- ★ No person who has sores, cuts or broken skin on their hands should handle food. Disease-causing micro-organisms can be transferred in this manner.

#### Procedures for the washing of hands:

- ★ Use soap.
- ★ Moisten hands, wrists and forearms, apply soap to the palm of one hand and rub over the hands, wrists, forearms and between fingers. This needs to be done with care and thoroughness, and not in a hurry.
- ★ Rinse hands thoroughly under clean and, if possible, hot running water.
- ★ Dry hands and arms with a disposable paper towel, start with the hands and end at the elbows.

Alcohol gel, hand sanitiser or antibacterial dry wash are effective at killing germs and worth using frequently. If hands are visibly dirty, then using soap and water is preferable. Dry your hands before using disinfectants; if you do not, it will damage the skin.

Large numbers of germs are transferred when shaking hands and through touch. Respiratory infections as well as diarrhoea are caused by touching the face and mouth with dirty hands. Regular use of alcohol gel will reduce your risk of these common and annoying conditions. During ongoing epidemics, e.g. influenza, use antiviral hand disinfectant regularly.

#### **Dental care:**

- ★ Keep your teeth clean, healthy and brushed at least twice a day.
- ★ Try to schedule regular dentist appointments when you are on leave back home.

#### Foot care:

- ★ Wear clean, comfortable, closed shoes with closed heels, sufficient room for the toes and good arch support.
- ★ Wear clean socks or stockings.

#### **Protective clothing:**

- ★ Wear clean, well-fitting, adequate protective clothing and change it every day (if possible).
- ★ Store clean clothing separately from dirty clothing.
- ★ Hair should be worn away from the face and not hang over the collar of protective clothing.

### 3. Common illnesses: diarrhoea, fever and malaria

#### Diarrhoea

Diarrhoea is a common problem when travelling. To avoid getting diarrhoea, ensure that hand washing and hygiene are given attention and the source of water consumed is safe. Many diarrhoea attacks are caused by viruses, bacteria or unusual food (e.g. camel milk); these are self-limiting and clear up in a few days. It is important to avoid becoming dehydrated. As soon as diarrhoea sets in, drink more fluids, such as bottled, boiled or treated water or weak tea. Eat slowly and sensibly if you can and avoid dairy products as they can aggravate diarrhoea.

The body loses water, salts (especially sodium and potassium), water-soluble vitamins and other important trace minerals through diarrhoea. In order to replenish some of these losses, it is recommended that you consume at least three litres of fluid within the first three hours and continuously drink fluids thereafter, especially oral rehydration solution (ORS) in the correct dilution. If there is no ORS available you can create your own solution with six level teaspoons of sugar and half a level teaspoon of salt added to one litre of clean water (WHO recommendation).

Evidence and experience show that loperamide such as Imodium or antibiotics such as ciprofloxacin and azithromycin can reduce the frequency and severity of diarrhoea in

about seven out of 10 cases and can be taken as part of the medical kit. They can be especially helpful when work, travel or important engagements may otherwise be disrupted.

You should seek medical help if there is any blood in your stools or accompanying fever and vomiting. Diarrhoea that lasts for more than three days requires medical attention.

Use your own toilet in case of diarrhoea or, if this is not possible, clean the toilet and washbasin properly and use disinfectant after each visit to the toilet.

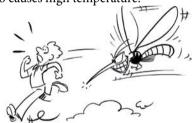
#### **Fever**

A high body temperature (i.e. 38.5 °C or more) should always be taken seriously, especially if you are in a malaria-prone area or have come from one in the past. You should see a doctor if a fever persists or is worsening. It helps to be aware of some important causes of fever, outlined below.

- ★ Meningitis: severe headache, stiff neck, often a rash that does not fade when you touch it.
- ★ Acute bilharzia or katayama fever: often accompanied by wheezing and itching 20 or more days after swimming in an area where bilharzia is common, such as Lake Victoria or Lake Malawi.
- ★ Urinary tract infection: aching in the loins, often with nausea, shivering and frequent urination that creates a burning sensation.

- ★ Typhoid: progressive fever and feeling increasingly ill with no response to malaria treatment usually accompanied by diarrhoea, sometimes by coughing and sometimes by a faint rash.
- ★ Blood poisoning, also known as sepsis or septicaemia: alternate shivering and sweating, often in the presence of an infected bite or other skin infection like a boil or cellulitis (warm infected feet or legs).

★ Heat stroke also causes high temperature.



#### Malaria

If you are in a malarial zone, this is an essential list of precautions:

- ★ Take your malaria prevention tablets.
- ★ Use a DEET-based insect repellent for the skin (concentration of 50 % DEET is now recommended).
- ★ Wear long sleeved, repellent-treated clothes and cover the feet with strong shoes. Close the gap between shoes and trousers.
- ★ Keep skin covered as much as possible, from before

dusk till dawn. Keep in mind that some mosquitoes also bite during the day.

- ★ Sleep under an insecticide-treated mosquito net.
- ★ Take a standby treatment kit.
- ★ If dengue fever, chikungunya or Zika are likely to be present, also protect yourself from day-biting mosquitoes. The Aedes mosquito causing these three illnesses bites during the day, especially early morning and late afternoon.

Even if you take all these precautions, you may still get malaria. Whenever you travel, take your malaria standby treatment kit with you. Consult your doctor on the type of treatment kit and prevention tablets, since different drugs are needed in different parts of the world. If you develop a fever, sweats and chills, a bad headache or other symptoms that could be attributed to malaria, get tested as soon as possible by a reliable doctor or laboratory. If this is not possible, if you do not trust the result or if the correct treatment is not available, self-treat within 8-12 hours of the time your symptoms first started. In all cases you should put yourself under the care of a trusted doctor or other health worker as soon as possible.

The use of rapid diagnostic tests has greatly improved the ease and speed of testing for malaria, but a high quality malaria blood smear is still recommended. Falciparum malaria, which may cause cerebral malaria, can

be life threatening and it is common in most of the malarial regions in tropical countries. So if you are in any doubt, treat yourself and visit a medical facility as soon as possible. Further examination is an urgent priority!

Malaria still kills more people than wars do in some parts of the world.

#### 4. Treating infections, parasites and bites

Infections, parasites and bites can turn nasty, so proper treatment is important. This section will offer you advice on what to do in case of an infection or bite and what medication to take. However, you should refrain from self-treatment unless it is impossible to reach a doctor and get medical advice.

#### **Dengue fever**

This is a mosquito-borne illness that can cause severe illness very rapidly. The Aedes mosquito, which spreads this severe flu-like illness, tends to bite during the day. Typical symptoms are high fever, severe headache, muscle and joint pain, and feeling seriously ill. If you experience these symptoms, see a doctor, get a blood test, then rest, drink plenty of fluids and be patient. There is no cure, but expert health care can be life-saving if (rare) complications set in. Do not go back to work until your energy is restored!

Since the symptoms are congruent with those of malaria, it is wise also to get a malaria test when you go for a dengue test. But beware: it is possible to have a false negative on a malaria test if the parasite count in your blood is still low. In case of doubt, get re-tested for malaria the day after. Remember that while dengue fever will subside with rest and time, malaria will not disappear without medication and can get very serious if left untreated. It is therefore worth your while to get an extra test done to make sure you are not missing a malaria diagnosis hidden behind the dengue.

Dengue is continuing to spread worldwide and its risk is becoming as great as or even greater than malaria in many areas such as South East Asia and South America. There is also a haemorrhagic form of dengue and it seems likely that some people develop a more serious infection on subsequent attacks.

#### Zika virus

The Zika virus is a mosquito-borne illness whose symptoms include fever, erythema (rash or redness of skin), conjunctivitis, headache and muscle pain. However, symptoms are often mild and many people are infected without realising it. Sexual transmission has been confirmed in a number of cases. The Zika virus can be passed from a pregnant woman to her foetus and infection during pregnancy can cause a serious birth defect of the brain called microcephaly and other severe brain defects, with lifelong

effects on the physical and mental health of the child. Cases of Guillain-Barre syndrome (paralysis of muscles, including life-threatening paralysis of respiratory muscles) can also be caused, but much less frequently.

The Zika virus is spreading rapidly and is likely to occur in most countries where Aedes mosquitoes are found. At the time of writing, however, widespread occurrence beyond tropical areas of America has only occurred to a small degree. Men returning from affected areas should avoid unprotected sex with female partners of child-bearing potential for 28 days – and for six months if they have a probable or confirmed infection. Women who are pregnant or who may become pregnant should avoid areas where the infection is occurring. No vaccination or special treatment is currently available. This means that avoiding mosquitoes is essential. You should also avoid any areas of standing water, however small (e.g. inside old car tyres), as this is where mosquitoes breed. Make sure your mission cleans up and dries out any such areas.

Information on Zika is changing continually so consult the latest advice.

#### Viral haemorrhagic fevers

The Ebola outbreak in West Africa, which began in 2013, was explosive and dangerous. However, at the time of writing new cases were occurring with decreasing frequency.

Methods of minimising its spread, including the emergence of vaccines, are likely to decrease Ebola's risk and reach.

Other viral haemorrhagic fevers such as Lassa fever and Marburg virus disease occur from time to time. There are often cases of Lassa in rural areas of West Africa. Most viral haemorrhagic fevers are spread by close contact with infectious cases, while some are spread by mosquitoes or ticks. If you are deployed in areas where known outbreaks are occurring, get specialist advice. Symptoms usually start with fever, headaches, muscle pain and conjunctival suffusion (redness of the eye). Lassa may be partially treated by a slow intravenous infusion of ribavirin. Further information on the specific dangers, causes and best methods of prevention are best checked at the time of any outbreak.

In some cultures, especially in West Africa, there is a custom of touching the dead during pre-burial preparations (for example when washing the body) or as part of the funerary rituals. Be aware that dead bodies may still contain active viruses. HIV, for example, may survive in a dead human body for as long as a week; Ebola may also still be contagious after the death of the host. Therefore, be careful when attending funerals and if you must touch dead bodies, make sure you wear protection (e.g. gloves, mask) and disinfect yourself as soon as possible afterwards, including your clothes.

#### Pneumonia and respiratory infection

Pneumonia and respiratory infection are especially common at times of stress, tiredness and overcrowding, for example during or after a prolonged or stressful mission, when your immunity is lowered. Symptoms include coughing, shortness of breath, fever, pain when breathing deeply and blood sputum in severe cases. If you experience these symptoms, seek medical advice as soon as possible. Timely treatment with effective antibiotics usually shortens these illnesses. Remember that pneumonia's symptoms can mimic those of malaria.

If you are deployed to a country where any severe episodes of flu or flu-like illness are known to be occurring in the area or in a worldwide outbreak, follow official guidelines carefully. If you take a shower somewhere hot and the water is stagnant in the pipe, be careful not to inhale the water. It could cause life-threatening legionella pneumonia, whose symptoms can include high fever, cough and weakness. Mission members should take their own supply of antibiotics for use in emergencies, such as acute respiratory infections.

#### Skin and wound infections

Skin diseases are mostly related to poor hygiene, infected bites or eczema, or a variety of less common parasitic and other infections. Parasites can cause severe skin infection (e.g. scabies). If there is no medical service available, take

a photo and send it to the responsible medical facility, describe the symptoms and ask for advice.

A common skin complaint is sunburn. Avoid direct contact with the sun, especially between 10am and 3pm. Use sun lotion with a high sun protection factor – at least 30. If the skin is red, you can use some cooling cream such as calamine lotion. If there are blisters, you should contact a doctor or pharmacy.

In hot climates, even small cuts, grazes, bites and other wounds can quickly get infected. Use an antiseptic cream or powder. Cellulitis – hot, red skin spreading outwards from an infection or upwards from the feet and toes – can develop extremely rapidly. Start a high-dose antibiotic at once, under medical supervision. Do not shower without flip-flops, as warm, damp environments such as showers may be breeding grounds for fungi.

#### Bites from dogs and other animals

Clean any bites scrupulously with soap and water. Get them looked at by a doctor or other trusted health worker. Bites often become infected and you should start a course of antibiotics even if no infection is obvious. Usually, bites will not get closed surgically because of the risk of infection. You should make regular visits to a medical facility, depending on the depth of the bite. Make sure you have been immunised against tetanus (a primary course of three injections with a booster every 10 years). If you have not been immunised, get a tetanus shot without delay.

Bites from snakes, scorpions, spiders or other animals should be reported immediately to a doctor or medical facility. Take a photo or try to describe the animal, as you may need treatment. Do not waste time!

Rabies is a vaccine-preventable viral disease which occurs in more than 150 countries. Dogs are the source of up to 99 % of all rabies transmissions to humans. Infection causes tens of thousands of deaths every year, mostly in Asia and Africa. Cleansing the wound immediately with soap and water can be life-saving.

Unless you are in a region known to be free of rabies, it is essential that you report to a competent health facility at once if you are bitten. Even if you have been fully immunised against rabies prior to deployment, you will still need two further vaccines. If you have not been immunised, you will need five post-exposure vaccines and probably also human rabies immunoglobulin, which can be hard to get a hold of, even in developed countries. Everyone deployed to a country where rabies is endemic should be immunised prior to their mission.

However, remember that rabies vaccination only buys you time – you must still get shots after being bitten, and you must get them rapidly. If you know there are rabies-infected animals in your surroundings (symptoms in dogs include

disorientation, staggering, seizures, foaming at the mouth), ensure that you know where to get vaccinated for rabies.

#### Sexually transmitted infections (STIs)

These are very common among mission personnel and humanitarian workers for reasons that are usually obvious. The key rules are never to have unprotected sex (i.e. use condoms) and to avoid sex when alcohol has significantly blurred your decision-making. Also report any signs such as abnormal discharge, sores or genital warts. If in doubt whether you may have become infected, get checked out at the end of your mission as some STIs may cause no symptoms, but can cause infertility and other problems. Include an HIV test.

#### At the end of your mission

Unless your deployment has been short or to a low-risk destination, it is considered crucial to have a post-mission medical checkup. If you have any unusual or persistent symptoms, including unexplained tiredness or weight loss, have these immediately checked out by a doctor.

Symptoms can start weeks, months and occasionally years after finishing a mission (e.g. parasites, malaria). One of the commonest is bilharzia, frequently caught from swimming in lakes and rivers in sub-Saharan Africa and from showering or bathing in water that has not been treated or has been allowed to stand for at least 48 hours. A blood test is accurate and the treatment is simple (praziquantel tablets) but many doctors unfamiliar with tropical diseases will not know about this. Inform your doctor that you travelled and worked abroad and consider visiting a specialist for tropical medicine if strange symptoms occur. The field of tropical diseases is very broad, not widely practised in Europe and needs specialist diagnosis and treatment.

#### 5. Dealing with climatic extremes

As altitude sickness, hypothermia and heat stroke can be dangerous, this section will instruct you on how to cope with extreme climate and altitudes.

#### Too high

Beware of altitude sickness, which can set in at any height above 2,000-3,000 metres. When climbing or travelling to heights above this, try to take a few days to get acclimatised. Above 3,000 metres, try to sleep no more than 300 metres higher than the night before. Maintain your fluid levels. If you become short of breath while at rest, develop a persistent cough, experience a pounding headache or feel drowsy, return to a lower altitude as quickly as possible.

#### Too cold

Hypothermia can quickly set in with any combination of cold weather, high elevation, strong wind and being wet. To prevent this, wear several layers of loose-fitting clothing, with a waterproof outer layer, and cover head, neck and hands. Set up a 'buddy system' so that individuals can look after one another. Signs of hypothermia include feeling intense cold, shivering, drowsiness or confusion. If this happens to you or your companion, warm up without delay by having warm sweet drinks, sharing warmth in a sleeping bag or having a bath with water up to 40 °C. Check for signs of frostbite (an aching or numbness, often in the

hands or feet, with the skin feeling rock-hard and looking very pale or purplish). Do not drink alcohol.

#### Too hot

Working in high temperatures brings with it the risk of heat stroke or sun stroke. This is when your body's cooling mechanism (including your ability to perspire) breaks down. In these situations, your body temperature escalates to 39 °C or above, you feel hot and dry, your pulse rate goes up and you may feel sick and confused. Get into a cool place at once, drink cold non-alcoholic beverages if you are able to, get sponged down, fanned or have cold water poured on your body to evaporate the heat. Get medical help, as this can be an emergency.

#### 6. Environmental risks and challenges

Environmental risks need to be well considered in order to avoid secondary hazards, exposure to hazardous materials and to ensure sustainable early recovery strategies. Three major fields of action need to be considered:

#### Secondary risks and hazards

Secondary hazards are the potential damage that, for example, infrastructure such as industrial facilities or tailing dams could have on the environment. By identifying and assessing these risks, further harm can be avoided or mitigated. The Flash Environmental Assessment Tool (FEAT), developed by the United Nations to identify acute environmental risks immediately following disasters, is a useful tool not only to assess risks but also to inform early environmental recovery strategies.

#### **Hazardous materials**

FEAT classifies hazardous compounds as gases, liquids or solids. These are linked to typical pathways of exposure (e.g. air, bodies of water, soil) and to typical impact types (e.g. human mortality, effects on life support systems including drinking water, fisheries and agriculture). In crisis situations or emergencies you may be exposed to hazardous materials (hazmat). Trained hazmat experts should handle such situations; however, if you find yourself faced with a potential hazmat incident, take the following actions:

- ★ Stay away from fumes, smoke and vapour. Remain upwind, even if there is no smell.
- ★ Be aware of changing weather conditions and wind directions. Note the wind speed, direction, type of precipitation, temperature and cloud cover.
- ★ Do not operate radios, mobile phones or other electronic devices within 500 metres of the hazard.
- ★ Leave the area immediately.
- ★ Notify local emergency officials or community leaders of the situation, so that they may cordon off the scene.

When exposed to hazmat, consider the following, weather-related effects:

- ★ On a warm day, chemical substances will tend to evaporate quicker than in cold temperatures.
- ★ High winds will disperse gases, vapours and powders.
- ★ Precipitation may be problematic if a weatherreactive substance is released. However, precipitation may be a benefit as it can slow down the dispersion of airborne materials and reduce the area of impact.

In any event, inform local and/or international authorities to get access to experts, further information and advice.

### Environmental considerations in peace operations

The mission itself should be as environmentally friendly as possible to minimise negative impacts. Further information and advice can be found in Chapter 4.



#### 7. Mental health and stress management

Working in crisis management environments can expose you to stressful situations and conditions. You may realise that a situation your colleague judges to be extremely stressful is one that you can handle easily. It is only natural that different people react differently to stress triggers and that coping strategies vary from one person to another.

Experiencing stress during crisis management can be helpful. It can focus your attention, increase your concentration and mobilise the necessary energy you need to achieve your everyday goals.

However, failure to cope effectively with stress may cause a decrease in productivity, prove detrimental to your functioning and affect the work of your entire team. Early prevention can stop the stress reaction from escalating into a real problem in the future.

This section will focus on three types of stress, namely cumulative stress, acute stress and vicarious trauma. It will provide you with tips on how to deal with them and how to take advantage of the resources at hand to speed up your healing process. Furthermore, you will find a section on post-deployment stress in Chapter 7.



#### **Cumulative stress**

Cumulative stress is stress that builds up over time and, if not well managed, can gradually lead you to perform less effectively. Some form of stress in missions is inevitable, but failure to address cumulative stress may lead to burnout.

#### What creates cumulative stress?

Everyone has different reasons for feeling stressed. Some can cope with stress better than others by consciously controlling their state of mind. The following are possible causes of cumulative stress:

★ problems with basic needs, e.g. housing discomforts, lack of privacy, food (lack of variety, poor quality, etc.), clean water shortages;

- ★ travel delays;
- ★ lack of safety and security;
- ★ health hazards;
- ★ immobility, inactivity, lack of exercise;
- ★ problems at home, missing family and friends;
- ★ witnessing violence or tragedy;
- ★ inability to make a difference, lack of progress, apathy among responders or survivors;
- ★ noisy or chaotic environment;
- **★** malfunctioning equipment;
- ★ no rest or relaxation periods;
- ★ unclear or constantly shifting tasks, unrealistic expectations (imposed by yourself or others);
- ★ media attention and coverage of security incidents close to your location;
- ★ non-recognition of work or hostility towards your efforts:
- ★ pressure to achieve;
- ★ unsupportive or difficult colleagues or superiors;
- ★ anxiety about the mission, your accomplishments, responsibilities or skills;
- ★ lack of resources or limited control of the situation;

- ★ cultural and linguistic differences;
- ★ permanent availability and constant demands from the HQ.

#### How to recognise cumulative stress

It is important to recognise indicators of cumulative stress. It may be helpful for individual team members to share information with their colleagues that will indicate when they are not handling their stress satisfactorily.

#### **Possible indicators:**

- ★ narrowing of attention, impaired judgement, loss of perspective;
- ★ disorientation, forgetfulness;
- ★ impatience, verbal aggression or being overly critical;
- ★ inappropriate, purposeless or even destructive behaviour;
- **★** anger;
- ★ sleep disorders;
- ★ susceptibility to viruses or psychosomatic complaints;
- ★ hyper-emotions, e.g. grief, elation, wide mood swings;
- ★ physical tension, headaches;

- ★ increased substance abuse;
- ★ eating problems, e.g. lack of appetite, eating too much;
- ★ lack of energy, interest or enthusiasm;
- ★ withdrawal, depression or loss of sense of humour;
- ★ inability to perform;
- ★ questioning basic beliefs and values, or cynicism.

#### How to minimise cumulative stress

Experience has shown that pre-deployment training in building up resilience to stress, greater awareness of early-onset indicators and prompt action to establish coping mechanisms all have a positive effect on reducing cumulative stress and avoiding burnout. It is natural to experience cumulative stress during a crisis management operation, but it is a condition that can be identified and managed. Some of the actions below can help to reduce cumulative stress:

- ★ know your limitations, manage your expectations, accept the situation;
- ★ get sufficient rest, relaxation, sleep and exercise;
- ★ eat regularly, drink enough water;
- ★ change tasks and roles;
- ★ identify and act on the source of stress;

- ★ communicate clearly with colleagues and ask for explanations to avoid misunderstandings;
- **★** take time off regularly;
- ★ create personal space;
- ★ control substance abuse;
- ★ talk, laugh or cry with your colleagues;
- ★ practice prayer, meditation, progressive relaxation depending on your preferences;
- ★ pamper yourself read, sing, dance, write, listen to or play music, work on a hobby, take a sauna, cook a meal;
- ★ participate in non-work related social activities;
- ★ get access to supervision from outside, e.g. through skype.

#### Acute traumatic stress

Acute or traumatic stress is a powerful type of stress brought on by sudden exposure to a traumatic event or a series of such experiences. It is classically described as a set of normal reactions to abnormal events such as:

- ★ witnessing casualties and major destruction;
- ★ serious injury to yourself or injury/death of a relative, colleague or friend;

- ★ events that are life threatening (natural disasters, manmade disasters);
- ★ events that cause extreme physical or emotional harm.

It is important to remember that strong emotional, physiological, behavioural and psychological reactions occur in the immediate aftermath of a traumatic experience.

#### How to recognise acute stress

#### Physical reactions:

- ★ nausea, gastro-intestinal distress,
- ★ trembling, shaking, sweating, shivering,
- ★ general weakness,
- ★ elevated heartbeat, rapid respiration, hyperventilation,
- ★ headache, stomach problems.

#### **Cognitive reactions:**

- ★ racing, circular thoughts,
- ★ confusion, dissociation,
- ★ intrusive images,
- ★ negative thoughts,

 $\bigstar$  loss of perspective, lack of perception.

#### **Behavioural reactions:**

- ★ constantly talking about the event,
- ★ exaggerated, black humour,
- ★ inability to rest or let go,
- ★ sleep and appetite disturbances, substance abuse,
- ★ withdrawal,
- ★ irrational activities.

#### **Emotional reactions:**

- ★ rapidly shifting emotions,
- ★ shock or disbelief,
- ★ numbness, anxiety, fear,
- ★ exhilaration,
- ★ helplessness, feeling overwhelmed,
- ★ anger, sadness,
- ★ guilt, shame, hopelessness, grief,
- ★ decreased attention, difficulties in decision-making.

#### **Spiritual reactions:**

- ★ loss of trust,
- $\star$  questioning the meaning of life,
- ★ loss of purpose and hope,
- ★ changes in beliefs.

#### **Psychological first aid**

Psychological first aid (PFA) should be offered after any traumatic incident. Like medical first aid, PFA provides initial support until further help arrives (if needed). PFA may include:

- ★ ensuring a sense of safety;
- ★ helping people to contact family members;
- ★ providing food, shelter and other practical help;
- ★ offering comfort and reassurance;
- ★ listening;
- **★** providing information.

A major aim is to help reduce emotional arousal, as this will reduce the likelihood that the person will develop post-traumatic stress later.

#### Steps towards recovery

Going through a potentially traumatic experience can often fundamentally challenge our sense of safety and meaning. We can often feel helpless and out of control. It is important that we take proactive steps to address these sensations as soon as we can:

- ★ if possible, try to re-establish a routine;
- ★ when not working, try to distract yourself (e.g. with books, films) avoid dwelling on the experience;
- ★ try to connect with others and seek support from your family, friends, colleagues or other survivors of the same or similar events:
- ★ participate in memorials and organised events concerning the traumatic event;
- ★ challenge your sense of helplessness by reclaiming some control (e.g. take positive action, help others, seek creative solutions);
- ★ make it a priority to get enough rest and take care of yourself.

#### **Dealing with strong emotions**

Allow yourself time and be aware that you may well experience strong emotional reactions. Try some of the following:

- ★ do not rush the healing process;
- ★ try not to be judgemental about the feelings you have;
- ★ connect with people!
- ★ talk to someone you trust or who is trained or experienced in traumatic reactions;
- ★ practice relaxation techniques;
- ★ pamper yourself and try to ensure the essential sleep you need for recovery.

#### What you can do as a colleague:

- ★ spend time with your traumatised colleague, offer support and listen with understanding and a non-judgemental attitude;
- ★ respect their privacy, but encourage them to get enough exercise, rest and nourishing food;
- ★ help them to resume normal day-to-day life, encourage them to take up hobbies and social activities; be persistent but not pushy!
- ★ If trauma survivors display anger or aggressive

behaviour, do not take it personally – these behaviours are linked to acute stress reactions.

### When to seek help for acute or traumatic stress

Try to seek support through your own social networks (e.g. friends, family, colleagues) as much as possible during the aftermath of experiencing a traumatic event. If this support is not immediately available or you do not have access to these networks, try to find a specialist. As stated above, extreme emotional reactions to traumatic experiences are perfectly normal.

However, if you find your functioning is profoundly affected, or if your reactions are taking a long time to subside or are worsening, you should seek professional assistance. This especially applies if you display the symptoms listed below, four to six weeks after the incident.

#### **Intrusive symptoms:**

- ★ recurrent and intrusive recollections of the event,
- ★ recurrent dreams of the event,
- ★ acting as if the event was recurring,
- ★ intense distress at exposure to cues that symbolise the event,
- **★** physiological reactivity to cues or reminders of the event.

### Avoidance and emotional numbing symptoms:

- ★ efforts to avoid thoughts, feelings or conversations about the event,
- ★ avoiding activities, places or people associated with the event,
- ★ inability to recall important details surrounding the event,
- ★ diminished interested in formerly enjoyable and important activities of life,
- ★ a feeling of detachment, estrangement and alienation from other people,
- ★ a restricted range of emotional experiences,
- ★ a sense of a shortened future accompanied by a notable lack of preparation for the future.

#### **Emotional arousal symptoms:**

- ★ hypervigilance for danger,
- ★ exaggerated and distressing startle response,
- ★ sleep disturbances,
- ★ difficulty concentrating,
- **★** irritability or angry outbursts.

If these criteria are present and impairing normal functioning, you should contact a professional through your insurance provider or other medical networks. You may be in danger of developing post-traumatic stress disorder (PTSD), a severe and disabling condition that can be alleviated with professional help.

It is possible that your seconding or contracting organisation can provide access to services to support you in dealing with stress or trauma. Be sure to research all available services and how to access them prior to your deployment.

If you feel like you can no longer remain in the mission because of the trauma that you have experienced, do not hesitate to take the necessary steps to end your contract. There is no shame in leaving a stressful and traumatic situation.

#### Vicarious trauma

Vicarious trauma, also known as secondary trauma, can affect anyone who is exposed on an ongoing basis to the suffering of others. Therefore, anyone who works in crisis environments can be vulnerable.

You are particularly at risk if:

- ★ you care deeply about your work, but tend to set unrealistic expectations;
- ★ you have not processed previous traumatic experiences;

★ you lack social support or find it difficult to talk about your feelings.

#### **Common reactions to vicarious trauma**

Vicarious trauma is a cumulative process that makes gradual changes over time to a person's emotional, physical and spiritual well-being. Common reactions include:

- ★ loss of a sense of meaning, purpose and hope,
- ★ difficulty maintaining healthy work/life boundaries,
- ★ relationship problems,
- ★ cognitive confusion and disorientation,
- ★ unpredictable emotional shifts.

#### Coping with vicarious trauma

Because vicarious trauma is such a gradual process, there is no quick fix for recovering from it. However, helpful strategies for dealing with vicarious trauma are noted below.

- ★ Take good care of yourself. Ensure that you are getting adequate sleep, nutrition and moderate physical exercise.
- ★ Take regular breaks. Create space to get away from your job, both physically and mentally (e.g. reading books, engaging in hobbies, spending time with friends, taking short trips).

- ★ Examine your limits. Do you need to make changes to the amount of time you spend in crisis environments (temporarily or permanently)? Do you need to balance crisis work with other kinds of activity? It can be helpful to talk this over with a friend or counsellor.
- ★ Explore your motives. Think about what inspires you and where you find a sense of higher purpose. Look for ways to connect with yourself more deeply (e.g. meditation, journal writing).

#### Addiction to trauma

If people have suffered early trauma in their lives or are repeatedly exposed to acute stress in adulthood, it is possible to become addicted to the experience (the term 'adrenalin junkie' may be familiar). Otherwise known as 'repetition compulsion', it refers to the need to persistently revisit disturbing experiences.

Clinical research suggests that this may represent an attempt to gain mastery over a previous trauma. It is also thought that the excitement of the risk acts as a distraction from feelings of loss and confusion that might otherwise prove overwhelming.

#### Common symptoms of trauma addiction

If you are in the grip of repetition compulsion, you may:

- ★ feel bored and numbed by ordinary life back home;
- ★ only feel engaged and alive in violent and unpredictable surroundings;
- ★ compulsively watch violent or disturbing films or listen to aggressive music;
- ★ engage in sexual promiscuity or other risky behaviour:
- ★ repetitively become involved in abusive relationships.

#### Responding to trauma addiction

In many ways, repetition compulsion needs to be treated like any other addiction. That may mean a period of abstinence in order to 'detox'. It can be very helpful to take breaks from adrenalin-fuelled crisis environments to reflect on your experiences and talk through your reactions.

Addiction of any kind is a very isolating experience, which can usually only be fully resolved in relationships with others. If you are aware of difficult or traumatic experiences that you sense you have not come to terms with, it is important that you find someone to discuss this with.

Some people prefer to talk to one other person (such as a trusted friend, colleague or counsellor) but others find group support more helpful. However you do it, clinical experience indicates that dealing with past experiences can help people move on in their working lives with a renewed sense of purpose and engagement.

#### 8. Substance abuse

The high levels of stress that can form part of the daily work of civilian experts on mission can sometimes become a breeding ground for substance abuse. By substance abuse, we are not only talking about cases of drug overdoses or drunkenness, but rather about a long and complex problem of intoxication and addiction.

While addiction can cause serious health problems, intoxication can pose safety risks as well as low levels of productivity in the workplace and increased absenteeism. While each type of drug affects a person's mind and body in different ways, there are general signs and symptoms to watch out for:

#### **Physical evidence**

- ★ smelling of alcohol
- ★ bleary-eyed
- ★ intoxication (slurred speech, unsteady on feet, confusion)
- ★ injection marks on arms (drugs used intravenously)
- ★ tremor and sweating of hands (alcohol or sedative withdrawal)
- ★ multiple bruises, especially if some are more recent than others

- ★ loss of weight and gaunt appearance
- ★ accidents at work, at home or on the road.

#### **Habits and moods**

- ★ multiple mood swings within a single day (alternation between drug-induced euphoria and delayed depression)
- ★ increased irritability, nervousness, and argumentativeness
- ★ poor relations with fellow workers and management
- ★ avoidance of supervisor
- ★ tendency to blame others.

#### **Absence from work**

- ★ frequent absenteeism, especially after the weekend or pay days
- ★ frequent times off sick
- **★** bad timekeeping
- ★ unexplained absences.

#### **Work performance**

- ★ reduced quality and quantity of work
- ★ increasing number of mistakes and errors of judgment

- ★ loss of interest in work
- ★ failure to meet deadlines.

#### How to deal with substance abuse

If you recognise the aforementioned symptoms in your colleagues, then they could be struggling with alcohol or substance abuse. The best solutions you can offer them (or seek out if you suffer these problems yourself) are guidance, support and treatment. Some options are noted below.

- ★ Talk to staff members about the situation and collectively agree on a realistic plan of action. Include existing professional HR and HQ support and consultation.
- ★ If you find that the situation has escalated to a more serious level and is starting to affect work performance, discuss it with a supervisor or contact whoever is in charge of offering confidential counselling.
- ★ Make sure that you or the person concerned seeks medical advice and that this issue is dealt with in a confidential manner.

#### 9. First aid

Knowing and applying simple first aid principles can save lives, even when you only have basic equipment at your disposal. It is important to realise that first aid is a practical skill. In order to be effective it requires regular practical training. We strongly recommend that you attend a professional first aid course and possess a valid, up to date first aid certificate. You may also take an online course, such those as offered free of charge by the British Red Cross.

#### B. Staying safe

This section gives information and advice on how to protect yourself and how to deal with situations that threaten your safety.

Please remember that these guidelines are merely advisory and do not supersede instructions, standard operating procedures (SOPs) or contingency plans issued by the security office of your particular mission.

The following topics should be covered in greater depth during safety and security training, such as the hostile environment awareness training (HEAT) that you should try to participate in before deployment.

#### 1. Cyber security

In the context of crisis management operations, cybersecurity is a significant priority as sensitive data is constantly being transmitted. If valuable mission data falls into the wrong hands, the consequences can be harmful. Through awareness and responsible use of data the chances of cyberattacks can be minimised. As a mission member, it is important to consider carefully what you are transmitting over public networks, especially if the compromising of that information could have an effect on your own or the mission's safety. The cyber domain pervades every aspect of modern life. The digital world and 'real life' are now so intertwined that they can no longer be considered separately. This has led to a shift from IT security to cybersecurity. While IT hygiene – such as choosing good passwords, avoiding careless interconnections of devices, or operating devices in safe environments – remains important, it is no longer sufficient.

There is no absolute security against cybercrime. Security is defined in terms of interdependent goals and trade-offs, for example anonymity versus authenticity. All security measures bear costs (e.g. financial, usability) which have impacts on how security should be addressed in practice:

- ★ Security decisions cannot be taken based on efficacy (does it work?) alone, but always need to be balanced by considering efficiency (how do benefit and cost compare?).
- ★ Security is not a static, generic concept, but tied to a well-defined scenario in terms of motivations (or goals) and capabilities both on the defending and the attacking side.

Any cybersecurity measures should, ideally, be the result of a thorough, individual threat analysis. At the very least, you should ask the following questions:

## ★ What is the motivation of your adversary? An attacker seeking to compromise arbitrary victims (e.g. to collect devices for a botnet for subsequent

use) will attack in an undirected fashion. Whether or not an attacker invests effort into an exploit for a specific vulnerability is likely to be an economic decision. Moving out of mainstream configurations and taking basic precautions (e.g. regularly updating your software) is likely to reduce your exposure. If however, an attacker has taken a specific interest in your affairs, he might go to great lengths to target exactly your vulnerabilities and take into account your specific preventive measures. He will also consider a multi-stage approach, rather than a single attack.

### **★** What are the capabilities and knowledge of your adversary?

This can be considered on both strategic and technical levels. Does the attacker control resources you rely on (hardware, software, infrastructure, environment, communication partners)? State actors are bound to have wider capacities than small-scale criminals.

#### ★ What are your security goals?

What do you want to protect, which aspect needs protecting (e.g. privacy) and against whom? How are your safeguards interconnected? Does the compromising of one element give the adversary new capabilities? Can a secret be inferred by looking at other data items (including metadata) – in digital or in real life?

Any such threat analysis must be custom tailored to your needs. It may lead to conclusions conflicting with best practice checklists (e.g. if you determine that a relevant state actor exerts power over software you would otherwise use as a safeguard against other attackers). In these cases, you have to consider legal implications as an additional factor. However, be aware that any generic checklist is bound to fail in the presence of capable and dedicated attackers.

#### **Practical advice**

In terms of how to approach cybersecurity, do the following:

- ★ Inform yourself about relevant national and institutional security authorities and ways you need to interact with them (to prevent and respond to security incidents). Note their point of contact (PoC) details and working hours.
- ★ Review national and institutional regulations, recommendations and best practices. Ask for information about the current threat situation and assess how it relates to your specific situation. Discuss any doubts with your security PoCs.
- ★ Make conscious choices about where to yield and retain control. Any automation (e.g. automatically opening inserted media or running embedded scripts in websites) represents a delegation of trust to external entities, which may or may not take your situation into account. Forcing yourself to manually enable processing on a case-by-case basis will increase your knowledge of what is happening.
- ★ Segment domains wherever you can. If you use dedicated means to keep your work and private life apart, or to handle different classification levels, you will reduce the overall damage when being compromised. Be aware that any software that separates domains (e.g. virtualisation) is bound to contain bugs, so

- any separation cannot be considered impenetrable. Check whether your employer can provide you with dedicated work infrastructure.
- ★ Think before you act. When interacting with the digital world, consider not only the software or hardware you directly use, but also consider context: one program runs along other programs on your device, communication happens over a (probably insecure) communication infrastructure, and you are always surrounded by an environment.
- ★ Do not consider any data as a stand alone entity.

  Combining and interpreting fragmented data sets
  ('big data') is now commonplace. Even metadata
  (like a GPS stamp on a published photo or a network address associated to an instant messenger message) carries information that can be interpreted.

When handling data and IT, consider the following key points below.

#### **Encryption**

- ★ Encrypt any data storage carried out of secure premises or left alone, as well as communication via insecure networks.
- ★ Support state of the art encryption. Ciphers (encryption methods) can become obsolete, so take advice from your security PoCs.
- ★ If possible, disable weak cipher suites. Many secure communication protocols comprise a cipher negotiation between endpoints and have their own vulnerabilities. If a bad cipher is chosen, communication can easily be compromised. If you cannot disable weak cipher suites, do not fully trust the communication channel.
- ★ Choose strong passphrases. Passphrases are commonly used to protect encryption keys (similar to a padlock PIN for a key safe). The encryption key may comprise 256 random bits, but if the passphrase that protects it is a single real word with eight letters, the latter will be attacked rather than the actual encryption key.

#### **Passwords**

The rules governing strong passwords have changed several times over recent decades, through focusing on common mistakes. Guessing passwords is all about combinatorics and heuristics. Words reduce the combinatorial complexity and can be attacked using dictionaries. Given time, any password can be guessed, so changing passwords and using individual passwords for different systems makes sense. However, with an ever-increasing number of constantly changing passphrases, there is a dangerous tendency to write down what should remain a secret. Consequently the latest advice is to create passphrases out of nonsensical but mnemonic (easy-to-remember) sentences of actual words with minor modifications. Again, you should consult regulations and reflect on your situation.

#### **Backups**

It is vital to ensure your data is always available through backups, especially if you suffer from a ransomware attack. Follow the advice below on backups:

- ★ Make frequent backups of changes (incremental backup) and keep several previous backups in parallel (rotating backups). This will help to limit the impact of sudden data loss.
- ★ Less frequently, create complete snapshots (duplication of entire storage repositories) of your devices (e.g. a system recovery backup).

- ★ Periodically test whether your backups are working and whether you are able to reinstate the latest backup.
- ★ Store copies in geographically separate locations.
- ★ Be wary of cloud storages. The administrator of any infrastructure is always able to access data on his own devices. But if data is encrypted and decrypted on the cloud, the encryption keys are present (and therefore possibly accessible) on the cloud as well. Encryption is essential for all relevant data, but equally essential is where encryption is taking place! If the software used for encryption is under the direct control of the cloud provider, that raises additional concerns.

#### **Security incidents**

When encountering a cybersecurity incident, think about limiting the damage to others and facilitating forensics. Try and do the following:

- ★ Immediately contact your security PoC to inform him/her and ask for instructions.
- ★ Quarantine your affected devices including those known to be affected or previously interconnected unless instructed otherwise (e.g. in order to observe an attack in progress).
- ★ Preserve the state of your devices for forensic pur-

- poses. If possible, do not change anything in their configuration, until forensic investigations are over. If you have no choice but to reinstate the device as soon as possible, try to create a snapshot on a storage device specifically procured for this sole purpose.
- ★ When reinstating a backup, consider how far back into the past you need to go in order to trust it.

### 2. At your residence, at work and during recreational time

On mission, daily life and work may be very different from what you are used to at home. This section gives you basic safety instructions and advice on infrastructure at your residence and at work, as well as on how to behave during recreational time.

#### Residential safety and security

There are some important matters to take into consideration when choosing a residence.

Choose a safe neighbourhood to move to. Make sure the access routes to and from your residence provide alternatives and avoid dead-end or narrow, one-way streets. Check out the parking possibilities (e.g. carports and driveways within fenced or guarded areas). An apartment, especially one above the second floor, presents a more difficult target

for criminal intrusion than a house and provides the tenant some degree of anonymity. Perimeter security (e.g. a fence or security guards) can improve the safety of your residence, as can solid doors, grilles on the windows, secure locks, an alarm system, adequate fire safety, emergency exits and safe rooms (if needed).

When you first move into a house or start working in a new environment, use your initiative and common sense to identify hazards. For example, look out for exposed electrical wiring, windows without mosquito mesh, areas where it is easy to slip or fall, hazards from unlabelled bottles or substances, or containers handy for water storage which may have contained pesticides or may be breeding grounds for mosquitoes. Be aware of fire hazards such as open stoves, open fires or cooking pans, and the use of charcoal fires without adequate ventilation.

Make sure that the owner of your apartment or house is legitimate and that you have the proper legal paperwork to rent the place. In general, the security section of your mission should be consulted during the process of selecting your residence. A specialist engineer should be consulted when selecting accommodation in an earthquake-prone environment.

#### **Recreational time**

These rules are obvious, but all too easy to brush aside when other things seem more important. Having survived the mud and potholes on mission, take care during your leisure time. At the seaside, be aware of dangerous currents, undertow or rip-tides, and areas known to have jellyfish, crocodiles or sharks. Stay within your depth unless you are a strong swimmer. Use life jackets for offshore water sports or when using inflatable craft. Never run along the side of a slippery pool; never dive into cloudy water or into a pool of unknown depth. Do not drink alcohol before swimming or diving.

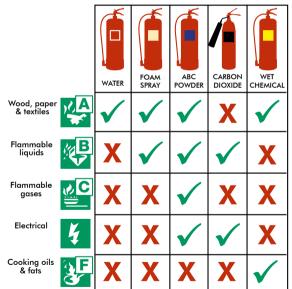
During your rest and recreation, do not lean against any balcony that could be unsafe, especially after drinking alcohol! Some may be less well built than your body. Binge drinking brings many risks ranging from killing yourself – or your friends – in a road accident to contracting HIV because you forgot to take the necessary precautions.

# 3. Fire safety

## Fire extinguishers

Make sure you are familiar with whatever types of fire extinguishers you are provided and how to use them. If possible, you should also have access to a fire blanket.

The five main types of fire extinguisher and the types of fire they can be used on are displayed in the diagram below.



Remember:

Never put water onto boiling oil. It will explode!

#### Actions in the event of fire

In the event that someone catches fire, you should:

- ★ stop, drop and roll them over;
- ★ cover them with a fire blanket, damp sheet or other material;
- ★ try to smother the fire.

# In the event of a small fire in a building or vehicle:

- ★ use your fire extinguisher or fire blanket;
- ★ keep your escape route to your back never let a fire get between you and your exit;
- ★ if one extinguisher does not put the fire out, get out;
- ★ if in doubt, get out;
- ★ call the local emergency services;
- ★ assemble at your designated assembly point.

# In the event of a large fire in a building or vehicle:

- ★ keep yourself and others well back from the fire;
- ★ remember: cylinders and compressed gases can explode in a fire and have been known to travel more than 200 metres;
- ★ never re-enter a burning building.

### Fire exits

- ★ make sure you are familiar with your environment;
- ★ know your escape routes;
- $\star$  have an escape plan.



# Fire safety

- ★ nominate a fire warden to take charge in case of fire;
- ★ carry out routine fire safety walks if the building does not have a fire alarm;
- ★ check for fire dangers regularly;
- ★ if you smell smoke, investigate and evacuate;
- ★ if you smell gas, open all windows, ventilate and evacuate;
- ★ agree on an assembly point with your colleagues a location everyone goes to in the event of an evacuation or emergency;
- ★ know how to call the local emergency services;
- ★ know your address or your location;
- ★ if possible, place battery-operated smoke alarms on escape routes and in bedrooms or dormitories.

# At night

- ★ check for fire dangers before you go to sleep;
- ★ re-check your escape route.

# 4. On the road

## **Road safety**

Road accidents are more likely to harm you than any other incident on mission. For this reason, it is important that you keep the advice below in mind at all times.

- ★ Never drive after drinking alcohol or taking drugs.
- ★ Never drive beyond your capabilities or in dangerous road conditions.
- ★ Get a good night's rest before any long journey. Take regular breaks (every two hours if possible).
- ★ Drive with a companion and share the driving when covering long distances.
- ★ Avoid travelling in the dark. Ensure that all timings on your route plan enable you to reach the destination before nightfall.
- ★ Maintain a sensible speed, even if you have an urgent appointment.

- ★ Always wear a safety belt.
- ★ Ensure any vehicle you use is well maintained and regularly serviced.
- ★ Select and train any drivers you use with care and thoroughness.
- ★ Before taking a trip, familiarise yourself with the appropriate behaviour in case of an accident in your specific mission context.
- ★ Keep a first aid kit, gloves and a torch with spare batteries in the vehicle.
- ★ Always know the phone numbers for the local emergency services and for the relevant mission personnel.
- ★ Wear a crash helmet if riding a motorbike.

# **Checkpoints and road blocks**

Checkpoints and road blocks are quite similar: a manned position on the road designed to monitor and control movement in a particular area. Checkpoints can be operated by legitimate authorities as legal checkpoints (e.g. police or military) or by illegitimate individuals or groups as illegal road blocks, often set up by local gangs to extort money from passing civilians. When you move into a new area you can expect to be stopped at these control points. As you gain more experience and credibility with the group manning the barrier, you may be allowed to pass unchecked. Never rely on this, however, and always be prepared to stop.

Some checkpoints are well constructed and established for long-term use with sandbagged bunkers, a tent or rest areas, and a clearly visible and raisable barrier across the road. They may well have mines placed across the road for added security. In other cases you may simply encounter a tree or even a branch pulled across the road, with one or two men plying their new-found, lucrative trade as toll collectors.

So how do you deal with checkpoints and road blocks? The following information and advice is valid for legal checkpoints. When approaching illegal checkpoints, consider the advice below, but use your common sense.

★ Do not approach a checkpoint that appears to be out of place or hostile. Consider asking your local staff or

drivers for their opinion.

- ★ At night, dim your headlights well in advance of the checkpoint so as not to blind the personnel working at the checkpoint. Switch on your inside light so that those inside the vehicle can be seen not to pose a threat. Ensure that any light mounted on top or at the back of your vehicle to illuminate your flag or logo is turned on.
- ★ As you approach a checkpoint, inform your base, slow down, lower the volume of your radio speaker and make no transmissions. Using your communications equipment could raise suspicions.
- ★ Turn off any music. Take your sunglasses off. Keep your hands visible.
- ★ Obey any signs or instructions to pull in or stop.
- ★ Be polite, friendly and confident. You should not talk too much, offer cigarettes, etc. This might suggest that you are afraid and could be exploited by the road block personnel.
- ★ Do not open any doors or windows until you are satisfied that it is safe to do so.
- ★ Show your ID card if requested. Explain in a friendly way, if asked, where you are going.
- ★ Prepare a short summary of your organisation's work, but keep it short.

- ★ In case they insist on checking your vehicle, let them do so.
- ★ Do not be in a rush to continue your journey. Be aware that the road block personnel might be keen to talk or offer advice to you. You could also ask them for useful information on the route ahead or your eventual destination.
- ★ Avoid temptation by ensuring that there are no attractive items such as electronics, sweets, chewing gum or cigarettes visible from the window. Avoid wearing expensive watches.
- ★ Pass through checkpoints one vehicle at a time, maintaining visibility of any other vehicles in your convoy.
- ★ When you leave the checkpoint, contact your base (watchkeepers).
- ★ At illegal checkpoints run by free agents rather than clearly identifiable legitimate personnel, it might be worthwhile stopping before the block itself if you possibly can. Just wait for a while and observe. Is other traffic passing through the road block? How are the occupants of the vehicles being treated as they pass through?
- ★ You could wait for an oncoming vehicle (i.e. one that has passed through the road block) and ask them for advice on whether it is safe to proceed yourself. You

could ask your local staff or drivers for their opinion on whether it is safe to proceed. If it does not feel safe, turn back.

#### **Ambush**

An ambush is an attack by assailants in a concealed position. It is an extremely dangerous, life-threatening situation. Avoid travelling in areas where a threat of ambush exists. In most cases, ambushes are deliberate operations, carefully planned and coordinated. Take the following precautions to reduce the risk of being ambushed:

- ★ Avoid travelling close to vehicles that might be targets (e.g. food convoys).
- ★ Avoid travelling at night.
- ★ Avoid routines and predictable patterns of operation where possible.
- ★ If travelling is absolutely necessary, try to travel in a convoy and listen to road safety information from credible sources (if available).
- ★ Consider the use of an armoured vehicle where necessary and wear protective gear or have it available for use.
- ★ If you encounter a deliberate obstacle or a road block and you have time to stop in advance, do so and assess the situation. Withdraw if necessary or if in doubt. A professional ambush will be situated at a

- sharp bend in the road or just over the brow of a hill, so that you have no warning. Keep your base (watch-keepers) informed of your movements.
- ★ Be aware of the 'ground', especially in high risk areas. Always strive to note possible escape routes by vehicle or on foot. Ask yourself what would be likely terrain for an ambush.

## How to react if caught in an ambush?

If you are caught in a deliberate ambush, you are in an extremely dangerous situation. Your options might be limited:

- ★ Stay calm, think quickly, use your common sense.
- ★ You might want to accelerate and race through the ambush site, or reverse, if at all possible. Reversing might be too slow to get away and racing through might not be an option if the road is blocked.
- **★** Do not do anything that could exacerbate the situation further.
- ★ In case you cannot get away, follow the instructions given by the personnel who have ambushed you.
- ★ If possible, call for help and inform your mission headquarters of your location and the incident.

# 5. Individual protective gear

# The flak jacket

If you receive a flak jacket, familiarise yourself with the jacket before you have to use it. It provides a low level of protection for the chest, back and neck against the effects of blast, shrapnel and splinters of glass, wood, etc. It is not designed to stop a bullet. It is comfortable, light to wear and should be used in conjunction with a helmet.

# The ballistic jacket

Ballistic (bullet proof) jackets offer varying levels of protection. The best can give protection against all known rifle and pistol rounds up to 7.62 mm. They are expensive and only designed to protect certain parts of the body. Additional neck and groin protection options are available. They can come with a large front pocket for your ID cards and first aid pressure bandages. With high levels of protection comes weight (up to 12 kg). At first you will find them very difficult to wear, but you will soon become accustomed to them. There are male and female versions. Make sure that you have the correct version and size, and that you are familiar with the protection level and correct usage. Use the ballistic jacket as follows:

★ The back and front collar options, which can be opened and closed, give added protection to your neck and throat.

- ★ Always check to make sure that the ballistic plates are in place. They can be easily removed. One plate is normally curved and should be placed in the front compartment of the jacket.
- ★ The jacket and other safety items are very expensive. You will need to take care of them as best as you can. They are extremely attractive items for thieves.
- ★ The ballistic jacket can save your life. Make sure that it is fully functional and protected from damage or theft.

#### The helmet

Helmets are designed to protect the most vulnerable part of the body from blast and shrapnel. They are not normally designed to stop a direct hit from a bullet. Use the helmet as follows:

- ★ The helmet is worn in high-risk areas where flak and ballistic jackets are used.
- ★ Always ensure that the neck strap is securely fastened. Otherwise a jolt will send the helmet flying off your head just when you need it most.
- ★ The helmet takes time to put on and fasten, so do not wait until it is too late.

★ Open the windows of your vehicle a little when wearing the helmet. It restricts your hearing and, with the windows shut, you might not hear the warning sounds of danger.

### ★ Be aware!

Unauthorised possession or carrying of weapons of any kind is a no-go for civilian personnel.

The handling of weapons by civilian crisis managers is not only unnecessarily dangerous, it can irretrievably undermine the image of the mission. This applies whether you use a weapon, possess it or simply pose with it.

Positions occupied by personnel with police or military backgrounds can require the carrying of weapons. If that is the case, carefully check the details with the mission you are deployed to.



## 6. Mine hazards

When deployed on a crisis management mission, you may be confronted with mine hazards in different ways. Mines or minefields can be leftovers from an earlier conflict. Mines or improvised explosive devices (IEDs) are used, for example, to protect property, to pose a threat or even to attack an enemy. This section provides basic information on mines, IEDs, unexploded ordnance (UXO), explosive remnants of war (ERW) as well as booby traps and offers basic advice on dealing with these threats.

There are two types of mines that you need to watch out for: anti-personnel mines (APMs) and anti-vehicle mines (AVMs).

# **Anti-personnel mines**

APMs are designed to cause injury to people rather than to equipment. They might be laid in conjunction with antivehicle mines or by themselves. APMs are grouped into three different munition sorts: blast, fragmentation and small shaped charge.

Most APMs will be triggered when put under pressure, but one or more tripwires attached to fuzes can also trigger the device. The lethal radius of these mines depends on the type and the amount of explosives. Some APMs have a lethal radius of about 50 m. Most APMs are coloured green or black.

#### **Blast mines**

Blast APMs were formerly made of metal or wood, but now are often made of polymer. They are either cylindrical in shape, with a diameter of about 7 cm to 16 cm, or rectangular, measuring around 10 cm x 20 cm long and 5 cm to 10 cm high. The mine explodes when the victim steps on the fuze and the concentrated blast of the explosives causes death or serious injuries.

# **Fragmentation mines**

Fragmentation APMs include stake mines, directional fragmentation mines and bounding fragmentation mines. Over the years, mines become rusty and will be hard to find. Stakes and trees can be broken, vegetation will grow over tripwires. So the best advice is to stay out of areas with a possible threat of mines.

Stake mines are fitted to wooden or metal stakes hammered into the ground until the mine is fixed at a height of about 20 cm above the surface. The fuze will usually be triggered by pulling a tripwire, which is made from very fine metal or nylon wire and is hard to see. The fragmentation shrapnel will blast in all directions over a large distance and lead to death or serious injuries.

Directional fragmentation mines, also called Claymore mines, use an electrical fuze and will be triggered by the victim stepping on a piezoelectric sensor or by a triggerman closing an electrical circuit using a command wire. The fragments will be projected through an angle of about 60° and will cause death or serious injuries up to a range of about 50 m. These mines are often attached to a tree or tripod at a height of about 50 cm.

Bounding fragmentation mines are normally buried. The mine is integrated in a small tube like a mortar. The fuze can be triggered by stepping on it or with a tripwire. Once triggered, a small charge pushes the mine out of the tube.

At a defined height, around 1 m, the mine explodes and the fragments spread out in 360°. The typical deadly radius will be about 25 m or more.

# **Shaped charge mines**

APMs with a shaped charge are very small, generally buried and painted in different mainly dark colours. They have a diameter of about 5 cm and a length of 12 cm. The fuze is operated by the victim stepping on it. An APM with a shaped charge is not designed to kill the victim. A small amount of explosives fires a shaped charge through the shoe, the ankle into the knee. Heavy pain, amputation of the leg above the knee and long-term treatment are the results.

## Anti-vehicle mines (AVMs)

AVMs, also referred to as anti-tank mines, are designed to disable vehicles. They are normally laid in fairly large numbers to achieve their aim. In an active conflict zone you can be fairly sure that mines of this type will be kept under observation. They are valuable weapons and are protecting valuable routes or objectives.

Do not go too close to such mines. And, obviously, never for any reason touch them. In areas where fighting has ceased, the mines may remain in place though their guardians are long gone. Nevertheless, you should not yield to the temptation to interfere with them.

Some important features of AVMs are as follows:

- ★ much larger than APMs, with a diameter/length of up to 30 cm and a height of up to 11 cm;
- ★ Square or round in shape;
- ★ made of plastic or metal;
- ★ coloured the same as APMs, i.e. dark, camouflaged;
- ★ detonated by the pressure of a vehicle passing over them (remember, your vehicle is heavy!)

Occasionally AVMs are detonated by a tilt rod sticking out from the top of the mine, which is sometimes attached to tripwires. Just as these mines are normally kept under observation, they are also further protected by APMs in the surrounded area – another good reason to keep away from them. Bad weather conditions such as heavy rainfall could flush the mines out of the (marked) dangerous areas. Furthermore, insurgents or other militant groups can use mines to close paths and roads. It therefore is important to drive only on paved roads and not to leave them for any reason.

#### IEDs/UXO/ERW

# Improvised explosive devices (IEDs)

IEDs are essentially home-made, non-standard devices. They are usually fabricated from readily available raw material. Most IEDs incorporate military, civilian or homemade explosives. CBRN (chemical, biological, radiological and nuclear) agents are also possible. IEDs are produced in different sizes and forms, from a 'letter bomb' up to heavy trucks with five tonnes of explosives. Currently, high quality, series production, technology transfer and further development lead to a serious hazards.

# **Unexploded ordnance (UXO)**

UXO refers to all types of explosive ordnance (ammunition) that did not explode when it was used and therefore still poses a risk of detonation. This can include all types of explosive weapons, such as bombs, bullets, shells or grenades. All UXO should be treated with extreme caution: if ammunition has been fired, it can be in a very unstable state and still pose a risk of detonation!

UXO includes unexploded submunitions and bomblets, for example undetonated cluster bombs, warheads of artillery rockets and artillery rounds. These weapons can have a high failure rate of up to 50 % in vegetated and urban areas, leading to a huge amount of UXO. A submunition can be an APM, a HEAT bomblet or a small bomb with different fill-

ers. The submunition comes in a variety of shapes, colours and dimensions. Particularly dangerous are APMs in the shape of a butterfly or a dragon's tooth. Children pick up these mines, because they look like toys.

## **Explosive Remnants of War (ERW)**

ERW are all the ordnance that remains after an armed conflict. This includes unexploded ordnance in abandoned stockpiles, military vehicles and facilities. In some cases these areas will be secured with mines and booby traps. Abandoned vehicles could be damaged with projectiles containing depleted uranium. This heavy metal is toxic and leads to serious diseases.

# Dealing with mine/IED/UXO/ERW threats

Now that you have some idea of what mines are and what they look like, how should you deal with them?

- ★ Contact the local Mine Action Centre or your mission's security officer for information on mine threats in your specific mission area.
- ★ Do not touch any mine/IED/UXO/ERW or any unknown object stay well clear of it. If you did not put it down, never pick it up.
- ★ Resist helping attacked people. Further IEDs directed at assisting passengers might be lying around (standard repertoire of terrorists) and need to be taken carefully into account.

- ★ Do not use your radio, mobile phone or SATCOM in close proximity (within 100 metres) of a mine unless absolutely necessary. The radio frequency you are using might cause the mine to detonate. This applies to all such devices: booby traps, mines, IEDs and UXO.
- ★ If you come across mines/IEDs/UXO/ERW inform responsible organisations and local people of the mines' locations.
- ★ Always seek local advice if moving into a new area or one that has been the scene of recent fighting.
- ★ You should not use a route that is new to you unless you are certain others have used it recently. Try not to be the first to use a road in the morning.
- ★ Remember, mines, IEDs and booby traps can be attached to tripwires. Do not even attempt a closer look.
- ★ If you are in the lead vehicle and you spot mines, stop immediately and inform the following vehicle.
- ★ Do not try to turn your vehicle around, do not leave the paved road. Do not get out of your vehicle. Try to drive backwards slowly along the same track you came along.
- ★ Do not be tempted to move onto the verge of the road to bypass obvious mines, to get past some other obstacle or even to allow another vehicle through. A

- natural reaction at home might well be to pull over on a difficult or narrow road to let a fellow traveller get by. In mined areas, forget it! You should not be polite and pull onto the verge. The verges may contain mines. If necessary, reverse back to a wider area and let the other vehicle pass.
- ★ If a road is obviously blocked by something (for example, a tree or a vehicle) in a likely mined area, do not be tempted to drive onto the verge or hard shoulder to get by. It could contain mines. Turn back.
- ★ Avoid dangerous areas, such as old front-line positions, barricades, deserted houses in battle zones, attractive areas in deserted villages or towns, country tracks, gardens and cultivated areas (mines may be laid in tempting orchards, vineyards or vegetable plots).
- ★ Make sure you understand local mine-awareness signage and be alert to the presence of uncollected, dead livestock or uncultivated land which may indicate the presence of mines.
- ★ Make use of the 5/25m check in unsafe areas or after attacks. It refers to looking out for anything suspicious within a five metre radius if you are in a vehicle; if your vehicles stop, you should clear a 25 m perimeter before moving ahead.
- ★ Electronic counter measures, particularly 'jammers' can, depending on the location and context, protect

you from radio-controlled IEDs.

★ Be on your guard against 'cleared areas'. An area might be declared to be clear of mines, but you cannot be 100 % certain.

Remember, if you identify a mined area or are informed of one, spread the news. Record the information and mark it on your maps.

## Actions in a minefield (MINED):

- **★** Movement stops immediately.
- ★ Inform and warn people around you. If you can, contact your base for help, indicating where you are located.
- ★ Note the area. Examine the ground to ensure you are safe where you are, look for tripwires/mines/fuzes.
- ★ Evaluate the situation. Be prepared to take control.
- ★ Do not move from your location. Wait for help.

When assisting a victim in a minefield, the rescue options are very limited:

- ★ Stay calm and breath deeply;
- ★ Do NOT run to the victim;
- ★ Do NOT try to rescue the victim in a suspected minefield or unsecured area;

- ★ If possible talk to victim, calm them down, advise them not to move because help is on the way, advise them to self-administer first aid;
- ★ Call for help and use the nine-liner MEDEVAC request if known;
- ★ Wait for the rescue team to arrive.

## **Avoid booby traps!**

A booby trap is an outwardly harmless object designed or adapted to kill or injure by exploding unexpectedly when a person disturbs or approaches it. A booby trap can be triggered when you perform an apparently safe act with it (for example, opening a letter or a door, or picking up an attractive article lying on the ground). The device is deliberately disguised as, or hidden inside, a harmless object.

Withdrawing troops may place booby traps in all sorts of places so as to inflict damage on their advancing adversaries. Booby traps may be left on paths, by wells, in houses or just lying in the open and attached to an appealing object.

Do not explore deserted houses, towns or villages. You should not be tempted to snoop around or use empty houses to 'answer the call of nature'. Most importantly, do not touch apparently interesting objects lying innocently on the ground. Just leave them alone.

# **After-explosion procedures**

An explosion can have many causes. If you notice an explosion in your immediate vicinity and don't know the cause, it is mandatory to secure yourself immediately. Use the 5/25 m check to establish a safe environment. Then follow the five C's:

- ★ CONFIRM: Clarify the situation from your safe position. Don't move.
- ★ CLEAR: If you think your position is not safe, you have to increase your distance from the explosion using cover.
- ★ CALL appropriate authorities, mostly police or army. If known, use the 9-liner format.
- ★ CORDON the area by warning other people not to enter the vicinity of the explosion.
- ★ CONTROL the area until police or army and rescue teams reach the site.

#### Important:

- ★ Do NOT enter the vicinity of the explosion.
- ★ Do NOT touch any thrown objects like fragments of ammunition, IEDs or the target.
- ★ Take a mental note of what you see and inform the appropriate authorities.

# **Nine-line MEDEVAC request**

Calling in a helicopter MEDEVAC during an emergency requires passing concise information rapidly by radio. NATO forces use a "9-liner" system, so called because of the 9 lines of information it includes:

Line 1: Location of the pick-up site

Line 2: Radio frequency & call sign

Line 3: Number of patients by priority:

A - Urgent (1hr)

B - Priority (4hr)

C - Routine (24hr)

Line 4: Special equipment required:

A - None

**B** – Hoist/winch

C - Extraction equipment

D - Ventilator

Line 5: Number of patients by type:

L - Litter

A - Ambulatory

E - Escort (women/children)

Line **6**: Security at pick-up site (in peacetime – number of wounds, injuries, and illnesses)

N - No enemy

**B** – Coalition/Civilian

C - Non coalition security force

X - Armed escort required

Line 7: Pick-up site marking:

- A Panel
- B Pyrotechnic signal
- C Smoke signal
- **D** None
- E Other

Line 8: Patient nationality and status:

- A Coalition forces
- **B** Coalition civilian
- C Non-Coalition security force
- **D** Non-Coalition civilian

Line **9**: NBC contamination (in peacetime – terrain description of pick-up site):

- N Nuclear
- B Biological
- C Chemical

To initiate the MEDEVAC, you need communicate only the first 5 lines – you can pass on the remainder while the helicopter is in the air. Aim to speak for no more than 30 seconds and leave a pause between each line to allow the duty officer at the other end to note down the information. 9-Liner formats vary – check the correct format used in your environment.

# Chapter 6 Technical considerations

This chapter will teach you the basics of map reading, navigation and communications, and will offer you advice on how to drive a team vehicle and avoid dangers on the road.

# A. Communications equipment

Even though familiar communications equipment (such as the internet and mobile phones) is often available in the field, you will still be faced with slightly uncommon devices at times, ranging from the rustic and old-fashioned to the high-tech and sophisticated. You may not have to resort to pigeon post, but devices such as two-way radios might be tricky for first-time users and therefore require basic technical know-how. The same applies to more advanced satellite communications (SATCOM).

This chapter will highlight the main types of communications equipment that you may encounter while on mission and take you through the basic steps needed to familiarise yourself with these devices.

We will first introduce you to VHF (very high frequency) and HF (high frequency) radios, before moving on to

SATCOM. Finally, we will look at mobile phones and the internet from a security point of view.



#### 1. Radio

#### **VHF** radio

Very high frequency (VHF) radio waves travel in straight lines. Just imagine for a moment that you are looking from your vehicle to your office in the distance through a pair of binoculars. The radio waves from your set are following very much the same line of sight. If you can see your office, you will be able to communicate with it. If there

is a forest or mountain in the way, you cannot see your office; likewise, the radio waves travelling in the line of sight cannot get through. Obstacles such as trees, forests, houses and pylons make it difficult for VHF radio waves to follow certain paths. Obstacles either absorb the waves completely or deflect them. If you want to improve communications, find your way to high ground and send your message from a point where there are no such obstacles in the way.

Distance is naturally an important factor. As your VHF waves are broadcast outward from the antenna, they spread out like ripples of water on a pond after you drop a stone into it. The further away from you the signal travels, the weaker it becomes. Some sets are more powerful than others. You can experiment as you get to know your area and thereby understand the distance over which you can communicate.

### **HF** radio

High frequency (HF) radio is designed for longer-range communications and works by sending its signal skywards until it bounces off the electrically charged ionosphere and back to earth.

Unlike VHF sets, from which you can obtain better results through correct use, HF transmission and the clarity of your signal depend on a number of factors, most of which are usually out of your control. For example, natural phenomena such as sunspots can have a marked effect on HF radio signals.

The frequency assigned to you may work well at one time of the day and then be virtually useless at another. It may be better by day than by night, but again this is largely out of your control. Sometimes you will be told to use different frequencies at different times of the day to overcome these problems. If you have a mechanism on your HF set with which to tune your antenna, always do so. Ask how this should be done. When the antenna is not tuned, you cannot communicate, because the transmitter is disabled and reception is almost impossible.

#### How to use VHF and HF radio

The following is an overview of radio communications procedures that, when followed, will minimise radio time, make radio time more effective and reduce misinterpretation of radio messages.

# Preparing your radio set for operation

- ★ Ask the responsible unit in your mission for an introduction to the devices that are being used in your area of operation.
- ★ Check the antenna and all cable connections, ensuring tight and proper connection of all components.
- ★ Make sure that there is a power source and that it provides sufficient power. Ensure your radio set is properly connected to the power source.
- ★ Connect the audio accessories and check the proper operation of function switches.
- ★ Make sure you know which channels are being used for transmission.
- ★ Turn on the radio by using the power button or turning the volume dial.
- ★ Tune in to the correct channel and you are ready to go!

# **Transmitting**

In general, there are five parts to transmitting a radio message that should always be followed:

- give the call sign of the station you are calling (this alerts the station that they are being called);
- 2. then say "This is...";
- 3. then give your call sign;
- 4. transmit your message;
- 5. end your message with "over"; end the conversation with "out" (see also the Annex for radio procedures).

Some tips to improve your radio procedure are outlined below.

- ★ Decide on a message before transmitting, ensuring it is clear and brief. Stay off the air unless you are sure you can be of assistance.
- ★ Before you transmit, make sure no one else is speaking.
- ★ Remember to divide your message into sensible phrases, make pauses and maintain a natural rhythm in your speech.
- ★ Avoid excessive calling and unofficial transmissions.

- ★ Keep a distance of about 5 cm between the microphone and your lips and hold the face of the microphone almost at a right angle to your face. Shield your microphone from background noise.
- ★ When ready to transmit, press the transmission button and wait a second before speaking. When you have finished transmitting, wait a moment before releasing the button.
- ★ Remember, as long as you are pressing the transmission button, no one else is able to transmit from their radio.
- ★ Use standard pronunciation, emphasise vowels, avoid extremes of high pitch, speak in a moderately strong voice and do not shout. Speak slowly, distinctly and clearly.
- ★ Acknowledge receipt ("copy", "received" or "acknowledged"). If you do not understand, ask for the message to be repeated ("say again").
- ★ Remember: think, press and speak not the other way around.

Even when you think that you speak English properly, your accent and choice of words, in combination with background noise, may make it very difficult for others to understand you. In order to facilitate understanding, a phonetic alphabet has been developed which helps the recipient of the message to quickly understand what you

mean. Therefore, when asked to spell a word, use the phonetic alphabet, which can be found in the Annex along with a list of procedure words.

# 2. Mobile phones

Nowadays, with GSM (Global System for Mobile Communications), you can not only obtain broad international coverage for your mobile, but also access your email through your phone. Also, unlike communicating over a VHF radio network (where all your colleagues within range can hear what you are saying), using a mobile phone normally gives you the luxury of having a simple one-to-one conversation.

This might sound like the perfect communications deal. However, things are not always so bright and shiny in the field. Despite all its positive points, the use of mobile phones can present certain disadvantages:

- ★ costs in some regions can be high, especially for international calls:
- ★ coverage may be good in some areas, particularly in cities, but poor or non-existent in rural areas;
- ★ you may have to purchase a new SIM card or phone for use in some countries if your system is not compatible with local networks.

In addition, there are a number of security-related aspects that you should take into account:

- ★ Destroyed networks: in a disaster-hit or war-torn area, the mobile phone network may have been destroyed or damaged. In this case, mobile phone communications will be unavailable or at best unreliable.
- ★ Jammed channels: in times of crisis, a mobile phone system can become overloaded with too many users and it may prove impossible to make calls.
- ★ Political manoeuvring: given that the local authorities can control the mobile phone system, they might just decide to turn it off.
- ★ Insecure conversations: local authorities can listen in to any phone conversation. As with all forms of telecommunications you are likely to use, mobile phone conversations should always be regarded as insecure.
- **★ Theft**: the phones themselves are attractive items for a thief.
- ★ Hi-tech phone or **spying device**? The new and attractive features of mobile phones (e.g. camera, video, storage, apps or location features) could get you into trouble. The mere presence of these built-in features could cause your intentions to be misunderstood or abused as their presence could

be deliberately used against you. Essentially, we are talking about potential spying gadgets.

# 3. Satellite communications (SATCOM)

SATCOM devices are simple to use. They work by bouncing signals off a satellite and back down to a ground receiver or relay station, which can then retransmit. The area on the ground where you can obtain good communications from your SATCOM is known as the 'footprint'. Remember, just because a particular brand of SATCOM operated wonderfully on your last mission does not mean it will be ideal in another part of the world. The 'footprint' may be completely different. Take the advice of your communications experts when they are issuing your equipment. They know what will work and what you require. The most important feature of SATCOM is guaranteed long-range communication.

In spite of the positive aspects of using SATCOM, you should keep the following in mind:

- ★ Not always the cheapest option: for short-range work, VHF sets are still the most economical and useful option.
- ★ Channel overload: with the increasing use of satellite phones in troubled regions, simultaneous communications can overload the capacity of the satellite channels. Therefore, satellite communications should not be considered as a self-sufficient network, but rather as a supplement to HF and VHF networks.
- ★ Makes you traceable (when you least want it!):
  modern SATCOM sometimes incorporates an
  automatically transmitted GPS (Global Positioning
  System) signal. In other words, anyone monitoring
  your transmission will be able to establish your exact
  geographical position. Be aware that this capability
  could pose a security risk for you. The parties you
  deal with may accuse you of revealing details of their
  location. In areas where such sensitivities exist, the
  SATCOM might better be left back at your base.
- ★ One transmitter, one receiver: remember, with SAT-COM, only point-to-point communication is possible you cannot transmit to a number of receivers simultaneously.

# 4. Internet and computers

These days we all use the internet and other computer networks to communicate with friends and colleagues. We all know the advantages of the system, but it is extremely important to highlight the following dangers:

- ★ Watch out for your information! As with all the systems mentioned above, the internet is not secure. See also Chapter 4 on personal communication and Chapter 5 on cyber security.
- ★ Watch out for your computer! Your computer is vulnerable to unscrupulous thieves who may steal it or even download large amounts of information when you are not around. So make sure you lock your portable computer away in a room or desk when you are not using it. If you use a USB stick to back up your hard disk, give it the same security attention as the hard disk. Make sure to use strong passwords to secure your computer, hard drives and USB sticks (see Chapter 5 on cyber security).



# B. Map reading and navigation

Map reading and navigation are essential skills for mission personnel and have three specific purposes in the context of crisis management missions:

- ★ to enable staff to find their way around a given country and to recognise features on the ground and on a map;
- ★ to enable staff to understand the information provided on a map so that they can picture the terrain and its possibilities and limitations;

★ to assist in the quick and accurate transmission of information about the locations of people or objects.

# 1. Navigation aids

## Maps

Maps are the most important navigation aid and should be studied carefully as a preliminary to cross-country navigation. Doing so can provide the answers to many questions, such as the best route to be taken and areas to be avoided. Maps enable the user to visualise the lie of the land, assist with sense of direction and increase confidence.

Topographic maps are detailed, graphic representations of features that appear on the earth's surface. A map's legend (or key) lists the features shown on the map and their corresponding symbols. Topographic maps usually show a geographic graticule (latitude and longitude in degrees, minutes and seconds) and a coordinate grid (eastings and northings in metres) so that relative and absolute positions of mapped features can be determined.

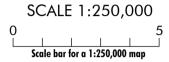
# How to read a topographic map

The first step in reading a topographic map is to become familiar with the specific characteristics of the map or maps that are being used:

- ★ What is the map scale? The scale indicates the comparative size of features and distances portrayed on the map.
- ★ Which direction is north? The north point orientates the map to the real world.
- ★ What symbols are used on the map? To understand the map, the symbols need to be understood. Look at the legend.
- ★ Which coordinate system (or datum) is used on the map? This information will be contained in the text in the map margin. Some newer maps show GPS coordinates. Remember to set your GPS to the right system, or a compatible one, and include a reference to the datum when quoting the coordinates.

## Map scale

A map represents a given area on the ground. A map scale refers to the relationship (or ratio) between distance on a map and the corresponding distance on the ground. Map scales can be shown using a scale bar.



Using a 1:250,000 scale map, for example, the first number of the scale (1) represents a core unit of distance on the map while the second (250,000) represents that same distance on the ground. In this case, one centimetre on the map represents 250,000 centimetres, or 2.5 kilometres, on the ground.

The scale bar can be used to determine the distance between two points on the map. Scales are usually shown in increments of one, five or ten kilometres. Use a piece of string, a ruler or a strip of paper to measure the distance between two points on the map. Then compare that measurement to the scale bar on the map to determine what distance the measurement represents.

## **Direction and bearings**

Maps usually include a north point diagram that shows the direction of true north, grid north and magnetic north. This diagram also shows the actual grid/magnetic angle for the centre of the map face.

- ★ True north (TN) is the direction to the earth's geographic North Pole.
- ★ Grid north (GN) is the direction of the vertical grid lines (eastings) on a topographic map. The angular difference between GN and TN is known as grid convergence.
- ★ Magnetic north (MN) is the direction from any point on the surface of the earth towards the earth's north magnetic pole.

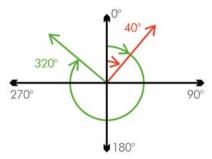
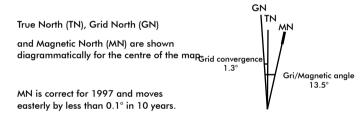


Illustration depicting bearings of 40° and 320°

The angular difference between TN and MN is known as magnetic declination. As GN is used in preference to TN for map reading purposes, it is more useful to know the difference between GN and MN. This is known as the grid/magnetic angle or magnetic variation. As the position of the north magnetic pole moves slightly from year to year, the grid/magnetic angle and magnetic declination will vary by a small amount each year. In using a map for accurate navigation, magnetic variation can be important, particularly if the map is several years old.



Source: Australian Geological Survey Organisation

Directions can also be expressed as bearings. A bearing is the clockwise horizontal angle, measured from north to a chosen direction. Bearings are usually shown in degrees and range from 0° (north) to 360° (also north). South is 180°, east is 90° and west is 270°.

## Map symbols (the legend)

Maps use symbols to represent features on the ground. These features include roads, tracks, rivers, lakes, vegetation, fences, buildings, power lines, administrative boundaries, etc. Colour plays an important part in symbols and some international conventions apply to the use of colour. For example, blue for water features, black for culture and green for vegetation. While most symbols are easily recognised as the features they represent, they are all explained in the map's legend.

### **Contour lines**

Topographic maps show contour lines that join points of equal height and represent the relief in the terrain depicted. For example, if there are many contour lines close together, the terrain is steep. Contour lines that are far apart indicate land with gentle slopes.

#### **Datums**

Mapping and coordinate systems are based on a datum, which is a mathematical surface that best fits the shape of the earth. A geocentric datum is a datum that has its origin at the earth's centre of mass. The advantage of the geocentric datum is that it is directly compatible with satellite-based navigation systems.

Adopting a geocentric datum allows for a single standard of collecting, storing and using geographic data, which

ensures compatibility across various geographic systems at the local, regional, national and global level.

Anyone using a map or a GPS receiver will need to know which datum is being used for the grid and the latitude and longitude coordinates.

# 2. Map coordinates

Map coordinates are usually shown in one of two ways: geographic coordinates or grid coordinates.

# Geographic coordinates: latitude and longitude

You can find or express a location using the geographic coordinates of latitude (north or south – horizontal lines) and longitude (east or west – vertical lines). These are measured in degrees (°), minutes (') and seconds ("). For example, the geographic coordinates for a position could be stated as 33°40'30"S, 153°10'40"E. Each degree is divided into 60 minutes and each minute is divided into 60 seconds.

Latitude is the angular expression of the distance north or south from the equator (0° latitude). The South Pole is at 90°S; the North Pole at 90°N. Longitude is the angular expression of the distance east or west of the imaginary line known as the Prime Meridian (0° longitude on all maps).

Latitude and longitude coordinates are shown at each corner of a map's face. On some maps, short black lines

along the edges of the map face indicate the minutes of latitude and longitude. When expressing coordinates, latitude is given first.

## **Grid coordinates: eastings and northings**

Grid lines can also be used to find or express a location. Grid lines are the equally spaced vertical and horizontal intersecting lines superimposed over the entire map face. Each line is numbered at the edge of the map face.

Maps are normally printed so grid north points to the top of the sheet (when the print is the normal way up). One set of grid lines runs north-south while the other set runs east-west. The position of a point on the map is described as its distance east from a north-south line and its distance north of an east-west line. For this reason, grid lines are also called:

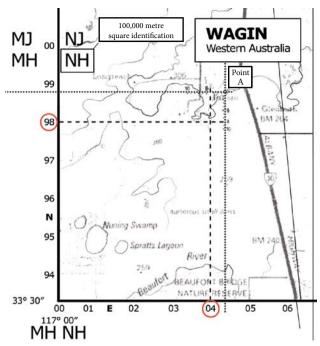
- ★ Eastings these are the vertical lines running from top to bottom (north to south). They divide the map from west to east. Their values increase towards the east.
- ★ Northings these are the horizontal lines running from left to right (west to east). They divide the map from north to south. Their values increase towards the north.

The squares formed by intersecting eastings and northings are called grid squares. On 1:100,000 scale maps, the distance between adjacent lines represents 1,000 metres or

1 kilometre. Therefore, each grid square represents an area of 100 hectares or one square kilometre.

# How to quote a grid reference for a particular point

A grid reference is used to describe a unique position on the face of the map. The degree of accuracy required will determine the method used to generate a grid reference. All methods follow a similar approach. A four-figure grid reference is used to identify which grid square contains a map feature. A six-figure grid reference will further specify the position to an accuracy of one tenth of the grid interval. In a map's margin there is usually a section devoted to how grid references are quoted. The information needed to complete a grid reference will be found in this section of the margin.



Example of determining a grid reference (not to scale)

To obtain a complete 1:100,000 scale grid reference for point A (Panoro) on the map to the left:

- ★ Note the map name. The grid zone number, a unique identifier, can be used as an alternative. It is found in the map margin. Point A is located on the Wagin map sheet. The grid zone number is 50H (not shown in the picture).
- ★ Read the letters identifying the relevant 100,000 metre square containing the point. In this case they are NH.
- ★ Locate the vertical grid line to the left of the point of interest and read the two-figure easting value. Point A's easting value is 04 (dashed line).
- ★ Estimate the tenths from the vertical grid line to the point. If using a Romer scale on the compass, place the matching scale over the point to be measured as shown in the diagram above. Using the same vertical grid line described above, count the tenths back from point A to the grid line. In this case the value is 4 (distance between the dashed line and the dotted line).
- ★ Locate the horizontal grid line below the point of interest and read the two-figure northing value. Point A's northing value is 98 (dashed line).
- ★ Estimate the tenths from the horizontal grid line to

the point. Using the same method described above, count the tenths down from point A to the grid line. In this case the value is 8 (distance between the dashed line and the dotted line).

★ Note the datum of the map from the map margin. The Wagin Map is on GDA94 (not shown in the diagram). Therefore, the complete grid reference for point A is either: Wagin, NH044988 or 50HNH044988 (including the grid zone number).

# 3. Compass

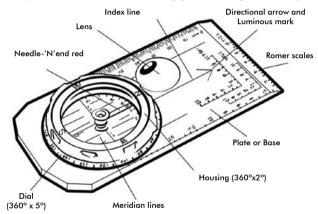
The compass is a valuable aid to navigation, particularly when travelling at night or through dense vegetation where it is difficult to identify landmarks.

A compass works on the principle that the pivoting magnetised needle (or the north point of the swinging dial) always points to the north magnetic pole. As a result, a compass with graduations (degrees) marked on it can be used to measure the bearing of a chosen direction from magnetic north. Metal objects such as cars, fence posts, steel power poles and transmission lines can affect the accuracy of a compass reading. Stand clear of such objects when using a compass – at least one metre from metal fence posts and up to 20 metres from a car.

Always make sure to hold the compass level during use. Otherwise, the magnetic needle may jam in the casing.

## Features of a compass

There are numerous types of compasses. The pivoted needle compass with an adjustable dial is the most useful type. In addition to a north-pointing needle, such compasses often have a transparent base with a direction-of-travel arrow and orientating lines marked on the rotating dial so they can be used for measuring grid bearings on a map.



## Using the compass to reach a destination

To follow compass bearings to a chosen destination, either determine magnetic bearings from visible features along

the route or obtain these bearings from another source prior to travelling.

To determine magnetic bearings:

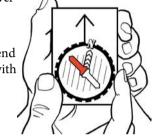
- ★ Select a visible feature along the route to be travelled and, holding the compass level, point the direction-of-travel arrow at the visible feature.
- ★ Find the bearing of the visible feature by turning the compass dial until the 'N' aligns with the marked end of the needle. Read the bearing in degrees on the dial index.
- ★ Keeping the needle aligned with the 'N', proceed in the direction indicated by the bearing at the index line. The bearing will help in keeping on track when the feature is not visible. Repeat this procedure until the destination is reached.

When magnetic bearings are known:

★ If given a bearing in degrees, the bearing is set at the index line by turning the dial. Hold the compass level with the direction-of-travel

arrow pointing straight ahead.

- ★ Turn body until the red end of the needle is aligned with the 'N' on the dial. The direction of travel is now being faced.
- ★ Pick out a visible feature in line with the bearing and walk to it. Repeat the procedure until the destination is reached.





# 4. Global Positioning System (GPS)

The Global Positioning System (GPS) is a worldwide radio-navigation system, operated by the U.S. Air Force, which is formed from a constellation of 31 satellites and their ground stations. GPS uses these satellites as reference points to calculate positions accurate to a matter of metres.

GPS receivers are generally hand-held devices that assist with navigation on the ground, at sea and in the air. The GPS receiver is only an aid to navigation and cannot be solely relied upon to navigate. It relies on the accuracy of the navigational data entered into the receiver.

Nowadays almost every smartphone is equipped with a built-in GPS chip similar to those found in hand-held GPS receivers. GPS-enabled phones need a third application to exploit the functionality of the GPS chip. Similar to hand-held devices, GPS applications running on smartphones can visualise locations on digital maps, record waypoints and trackpoints, and record locations as described below.

### **How GPS works**

The basis of GPS is triangulation from satellites. To triangulate, a GPS receiver measures distance using the travel time of radio signals. Using the signals from any three of these satellites, a two-dimensional position is fixed; using any four satellites, a three-dimensional position is fixed. The larger the number of GPS satellites visible to the receiver, the more accurate the location reading.

#### What GPS can do

Some general functions of most GPS receivers include:

- ★ determining ground speed,
- ★ plotting current position,
- ★ storing the current position as a waypoint,
- ★ storing other positions as waypoints,
- ★ plotting routes travelled as tracks,
- ★ calculating a bearing between two positions,
- ★ determining an error left or right of the intended track,
- ★ determining a range or distance between two positions.

## **GPS** navigation

Navigation with a GPS receiver is similar to navigation with a compass in that a map is used with both methods and a clear understanding of the principles of map reading and navigation is essential. Similar techniques to those used with map and compass navigation are used with GPS navigation. The principles of planning the intended route, studying the map, developing navigation data sheets, etc., still exist when using GPS receivers (see below).

# Using GPS with a map

GPS is based on the WGS84 datum (see explanation of datums above). By default, most receivers report geographic coordinate units of latitude and longitude in decimal degrees.

However, not all maps have a WGS84 datum. It is important to check which datum, map projection and map units are used on the map. This information is normally printed in the map margin.

For the best match between the coordinates of the map and those of your GPS receiver, configure the GPS receiver to display coordinates (geographical or grid) on the same datum as the map being used. Most GPS receivers have the ability to display either geographic or grid coordinates on a number of national and regional datums. It is important to know how to set the correct datum in the receiver. Please consult the GPS receiver's user guide for details. If the datum needed is not offered in the receiver, consult the relevant unit in your mission (e.g. GIS technician) for assistance.

It is recommended practice to check the GPS receiver against well-defined map features every time it is used. Visit a feature such as a road intersection, determine its position by GPS and compare this with coordinates calculated from a map. The larger the scale of this map, the better.

## **GPS** performance and limitations

GPS receivers need to have a clear, uninterrupted view of the sky to enable communication with the satellite constellation (network). Some conditions that may interfere with the GPS signal include:

- ★ cloud cover,
- **★** vegetation,
- ★ operating inside a building,
- ★ operating inside a motor vehicle without an external GPS antenna,
- ★ operating in gorges, caves, mines and other underground or low ground areas,
- ★ GPS receivers can also be affected by electrical storms.

GPS receivers are equipped with a built-in compass and altimeter sensor. These two instruments need to be calibrated prior to setting off on a new field

mission. This operation normally involves rotating the GPS around both its horizontal and vertical axes. To calibrate the compass, find the GPS settings and follow the instructions given by the manual.

Most commercial GPS receivers are accurate to approximately 50 metres horizontally and 70 metres vertically. In ideal conditions, accuracies of about 10 metres can be reached. As GPS receivers are powered by batteries, it is important that you know the duration and condition of those batteries, particularly before heading into rural or remote areas. You should of course carry spare batteries, but as a backup to the GPS receiver, make sure that you have a magnetic compass and map with you at all times.

# Types of data that can be collected using GPS

There are two basic types of data that can be collected and stored in the memory of the GPS unit. These are waypoints (or points) and track logs (or tracks).

Waypoints (WPs) are a record of a specific point on the ground that has been visited. Normally a data set of latitude, longitude and elevation documents a WP. Track logs are a record of a series of points that are collected automatically every few seconds by the GPS to record the path travelled by the GPS receiver during a field journey.

#### How to use GPS to collect data

Here are some suggestions for using GPS to collect data in various situations on missions:

- ★ Road assessments: WPs can be recorded at damaged sections of roads and at villages and settlements.

  Track logs can record the route taken.
- ★ Village assessments: WPs can be recorded at road intersections and at prominent buildings (e.g. police stations, schools or hospitals).
- ★ Flood and damage surveys: GPS can be used to capture the extent of various types of damage, for example a flood or area of collapsed buildings.
- ★ Photographs: the locations of photographs taken can

be recorded, for example when recording damage to specific structures or facilities.

★ Aerial assessments: GPS units are flight safe because they do not transmit; they only receive signals.

Remember that the GPS unit only records the WP numbers: a record of what each of these points represents must be made by means of attributes. The attributes can be recorded in the device itself, in a notebook or on a form designed for this purpose.

# 5. Planning

Prior to travelling, divide your chosen route into legs. Each leg should end at an easily recognisable landmark. Then produce a navigation data sheet for the entire route, which gives significant information for each leg of the route.

# Orientating a map

Orientate the map before reading it. To do this, hold the map horizontally and rotate it until its direction and features correspond to what is seen on the ground. If you are unable to identify the surrounding features, use the compass to orientate the map. To do this:

- ★ Lay the map flat and place your compass so that the edge of the base lies along any grid north line and the direction-of-travel arrow is also pointing to grid north.
- ★ Rotate the map and compass until the north point of the compass needle is east or west of the index line by the amount of the grid/magnetic angle shown in the map's margin.

Once the map is orientated, prominent features in the landscape can be identified.

# **Finding your current position**

Once you have set your GPS receiver to a datum corresponding to the datum on the map, you can use your GPS to determine the coordinates of your current position. Alternatively, once you have identified surrounding features on the ground and on the map, use the following procedure to find your current position:

- ★ Choose two visible features and find these on the map. Now point the direction-of-travel arrow towards one feature and rotate the compass dial until the red end of the needle points to the 'N' on the dial.
- ★ Place the compass on the map with the edge of the base touching the feature and pivot it until the orientating arrow or lines align with the grid north lines. Draw a line from the feature along the side of the base across the map.
- ★ Repeat this process with the second feature.

  The present location is where the two lines meet.

## Setting a course

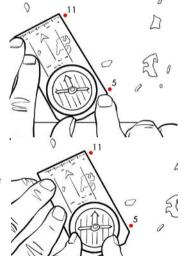
Once you have orientated your map and identified your current position, you can set your course. Do this by sighting or by laying a straight line across the map (using the edge of the map card or a piece of string). It is also good practice to identify a distant visible feature that is on the

line, such as a rocky outcrop, and proceed to that point. Then identify another feature on the line, and so on, until the destination is reached.

When features are sparse, you can use a GPS receiver. First, determine the coordinates of the destination point from the map and enter them into the receiver. Then walk in the approximate direction of the destination, letting the receiver indicate the right direction.

Alternatively, the map and compass can be used as follows:

- ★ Before starting, place the compass on the map so that the edge of the base connects the present position (in this case, No. 5 Bore) to the destination (No. 11 Bore), and the direction-of-travel arrow is also pointing that way.
- ★ Turn the compass dial until the orientating lines are parallel with the grid north lines on the map and the orientating arrow is also pointing to grid north.
- ★ Put the map aside. Hold
  the compass steady and level with the direction-oftravel arrow pointing straight ahead. Rotate until the



red end of the needle is directly over the orientating arrow, pointing to 'N' on the dial. The direction-of-travel arrow now points to the destination (No. 11 Bore).

★ Look up, align the direction-of-travel arrow with a feature and walk to it. Repeat this procedure until the destination is reached.

## Maintaining direction using a compass

When moving through dense vegetation, it is important that you make continuous checks with the compass. The best method of maintaining a given magnetic bearing is to select a prominent object (such as a tree), which lies on the bearing, and move to it. Then select another object on the bearing and move to that. Continue with this method until the destination is reached. If it is impossible to find a prominent object on the bearing, then send another person forward about 100 metres, correct them onto the bearing and then proceed to them. Again, repeat this procedure until the destination is reached.

Once a course commences, checking must be continuous:

- ★ All features such as hills and rivers should be checked as they are reached and identified on the map. Note the direction of flow of all streams and rivers and check with the map.
- ★ Tracks need to be identified, but should always be

regarded with suspicion. It is easy to place too much confidence in a track which may not be the one marked on the map.

#### **Distance travelled**

It is very important, particularly when moving through vegetation, to know the distance that you have covered. There are two basic methods for achieving this:

### **Pacing**

- ★ This is generally accepted as being the more reliable method.
- ★ Distances can be counted by the number of paces you take.
- ★ These paces can be translated into kilometres, depending on the type of terrain and the average length of pace.
- ★ Experience has shown that over long distances it is better to count right foot paces only rather than each pace.
- ★ To make recording easier, use small pebbles or seeds and transfer these from one pocket to another at each hundred paces.
- ★ For a 76 cm (30 inch) pace, 657 right foot paces will equal one kilometre.
- ★ To calculate your personal pace length, measure out

a 100 metre flat distance and count how many right foot paces you take to complete that distance.

#### Time

- ★ Distance can also be calculated by the time spent walking in relation to the speed of walking, in kilometres per hour.
- ★ For the average person walking over fairly flat country, a 76 cm (30 inch) pace will result in a speed of about 5 kilometres per hour.
- ★ Naismith's rule, devised by a Scottish mountaineer in 1892, allows for 1 hour per 5 km (3.1 miles) forward plus 1 hour for every 600 m (2,000 ft) of ascent.

# 6. Spatial information sharing

In crisis situations, whether natural disasters or armed conflict, a fast acquisition and transfer of reliable information is crucial. Sharing geographical information through web-based solutions is becoming increasingly popular as it can facilitate rapid and adequate humanitarian support to affected regions. Such solutions speed up communications and strengthen coordination between many different players in a complex and constantly changing environment.

A range of modern information technology tools have been developed lately, which allow trained users to make quick and reliable damage analysis from satellite imagery and to share real time information. Since 2000, UNOSAT (the UN's Operational Satellite Applications Programme) has provided satellite-derived analysis to support disaster management and humanitarian response through data acquisition and delivery. UNOSAT's rapid mapping unit is able to compare pre- and post-event satellite imagery of, for example, damage to infrastructure or dislocated populations. Teams on the ground can later verify those results. In 2004, UNOSAT developed a live map, compiling information from various sources and partners into one 'common operational picture'. This ensures that all parties can operate from the same map, minimising misunderstandings and facilitating efficient and effective decision-making.

'Asign' is a mobile app which geo-locates (tags) photos, sizes them according to bandwidth and sends them to a web-server where the photos can be further assessed and shared with collaborators. Developed under the EC-funded GEO-PICTURES project by AnsuR in collaboration with UNOSAT, Asign allows a near real-time sharing of information between research institutions, private enterprises and humanitarian organisations with assessment teams or response personnel on the ground. It not only facilitates communication between different actors, it also constantly transfers messages and visual information into the live map.

The recent development of ArcGIS, an online, cloud-based mapping platform, makes the LIVE map and ASIGN app in combination with ArcGIS Collector app a powerful tool for the recording and sharing of information in a crisis response setting.

A key challenge for organisations involved in crisis management is to make adequate resources available to integrate new information technologies into crisis management procedures, for example through training mission personnel in the application of geographical information systems (GIS) in crisis response.

Before you depart on mission, make sure you inform yourself about the relevant GIS technologies and resources your organisation can make available to you in the field.



# C. Transport

### 1. Four-wheel drive vehicles

When you are on mission, you will often be required to drive around in a four-wheel drive (4WD) vehicle. Although you may already be used to driving one, it is important to know what makes a 4WD unique. In case you are out of practice or you do not have much experience in driving a 4WD vehicle, arrange a couple of four-wheel driving lessons before leaving on a mission.

Four-wheel drive means that four road wheels provide power for the vehicle; 4WD is often selectable, but in some cases all wheels provide drive all the time (constant 4WD, e.g. Range Rover). In most cars, only two wheels provide power and the others 'freewheel'. In the past, the driving wheels were usually the rear wheels, but now front-wheel drive is more common. Most 4WD vehicles have stayed with traditional rear-wheel drive in normal situations, with front-wheel drive also engaging when the driver selects 4WD. To reduce wear, noise and fuel consumption, 4WDs are often fitted with freewheeling hubs on the front wheels.

### Why do 4WD vehicles need special handling?

There are a number of important differences between a normal car and a 4WD vehicle. The 4WD is usually about the same weight as an ordinary vehicle, but has a higher centre of gravity, so it is less stable. It may have a shorter wheelbase and a larger turning circle. The tyre size and tread pattern may be more suitable for off-road conditions than for sealed roads. The two driving axles and the transfer case allow for the use of high or low ratio and four-wheel drive. All these differences go to make up a vehicle that requires special handling skills. Successful four-wheel driving takes practice and skill, and comes with experience.

### General principles of four-wheel driving

The following general principles apply to driving off-road or on a poor road in a 4WD vehicle:

- ★ Assess and plan. Get out and physically check the obstacle before committing yourself to crossing it.
- ★ The first attempt at crossing an obstacle is usually the best, especially in muddy or slippery conditions.
- ★ The right gear. The right timing. Select a suitable gear before attempting the obstacle. Changing gear in the middle of an obstacle may cause wheel spin and loss of traction.
- ★ When in doubt, trust throttle control. In difficult conditions, allow the vehicle to inch along, finding its own way purely with throttle control (i.e. engine revs at idle speed or just above idle speed, no clutch or brakes).
- **★ Do not over-rev the engine**. Use only the amount of engine torque needed for the job.
- **★ Slow down**. To overcome wheel spin, take your foot off the accelerator.
- ★ When braking, avoid locking up the wheels. If wheels do skid, ease off the brakes until traction is regained.
- ★ "After you!" When two or more vehicles are travelling in convoy, cross an obstacle one at a time.

### 2. Vehicle checklist

The following is a list of items that you need to take with you in your vehicle and keep an eye on at all times:

- ★ tyres (make sure they are in good condition and have sufficient air pressure, including the spare!);
- ★ oil, coolant, fuel (check fluid levels regularly, never allow your fuel tank to be less than half full);
- ★ tools (make sure they are all in place, including the wheel jack and wrench for wheel nuts);
- ★ spare fan belt, extra fuel in cans (if needed) and a spare, properly inflated tyre;
- ★ individual protective gear (if required), e.g. helmet, flak jacket;
- ★ drinking water;
- ★ spare/emergency food;
- ★ first aid kit;
- ★ sleeping bag/blankets (always worth taking in cold climates or for first aid);
- ★ flashlight and spare batteries;
- ★ map, compass, GPS;
- ★ vehicle logo/flag (if your organisation has one);
- ★ lights (functioning headlights, tail lights, brake lights,

indicators and lights to illuminate your logo/flag);

★ documents required by organisations or local authorities, e.g. vehicle log, registration and insurance papers.

### 3. Armoured vehicles

Armoured vehicles are usually of the 4WD variety. All vehicles can be protected with armour if required (e.g. the cabin of a convoy truck). There are many different levels of protection available. The higher the degree of protection, the greater (normally) the weight of your vehicle. The added weight resulting from these higher levels of protection (vehicles between 3.5 and 7.5 tonnes) requires special driving skills because of the handling peculiarities this creates. To drive an armoured vehicle in Europe a 'C1' driving licence is needed. Increasingly, missions therefore require you to hold a 'C1' rather than a standard 'B' driving licence as a basic mission requirement. Check if you need a 'C1' driving licence for your position prior to deployment (e.g. if you are a border monitor). If you do, make sure you practice sufficiently as it takes time to get used to armoured vehicles.

Armour plating can provide good protection against rifle fire and the blast effect from shells, anti-personnel mines and, to some extent, other mines. However, just because you have an armoured vehicle available, do not treat it as

your personal go-anywhere tank. It can and will protect you against less-powerful threats, but you should not expect it to protect you against everything. In other words, be sensible. If the risks are high, turn back. An armoured vehicle is not normally designed to withstand the larger sniper bullets, anti-tank mines or a direct hit from an artillery or mortar round. Understand the level of protection which your vehicle gives you.

Armoured vehicles should be used for vital missions in high-risk areas and when entering an unknown, but possibly high-risk area for the first time. They should normally be used in vehicle pairs for added security, especially in the event of a breakdown. If conditions warrant the use of armoured vehicles, then you must also wear your helmet and flak or ballistic jacket for added protection.

Likewise, if the situation calls for the use of protective equipment, you should ensure that a first aid kit is always carried in your vehicle and seek training in its use. Always carry two compression bandages with you. They are small, simple, easy-to-carry, purpose-built pads that can be quickly applied to wounds to stop bleeding and thus save lives. Ask your medical department or field nurse for them (you can also make them yourself).

### Other forms of vehicle protection

Ballistic-protective blankets, or 'mine blankets', are designed as an economical way of providing some minimal protection to vehicles not equipped with the armour described above. These blankets – made from the same type of material used for ballistic jackets – are laid on the floor of the vehicle. They are quite heavy (almost six kilos per square metre). The blankets augment the protection offered by the vehicle's floor against shrapnel from grenades, exploding ordnance or anti-personnel mines. However, you should not let these passive protection aids give you a false sense of security. They will not protect you or your vehicle against anti-vehicle mines.

Sandbags can be laid on the floor of vehicles to provide added protection against mine threats. They are effective against blast and shrapnel from anti-personnel mines, but should only be expected to reduce the blast effect of anti-vehicle mines. In other words, do not expect full protection. However, sandbags add to the vehicle's weight and reduce its stability.

### 4. Unmanned aerial vehicles (UAVs)

As the development and use of new technologies is expanding worldwide, the importance of unmanned aerial vehicles (UAVs) has also increased significantly in recent years. While some argue that UAVs will become a common tool in future crisis management operations, the debate around UAVs has historically tended to focus on moral issues and the use of drones for military strikes. However, today's use of UAVs is much broader and includes innovative, economic and professional ways of investigating what is happening on the ground. This can be valuable in diverse and dangerous contexts such as natural disasters, armed conflicts or fragile states. So far, UAVs or drones have been used in different conflict environments in, for example, the Democratic Republic of the Congo and Mali, and they are increasingly becoming a common peacekeeping tool.

The legal basis for the civilian use of UAVs is controversial: legal frameworks on the humanitarian use of UAVs are often absent, which is why in practice, ad hoc solutions with local authorities are often arranged. These arrangements, however, are short-term and lack transparency, clear policies, standards or guidelines. Information pertaining to the timing of flights, purpose, and type of data being collected should always communicated to the public, though this is rarely the case.

Further contentious issues around the use of UAVs are the collection, selection, use and transfer of data, assignment and responsibility of tasks, logistical problems and the ambivalent impact the use of UAVs may have on ongoing processes on the ground.

As the pressure to adopt new technologies is expected to increase for both military and civilian actors, clear policies, legal frameworks and strict standards are urgently needed. Organisations such as the Humanitarian UAV Network are working to improve the legitimacy of UAVs by creating a platform, compiling good practice and developing international guidelines for their safe and transparent civilian use.

# Chapter 7 Handover and departure

### A. Final in-country steps

### 1. Handover

Crisis management missions are designed to be temporary. The goal is to stabilise the situation and lay the groundwork for a secure and sustainable peace.

The decision to end a mission's mandate is a political one. Assessments are made to determine when a mission can cease and remaining responsibilities can be handed over to local authorities.

Mission planning must, from the outset, include a transition or exit strategy – with the understanding that the strategy will require constant adjustment. This may include planning, preparing and coordinating the political groundwork for a successor mission, a systematic handover of responsibilities to local authorities and other partners, or a joint international system to move from post-conflict priorities to a peace-building process.

In any case, transparency, clarity, attention to detail and good communication with partners are essential in the handover process. A good handover makes sure that your work and achievements do not go to waste. It warns your successors of likely pitfalls and dangers and offers them all the knowledge and contacts they need. For a successful handover, put yourself in the position of your successor: what would you want or need to know?

Think about (or find out) the specific experience and knowledge of the person you are handing over to and tailor your handover accordingly. Use clear systems and records to store information and make sure you get important knowledge that exists only in your head down on paper. Handover notes should be finalised before you leave. A copy should be provided to your successor as well as your supervisor. Ideally, there should be a period of overlap with your successor.

A handover can include:

- ★ a written handover file or handover notes;
- ★ a handover meeting between outgoing and incoming staff;
- ★ individual meetings;
- ★ meetings with relevant contacts to introduce your successor;
- ★ a social event for outgoing and incoming staff.

### 2. Closing a programme

A project or programme should be formally closed to ensure that:

- ★ operational procedures are in place;
- ★ the handover to operational staff has been completed;
- ★ documentation and reference materials are in place;
- ★ any further actions and recommendations are documented and disseminated;
- ★ the results are disseminated to relevant people;
- \* there are no loose ends.

The closure of a programme, for whatever reason, should be carefully prepared. Staff are likely to be disappointed about losing their jobs. Local leaders, contractors, partners and beneficiaries may protest against losing the assistance that the programme brought. Care is needed to ensure that the closure is well managed.

### **Ending staff contracts**

The process of terminating contracts should be carefully planned and sensitively managed. Ties of loyalty may have been built up over time and some staff may feel that their loyalty is not being rewarded. Contracts should have been

drawn up initially with the possibility of short notice being given in times of crisis, so that staff know what to expect.

Local employment laws and customs should be followed scrupulously. A good local lawyer is likely to be needed: their fees may be many times less than the cost of legal action that might otherwise result.

Above all, the process should be fair and perceived to be fair. Managers should ensure that there is clear communication about the process and consultation where possible.

### **Ending supplier contracts**

Contracts with local companies, owners of buildings and others may need to be ended as well. In an insecure environment where a crisis is likely to result in termination of contracts at short notice, clauses can be written into contracts at the outset to deal with such a situation. Transparency, fairness and attention to detail are important. Once again, a local lawyer may be useful.

Any outstanding claims or legal cases should be resolved before the departure of the manager. To leave without such resolution could increase risks to staff and former staff as well as to other organisations; and it would damage the reputation of your organisation.

### **Disposing of property**

Early decisions should be made on how to dispose of the organisation's property. Some property may be sold or given to local organisations. Some may be taken away by the organisation for use in other programmes. These decisions will depend on the requirements of donors, on the rules of the organisation and on the judgement of the manager concerned.

### **Evaluation and inspection**

Evaluations or inspections of programmes may be required by the organisation before the programme closes. These should be taken into account when planning the closure. In particular, will key staff be available for interviews if required?

All key documents and reports should be archived properly. This enables accountability should any future investigation be made. It can also protect the organisation against any false claims.

### 3. Final report

The main purpose of reports is to inform readers about the progress as well as problems in your field work during the reporting period. The final report (also referred to as an end-of-assignment report) reflects your contribution towards achieving your mandate and tasks. It should identify lessons learned, come to conclusions and facilitate future decision-making.

The purpose of a final report is to provide an assessment of the implementation of the mission's mandate, particularly with regard to the specific area of your responsibility. It should offer recommendations for improving the effectiveness and efficiency in implementing the mission's mandate, with the aim of informing policies, procedures and practices. The report should also focus on lessons and good practices, and highlight replicable factors that contributed to success or failure.

### 4. Mission debrief

A mission debrief will take place with specified staff to enable personnel to discuss their involvement during the deployment and to draw out any lessons for the organisation to enrich institutional memory. The following points may be covered:

- ★ pre-departure,
- ★ arrival in-country and orientation,
- **\*** mission activities.
- ★ relations with other organisations and entities,
- ★ organisational and administrative issues,
- **★** equipment,
- ★ other issues and comments.

### B. Returning home

### 1. Medical checkup

You should seek medical consultation and treatment promptly if you have signs of any illness or injury following deployment. Of particular concern are persistent fever, coughs or abdominal upsets with diarrhoea, as these may be due to a disease contracted during deployment.

Many tropical illnesses do not exhibit symptoms for months after being contracted or may be confused with the exhaustion and stress of the move. In order to rule out tropical illnesses, it is advisable to consult a doctor with experience in tropical medicine.

If you had any sexual contact during your deployment or if you lived in an area strongly affected by HIV/AIDS, you should get tested for HIV/AIDS and venereal disease. HIV tests may not be positive until about three weeks after exposure to the virus. If signs of stress persist after returning home from deployment, you should consult a professional mental healthcare provider.

### Medication

You should continue to take medication according to the regime established by the manufacturer of the medication even after departing from the deployment location. This

information may be found in the packaging of the medication and applies especially to anti-malarial drugs.

### 2. Reintegration: work and family

Reintegration with family and former colleagues can turn out to be difficult. After coming home from your deployment you may want to talk about your experiences, while others do not want to listen. Equally, it may prove difficult if you do not want to talk about your experience when others keep asking. Understanding what sorts of reactions to expect from yourself and your family and friends when you return home is important in making your reintegration less stressful.

Prepare yourself for a range of emotional reactions, such as excitement, disorganisation, disorientation, resentment and frustration. Things may not be as easy-going as you had imagined. Some things may have changed while you were away and you yourself may have changed in your outlook and priorities of life. You may also miss the excitement of the mission for a while.

#### Reverse culture shock

A reverse culture shock is classically experienced as a period of depression or apathy after the initial excitement of returning home. This stage can be very challenging, as feelings of isolation and confusion are common. Reverse culture shock can last for several months and is often not well understood. The lack of tolerance and patience displayed at home can make you feel displaced or misunderstood, and could reinforce feelings of depression that you may be experiencing. Reverse culture shock is likely to have an impact on friendship and family relations. This particularly applies to partnerships – where difficulties in re-establishing confidence, trust and intimacy may occur – and to children who, depending on their ages, may react in unexpected ways.

### Factors contributing to reverse culture shock

There are many reasons why reverse culture shock occurs, but the major contributing factors are outlined below:

- ★ The reality of home differs from the home you remember. Over the course of your assignment, you may have idealised or romanticised home. It is easy to forget or minimise the issues that were once sources of stress in your everyday life.
- ★ Things change. Change has occurred to everyone and everything. Learning about these changes and adjusting to them can be very stressful.
- ★ You will also have changed. You may have adopted different values and find it hard that people do not seem interested in the matters which concern you (such as caring about world issues).

★ People may not react to you or your experiences in the way you expected. Many returnees find it difficult to connect with people and society in the ways they used to or may be frustrated by people's limited attention span for their experiences.

As with every aspect of the reverse culture shock, the way in which you overcome the challenges you face will be highly personalised. However, simply by being aware that reverse culture shock exists can already ease the process to some extent.

## Strategies for dealing with reverse culture shock

Some possible strategies for dealing with reverse culture shock are outlined below:

- ★ Start mentally preparing for the adjustment process before ending your assignment.

  Ongoing reflection is useful in terms of clarifying your thoughts and feelings.
- ★ Take your time when coming home, both physically and mentally. Go easy on yourself and avoid setting deadlines for major life decisions.
- ★ Cultivate good listening practices. One of the best ways to ensure that you have an audience for your stories is to show that you care about their stories. Being a good listener will reinforce mutually respectful and beneficial relationships.

- ★ Learn about what has changed with regard to family members, friends, politics, the job market and so on. Try to adapt to new routines and situations.
- ★ Renegotiate your roles and responsibilities at work and at home. The workload can be shared in new ways.
- ★ Seek and engage in support networks. Many people find that the biggest challenge of returning home is finding people who are like-minded or with whom they can share their experiences. In order to overcome this, you may want to maintain contact with colleagues or find other outlets that attract people of a similar mindset.
- ★ Find ways to incorporate your new interests and cross-cultural skills into your life at home.

### **Post-deployment stress**

Be aware that it is possible that you will experience postdeployment stress after returning home. You may suffer repercussions or delayed after-effects, particularly if you coped successfully during the actual crisis. Typical reactions may be similar to those encountered during the mission.

### Symptoms of post-deployment stress

Some symptoms of post-mission stress include:

- ★ sleep disturbance,
- ★ restlessness and anxiety,
- ★ re-experiencing events,
- ★ feelings of emotional emptiness,
- **★** irritability,
- ★ self-reproach and feelings of guilt,
- ★ aggressiveness and hatred,
- ★ problems concentrating,
- ★ physical complaints.

### Strategies for dealing with post-mission stress

Some strategies for dealing with post-mission stress are as follows:

★ Be patient and make time for recovery. It takes time

to adjust to your new environment both physically and mentally. Following stressful experiences, it is natural to require more than your usual rest and sleep. This may be difficult because you have been away from family and loved ones who will also need attention. Recognise that you may need more time alone than usual to process your experiences and impressions, as well as to adapt to daily life at home.

- ★ Try to look after your body. As well as getting adequate rest, it is helpful to exercise. Avoid using excessive alcohol or drugs to cope with how you are feeling, as it tends to make things worse.
- ★ Communicate your experiences. Talk about your experiences, but keep in mind that others may not share the same interest in your mission experience or may lose interest sooner than you expect. Expressing your feelings and experiences through other channels such as the arts or cultural activities (e.g. writing, painting, dancing) may also be helpful.
- ★ Seek help if necessary. Although it is natural to experience post-deployment stress, you should seek help in the recovery process if necessary. If post-mission stress symptoms last longer than 30 days or become more intense, it is advisable to seek assistance from a trained professional. It is not uncommon to develop depression after the mission, but it can be effectively treated.

### List of abbreviations

IASSRTF	Inter-Agency Security Sector Reform Task
	Force
4WD	Four-wheel drive vehicle
AFISMA	African-led International Support Mission to
	Mali (African Union)
AMIB	African Union Mission in Burundi
AMIS	African Union Mission in Sudan
AMISEC	African Union Mission for Support to the
	Elections in Comoros
AMISOM	African Union Mission in Somalia
AMM	Aceh Monitoring Mission (European Union)
AOR	Area of Responsibility
APL	Anti-Personnel Landmines
APM	Anti-Personnel Mines
APSA	African Peace and Security Architecture
ASF	African Standby Force
AU	African Union
AUBP	African Union Border Programme
AVM	Anti-Vehicle Mines
<b>BINUCA</b>	United Nations Integrated Peacebuilding
	Office in the Central African Republic
BNUB	United Nations Office in Burundi
CA	Comprehensive Approach (European Union)
CADSP	Common African Defence and Security Policy
CAO	Chief Administrative Officer
CCDP	Civilian Capability Development Plan
	(European Union)
CEDAW	Convention on the Elimination of All Forms of
	Discrimination against Women
CEWS	Continental Early Warning System

CFSP	Common Foreign and Security Policy
	(European Union)
CIMIC	Civil-Military Cooperation
CIVCOM	Committee for Civilian Aspects of Crisis
	Management (European Union)
CIVPOL	Civilian Police
СМВ	Crisis Management Board (European Union)
CMC	CMC Crisis Management Concept
	(European Union)
CMCoord	Civil-Military Coordination (United Nations)
CMCS	Civil-Military Coordination Section
	(United Nations)
CMPs	Crisis Management Procedures
CMS	Chief of Mission Support
CONOPS	Concept of Operations
COREPER	Comité des représentants permanents
	(Permanent Representatives Committee)
	(European Union)
cos	Chief of Staff
CPC	Conflict Prevention Centre (OSCE)
CPCC	Civilian Planning and Conduct Capability
	(European Union)
CRC	Convention on the Rights of the Child
CRSV	Conflict-Related Sexual Violence
CRT	Civilian Response Team
CSDP	Common Security and Defence Policy
	(European Union)
CSDP-CR	Common Security and Defence Policy-Crisis
	Response (European Union)
CTITF	Counter-Terrorism Implementation Task Force
	(United Nations)
DAC	Development Assistance Committee (OECD)

DCAF	Geneva Centre for the Democratic Control of
	Armed Forces
DDR	Disarmament, Demobilisation and
	Reintegration
DG	Directorate-General
DOS	Department of Operational Support
	(United Nations)
DPKO	Department of Peacekeeping Operations
	(United Nations)
DPO	Department of Peace Operations
	(United Nations)
DPPA	Department of Political and Peacebuilding
	Affairs (United Nations)
DSD	Defence and Security Division (African Union)
EASF	Eastern Africa Standby Force
EC	European Commission
ECOMIB	ECOWAS Mission in Guinea-Bissau
ECOMIB	ECOWAS Mission in Guinea-Bissau
<b>ECOWAS</b>	Economic Community of West African States
EEAS	European External Action Service
EGF	European Gendarmerie Force
EGF	European Gendarmerie Force
<b>ENTRi</b>	Europe's New Training Initiative for Civilian
	Crisis Management
EP	European Parliament
ERC	Emergency Relief Coordinator
	(United Nations)
ERW	Explosive Remnants of War
ESDC	European Security and Defence College
ESDP	European Security and Defence Policy
	(European Union)
EU	European Union

EU SSR	European Union Security Sector Reform
	(Mission)
EUAM Uki	raine EU Advisory Mission for Civilian Security
	Sector Reform Ukraine
EUAVSEC	EU Aviation Security Mission in South Sudan
	EU SITCEN Joint European Situation Centre
EUBAM	European Union Border Assistance Mission
EUCAP	EU capacity-building mission
EUFOR	European Union Force
EUGS	European Union Global Strategy
<b>EUJUST LI</b>	Ex European Union Integrated Rule of Law
	Mission for Iraq
EULEX	European Union Rule of Law Mission in
	Kosovo
EUMC	European Union Military Committee
EUMM	European Union Monitoring Mission
	in Georgia
EUMS	European Union Military Staff
EUNAM R	, ,
	tral African Republic
EUNAVFO	OR Somalia/ Operation Atalanta: European
	Union Naval Operation Force
EUPM/ EU	
EUSEC DR	,
	in the DRC
EUSR	European Union Special Representative
EUTM	European Union Training Mission
FAO	Food and Agriculture Organization
	(United Nations)
FEAT	Flash Environmental Assessment Tool
FFM	Fact Finding Mission
FMA	Foreign Military Assets

FOC	Full Operational Capability
FPI	Service for Foreign Policy Instruments
	(European Union)
FPU	Formed Police Unit
GIS	Geographic Information System
GPS	Global Positioning System
HEAT	Hostile Environment Awareness Training
HF	High Frequency
HIPPO	High-Level Independent Panel on Peace Op-
	erations (United Nations)
HNS4D	Humanitarian Notification System for
	Deconfliction
НоМ	Head of Mission
HR	High Representative
HR/VP	High Representative of the European Union
	for Foreign Affairs and Security Policy and
	Vice-President of the European Commission
IA	Integrated Approach (European Union)
IAP	Integrated Assessment and Planning
	(United Nations)
IASC	Inter-Agency Standing Committee
ICC	International Criminal Court
ICO	International Civilian Office
ICRC	International Committee of the Red Cross
IcSP	Instrument contributing to Stability and Peace
	3 ,
	(European Union)
ICT	o ,
ICT IDDRS	(European Union)
	(European Union) Information and Communication Technology Integrated Disarmament, Demobilisation and Reintegration Standards
	(European Union) Information and Communication Technology Integrated Disarmament, Demobilisation and
IDDRS	(European Union) Information and Communication Technology Integrated Disarmament, Demobilisation and Reintegration Standards Internal Displacement Monitoring Centre Internally Displaced Person
IDDRS	(European Union) Information and Communication Technology Integrated Disarmament, Demobilisation and Reintegration Standards Internal Displacement Monitoring Centre

IEG	Informal Expert Group (United Nations)
IHR	International Humanitarian Law
IMD	Initiating Military Directive
IMPP	Integrated Mission Planning Process
	(United Nations)
IMT	International Monitoring Team
INTERFET	International Force for East Timor
10	International Organisation
IOM	International Organization for Migration
IPO	Individual Police Officer
ISAF	International Security Assistance Force in
	Afghanistan
ISF	Integrated Strategic Framework
	(United Nations)
ISSAT	International Security Sector Advisory Team
ITF	Integrated Task Force
JPF	Joint Peacekeeping Force
KFOR	Kosovo Force
	(North Atlantic Treaty Organization)
MAPP OE	AMission de Apoyo al proceso de paz en
	Colombia
MCDA	Military and Civil Defence Assets
MENUB	United Nations Electoral Observation Mission
	in Burundi
MFF	Multiannual Financial Framework
	(European Union)
MFO	Multinational Force and Observers
MINURSO	United Nations Mission for the Referendum in
	Western Sahara
MINUSCA	UN Multidimensional Integrated Stabilization
	Mission in the Central African Republic

MINUSMA	Nunited Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTA	
MINUSIA	in Haiti
MIP	Mission implementation Plan
	African Union Mission to Mali and the Sahel
MISCA	African-led International Support Mission to
MISCA	the Central African Republic
MMA	Monitoring, Mentoring and Advising
MNJTF	Multinational Joint Task Force
	(in Boko Haram Regions)
MONUSC	1
	tion Mission in the Democratic Republic of
	the Congo
MRM	Monitoring and Reporting Mechanism
MSF	Médecins Sans Frontières
	(Doctors Without Borders)
MSN	Mediation Support Network
MSO/CSC	Military Strategic Options
	/Civilian Strategic Options
MVM	Intergovernmental Authority on Develop-
	ment (IGAD) Monitoring and Verification
	Mechanism
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organisation
NIP	National Implementation Plan
	(European Union)
NRF	NATO Response Force
NRM	Natural Resource Management
OAU	Organization of African Unity
OCHA	United Nations Office for the Coordination of
	Humanitarian Affairs

ODIHR	Office for Democratic Institutions and Human
	Rights (OSCE)
OECD	Organisation for Economic Co-operation and
	Development
OHCHR	United Nations Office of the
	High Commissioner for Human Rights
OHQ	Operational Headquarters
OIOS	Office for Internal Oversight Services
	(United Nations)
OMA	Office of Military Affairs
ONUC	United Nations Operation in the Congo
OPLAN	Operation plan
OROLSI	Office of Rule of Law and Security Institutions
	(United Nations)
OSCE	Organization for Security and Co-operation
	in Europe
OSCE SM	M OSCE Special Monitoring Mission to
	Ukraine
PBC	Peacebuilding Commission (United Nations)
PBSO	Peacebuilding Support Office
	(United Nations)
PCC	Police Contributing Country
PCRD	Post-Conflict Reconstruction and Development
PESCO	Permanent Structured Cooperation in security
	and defence (European Union)
PFA	Psychological first aid
PFCA	Political Framework for Crisis Approach
PMG	Politico-Military Group (European Union)
PoC	Point of contact, also Protection of Civilians
PoW	Panel of the Wise (African Union)
POW	Prisoner of war
PPIO	Press and Public Information Office

PSC	Political and Security Committee (European Union), also Peace and Security
	Council (African Union)
PSD	Peace and Security Department
	(African Union)
PSOD	Peace Support Operations Division
	(African Union)
PTSD	Posttraumatic stress disorder
R2P	Responsibility to Protect
R2P	Responsibility to Protect
RAMSI	Regional Assistance Mission
	to Solomon Islands
RCI-LRA	Regional Co-operation Initiative for the Elimi-
	nation of the Lord's Resistance Army
	(African Union)
RECs	Regional Economic Communities
	(African Union)
RELEX	Working Party of Foreign Relations Counsel-
	lors (European Union)
RMs	Regional Mechanisms for Conflict Prevention,
	Management and Resolution
RoL	Rule of Law
RTF	Regional Task Force of the Regional
	Cooperation Initiative for the Elimination
	of the Lord's Resistance Army
SATCOM	
SC	United Nations Security Council
SEA	Sexual Exploitation and Abuse
SGBV	Sexual and Gender-Based Violence
SOFA/SO	•
	/Status of Mission Agreement
SOP	Standard operating procedures

SOR	Statement of Requirements
SPM	Special Political Mission (SPM)
SR	Strategic Review (European Union)
SRSG	Special Representative of the
	Secretary-General (United Nations)
SSR	Security Sector Reform
STI	Sexually transmitted infections
SWAT	Special Weapons And Tactics
TAM	Technical Assessment Mission
	(European Union)
TEU	Treaty on European Union (Maastricht Treaty)
TIPH	Temporary International Presence
	in the City of Hebron
ToR	Terms of reference
UAV	Unmanned Aerial Vehicle
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNAMA	United Nations Assistance Mission
	in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	United Nations/African Union Hybrid Opera-
	tion in Darfur
UNDAC	United Nations Disaster Assessment
	and Coordination
UNDOF	United Nations Disengagement Observer
	Force
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner
	for Refugees

UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIOGBIS	United Nations Integrated
	Peacebuilding Office in Guinea-Bissau
UNIPSIL	United Nations Integrated Peacebuilding
	Office in Sierra Leone
UNISFA	United Nations Interim Security Force
	for Abyei
UNMIK	United Nations Interim Administration
	Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission
	in East Timor
UNMOGIP	Nations Military Observer Group
	in India and Pakistan
UNOCA	United Nations Regional Office
	for Central Africa
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMS	United Nations Ombudsman and Mediation
	Services
UNOSAT	UNITAR's Operational Satellite Applications
	Programme
UNOWA	United Nations Office for West Africa
UNOWAS	United Nations Office for West Africa
	and the Sahel
UNPOL	United Nations Police
UNRCCA	
	Preventive Diplomacy for Central Asia
UNSCO	Office of the UN Special Coordinator
	for the Middle East Peace Process

LINISCOL	Office of the LINI Special Coordinator
UNSCOL	Office of the UN Special Coordinator
	for Lebanon
UNSCR	United Nations Security Council Resolution
UNSMIL	United Nations Support Mission in Libya
UNSOM	United Nations Operation in Somalia
UNTAET	United Nations Transitional Administration
	in East Timor
UNTSO	United Nations Truce Supervision
	Organization
UTC	Coordinated Universal Time
UXO	Unexploded Ordnance
VHF	Very high frequency
WEU	Western European Union
WHO	World Health Organization
WP	Way Points
WPS	Women, Peace and Security
ZIF	Zentrum für Internationale Friedenseinsätze
	(Center for International Peace Operations)

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### **Annex**

### **Phonetic Alphabet**

### **Letter pronunciation**

Α	ALFA	Ν	NOVEMBER
В	BRAVO	0	OSCAR
С	CHARLIE	P	PAPA
D	DELTA	Q	QUEBEC
Ε	ECHO	R	ROMEO
F	FOXTROT	S	SIERRA
G	GOLF	T	TANGO
Н	HOTEL	U	UNIFORM
ı	INDIA	V	VICTOR
J	JULIET	W	WHISKY
K	KILO	X	XRAY
L	LIMA	Υ	YANKEE
M	MIKE	Z	ZULU

### **Numbering Digit pronunciation**

0	ZERO	5	FIFE
1	WUN	6	SIX
2	TOO	7	SEVEN
3	TREE	8	ATE
4	FO-WER	9	NINER

For better understanding, numbers are transmitted digit by digit except that exact multiples of hundreds and thousands are spoken as such. Some examples of pronunciation of numbers may be seen below:

12	WUN TOO
44	FO-WER FO-WER
90	NINER ZERO
138	WUN TREE ATE
500	FIFE HUNDRED
7,000	SEVEN THOUSAND
16,000	wun six thousand
1478	WUN FO-WER SEVEN ATE
19A	WUN NINER ALFA

### Signal quality is reported as strength/ readability as follows:

- reducinity as follows:				
Signal Strength				
LOUD	Your signal is strong			
GOOD	Your signal is good			
WEAK	I can hear you but with difficulty			
VERY WEAK	I can hear you but with great difficulty			
Readability				
CLEAR	Excellent quality			
READABLE	Good quality, no difficulty in reading you			
DISTORTED	I have problems reading you			
WITH I have problems reading you due to interference				
NOT READABLE	I can hear that you are transmitting but cannot read you at all			

### Radio procedure words

Radio procedore words				
PRO WORD	MEANING			
ACKNOWL- EDGE	Confirm that you have received my message.			
AFFIRM NEGATIVE	Yes/correct. No/incorrect.			
ALL BEFORE	Everything that you/I transmitted after. Everything that you/I transmitted before.			
BREAK-BREAK- BREAK	All stations will immediately cease transmission on hearing this pro-word. The station BREAKING has an urgent life-saving message. Only to be used in extreme emergency.			
CORRECT CORRECTION WRONG	You are correct. The correct version is Your last transmission was incorrect, the correct version is			

DISREGARD THIS TRANS- MISSION	This transmission is an error, disregard it.
DO NOT ANSWER – OUT	Station(s) called are not to answer this call, acknowledge this message, or to transmit in connection with this transmission.
FIGURES	Numbers follow in message
MESSAGE MESSAGE FOLLOWS	I have an informal message for you. I have a formal message that should be recorded.
OVER	I have finished my turn, a response is expected, go ahead, transmit.
OUT	I have finished my transmission, no reply is expected. (OVER and OUT are never used together.)
OUT TO YOU	I have nothing more for you, do not reply, I shall call another station on the net.

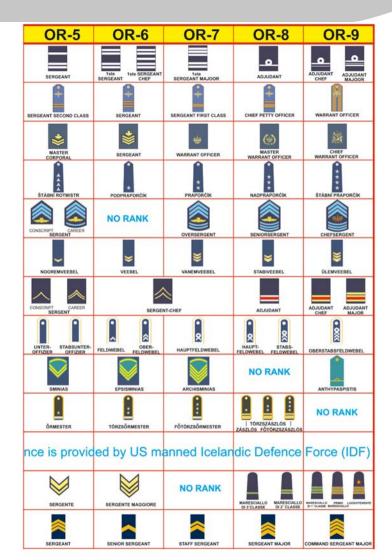
READ BACK	Read back the following message to me exactly as received. The following is my reply to your request to read back.
RELAY TO  RELAY THROUGH	Transmitting the following message to all addresses or to the address immediately following. Send this message by way of call sign
ROGER SO FAR?	I have received your last transmission satisfactorily. Have you received this part of my message satisfactorily?
SAY AGAIN SAY AGAIN ALL AFTER/BEFORE I SAY AGAIN	Repeat all of your last transmission. Repeat portion of message indicated. I am repeating my transmission or portion as indicated.

SEND YOUR MESSAGE	Go ahead with your transmission. Go ahead, I am ready to copy.
SILENCE- SILENCE- SILENCE	Cease all transmission immediately. Silence will be maintained until lifted by network control operator.
SILENCE LIFTED	Silence is lifted, net is free for traffic.
SPEAK SLOW- ER/FASTER	Adjust the speed of your transmission.
I SPELL	I shall spell the next word phonetically.
MESSAGE PASSED TO	I am in contact with the station you are calling. I can act as a relay station. Your message has been passed to
UNKNOWN STATION	The identity of the station calling or with whom I am attempting to establish communication is unknown.

VERIFY I VERIFY	Verify entire message (or portion indicated) with the originator and send correct version.  That which follows has been verified at your request and is repeated – to be used only as a reply to VERIFY.
WAIT-WAIT- WAIT WAIT OUT	I must pause for a few seconds. I must pause longer than a few seconds and will call you again when ready.
WILCO	I have received and understood your message and will comply.
WORDS AFTER/ BEFORE	The word of the message to which I refer is that which follows
WORDS TWICE	Communication is difficult, transmit each phrase twice.

### NATO ranks and insignia

NATO ranks and insignia						
AIR FORCE	OR-1	OR-2	OR-3	OR-4		
BELGIUM	NO INSIGNIA	1ste SOLDAAT	KORPORAAL	KORPORAAL 1ste CHEF KORPORAAL CHEF		
BULGARIA	PRIVATE	NO RANK	NO RANK	CORPORAL		
CANADA	NO INSIGNIA PRIVATE RECRUIT	NO INSIGNIA PRIVATE BASIC	PRIVATE TRAINED	CORPORAL		
CZECH REPUBLIC	voJin	BYOSOONIK DESATHIK CETAL	ROTNÝ ROTMISTR	NADROTMISTR		
DENMARK	KONSTABEL	OVERKONSTABEL	SPECIALIST	CONSCRIPT CAREER KORPORAL		
ESTONIA	NO INSIGNIA	KAPRAL	NOOREM SEERSANT	VANEMSEERSANT		
FRANCE	NO INSIGNIA  SOLDAT DE 2EME CLASSE	SOLDAT DE 1ERE CLASSE	CAPORAL	CAPORAL-CHEF		
GERMANY	FLIEGER	GEFREITER	OBER- HAUPT-	STABS- OBERSTABS- GEREITER GEFREITER		
GREECE	NO INSIGNIA	NO INSIGNIA  ANTHYPOSMINIAS	YPOSMINIAS	EFEDROS SMINIAS		
HUNGARY	HONVÉD	ÖRVEZETŐ	TIZEDES	SZAKASZVEZETŐ		
ICELAND				celands defe		
ITALY	NO INSIGNIA	NO RANK	AVIERE SCELTO	1 ER AVIERE		
LATVIA	200	SIGNIA	LANCE CORPORAL	CORPORAL		



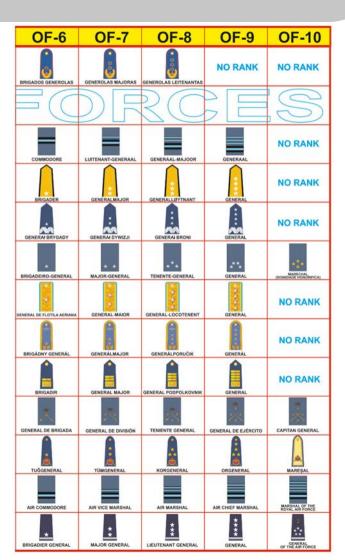
AIR FORCE	OF-1	OF-2	OF-3	OF-4	OF-5
BELGIUM	ONDER- LUITENANT	KAPITEIN	KAPITEIN MAJOOR	LUITENANT-KOLONEL	KOLONEL
BULGARIA	BECOND FREE LEUTENANT LEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL
CANADA	2nd LIEUTENANT LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT-COLONEL	COLONEL
CZECH REPUBLIC	PODPORUČÍK PORUČÍK	NADPORUČÍK KAPITÁN	MAJOR	PODPLUKOVNÍK	PLUKOVNÍK
DENMARK	SECOND LBJTNANT LBJTNANT LBJTNANT	KAPTAJN	MAJOR	OBERSTLØJTNANT	OBERST
ESTONIA	LIPNIK NOOREM LETTMANT	KAPTEN	MAJOR	KOLONELLEITNANT	KOLONEL
FRANCE	SOUS- LIEUTENANT LIEUTENANT	CAPITAINE	COMMANDANT	LIEUTENANT COLONEL	COLONEL
GERMANY	LEUTNANT OBERLEUTNANT	HAUFTMANN HAUFTMANN	MAJOR	OBERSTLEUTNANT	OBERST
GREECE	ANTIFF POSMINAGOS	SMINAGOS	EPISMINAGOS	ANTISMINARCHOS	SMINARCHOS
HUNGARY	HADNAGY FÖHADNAGY	SZĀZĀDOS	ornagy	ф ф ALEZREDES	EZREDES
ICELAND	NO REGU	LAR ARME	D FORCES	6 - Icelands	defence is
ITALY	SOTTOTENTE TENENTE	CAPITANO 1°CAPITANO	MAGGIORE	TENENTE COLONNELLO	COLONNELLO
LATVIA	* * LIEUTENANT LIEUTENANT	*  *  CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL



AIR FORCE	OR-1 OR-2		OR-3	OR-4
	NO INSIGNIA	Â	8	
LITHUANIA	ELINIS	GRANDINIS	JAUNESNYSIS SERŽANTAS	SERŽANTAS
LUXEMBOURG				R
NETHERLANDS	NO INSIGNIA	SOLDAAT DER 1E KLASSE	KORPORAAL	KORPORAAL DER 1E KLASSE
NORWAY	NO INSIGNIA FLYSOLDAT	NO RANK	NO RANK	KORPORAL
POLAND	NO INSIGNIA SZEREGOWY	STARSZY SZEREGOWY	KAPRAL STARSZY KAPRAL	PLUTONOWY
PORTUGAL	NO INSIGNIA	SEGUNDO-CABO	PREMEIRO- CABO	CABO- ADJUNTO
ROMANIA	NO INSIGNIA		FRUNTAS	CORPORAL
SLOVAKIA	NO INSIGNIA	VOJAK	SLOBODNIK	DESIATNIK
SLOVENIA	NO INSIGNIA	PODDESETNIK	DESETNIK	NADDESETNIK
SPAIN	SOLDADO	SOLDADO PRIMERO	CABO	CABO PRIMERO
C+ TURKEY	NO INSIGNIA	NO RANK	NO RANK	ONBAŞI
UK	NO INSIGNIA	LEADING SENIOR	JUNIOR TECHNICIAN	CORPORAL
USA	NO INSIGNIA BASIC AIRMAN	AIRCRAFTMAN	AIRMAN FIRST CLASS	SENIOR AIRMAN



AIR FORCE	05.4	05.0	05.0	OF 4	05.5
AIR FURCE	OF-1	OF-2	OF-3	OF-4	OF-5
LITHUANIA	LEITINANTAS VYMENYSIS	KAPITONAS	MAJORAS	PULKNINKAS LEITENANTAS	PULKININKAS
LUXEMBOURG	N				2 [
NETHERLANDS	TWEEDE- EERSTE- LUTENANT LUTENANT	KAPITEIN	MAJOOR	LUITENANT-KOLONEL	KOLONEL
NORWAY	FENRIK LOYTNANT	KAPTEIN	MAJOR	OBERSTLOYTNANT	OBERST
POLAND	PODPORUCZNIK PORUCZNIK	KAPITAN	WAJOR	PODPUKOWNIK	PUKOWNIK
PORTUGAL	ASPRANTE ALFERES TENTE	CAPITÃO	MAJOR	TENENTE-CORONEL	CORONEL
ROMANIA	BUBLOCOTEMENT LOCOTEMENT	CAPITAN	LOCOTENENT-COMANDER	CAPITAN-COMMANDER	COMANDOR
# SLOVAKIA	PORUČÍK NADPORUČÍK	KAPITÁN	MAJOR	PODPLUKOVNIK	PLUKOVNIK
SLOVENIA	POROČNIK NADPOROČNIK	STOTNIK	MAJOR	PODPOLKOVNIK	POLKOVNIK
SPAIN	ALFÉREZ TENIENTE	CAPITÁN	COMANDANTE	0.0 TENIENTE CORONEL	O. CORONEL
C*	ASTEĞEMEN TEĞMEN OSTEĞMEN	YÜZBAŞI	BINBAŞI	YARBAY	ALBAY
UK	PILOT FLYING OFFICER	FLIGHT LIEUTENANT	SQUADRON LEADER	WING COMMANDER	GROUP CAPTAIN
USA	2nd 1sl LIEUTENANT LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL



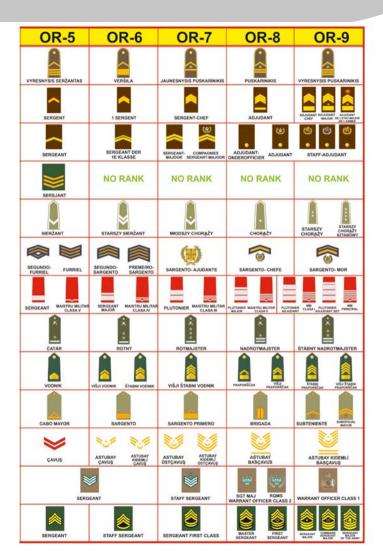
ARMY	OR-1	OR-2	OR-3	OR-4		
BELGIUM	NO INSIGNIA SOLDAAT	1ste SOLDAAT	KORPORAAL	KORPORALL 1ste KORPORALL CHEF		
BULGARIA	PRIVATE	NO RANK	NO RANK	CORPORAL		
CANADA	NO INSIGNIA  PRIVATE RECRUIT	PRIVATE BASIC	PRIVATE TRAINED	CORPORAL		
CZECH REPUBLIC	VOJIN	SVOSOGNÍK ČETAŘ	ROTNÝ ROTMISTR	NADROTMISTR		
DENMARK	KONSTABEL	OVERKONSTABEL	OVERKONSTABEL 1	KORPORAL		
ESTONIA	NO INSIGNIA REAMEES	KAPRAL	NOOREM SEERSANT SEERSANT	VANEMSEERSANT		
FRANCE	SOLDAT DE 2EME CLASSE	SOLDAT DE 1ERE CLASSE	CAPORAL	CAPORAL-CHEF		
GERMANY	SOLDAT	GEFREITER	OBER- HAUPT- GEFREITER GEFREITER	STABS- OBERSTABS- GEFREITER GEFREITER		
GREECE	NO INSIGNIA	NO RANK	YPODEKANEAS	DEKANEAS		
HUNGARY	HONVED	ÖRVEZETŐ	TIZEDES	SZAKASZVEZETŐ		
ICELAND	NO REGUL	AR ARMED	FORCES - I	celands defe		
ITALY	NO INSIGNIA	CAPORALE	OR- CAPORAL T-CAPORAL CAPORAL MAGGIORE MAGGIORE SCI	OR-4  CAPORAL CAPORAL MAGGIORE CAPO MAGGIORE CAPO SCRUTO		
LATVIA	NO INS	SIGNIA MATE	LANCE CORPORAL	CORPORAL.		

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MASTER CORPORAL SERGEANT WARRANT OFFICER WARRANT OFFICE WARRANT OFFICE WARRANT OFFICE	CER
STABNI ROTMISTR PODPRAPORČÍK PRAPORČÍK NADPRAPORČÍK STABNI PRAPO	RČÍK
NO RANK  SERGENT  OVERSERGENT  SENIORSERGENT  CHEFSERGEN	vī
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nce is provided by US manned Icelandic Defence Force (I	DF)
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SERGEANT SENIOR SERGEANT STAFF SERGEANT SERGEANT MAJOR COMMAND SERGEA	

ARMY	OF-1	OF-2	OF-3	OF-4	OF-5
BELGIUM	ONDER LUITENANT	KAPITEIN	COMMANDANT MAJGOR	LUITENANT-KOLONEL	KOLONEL
BULGARIA	OSO OSO PRES	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL
# CANADA	2nd LIEUTENANT LIEUTENANT	GAPTAIN	MAJOR	LIEUTENANT-COLONEL	COLONEL
CZECH REPUBLIC	PODPORUČÍK PORUČÍK	NADPORUČÍK KAPITÁN	MAJOR	PODPLUKOVNÍK	PLUKOVNÍK
DENMARK	LBJTNANT FLYVER PREMIER	KAPTAJN	MAJOR	*  OBERSTLØJTNANT	OBERST
ESTONIA	LIFNX NOOREM LEITMANT	KAPTEN	MAJOR	KOLONELLEITNANT	KOLONEL
FRANCE	SOUS- LIEUTENANT LIEUTENANT	CAPITAINE	COMMANDANT	LIEUTENANT COLONEL	COLONEL
GERMANY		HAUPTMANN STABS-	MAJOR	OBERSTLEUTNANT	OBERST
GREECE	ANTHY POLORHAGOS YPOLORHAGOS	LOKHAGOS	TAGMATARKHIS	ANTISYNTAGMATARKHIS	SYNTAGMATARKHIS
HUNGARY	HADNAGY FÖHADNAGY	SZÁZADOS	ÖRNAGY	ALEZREDES	EZREDES
ICELAND	NO REGU	LAR ARME	D FORCES	S - Icelands	defence is
ITALY	SOTTOTEMENTE TENENTE	CAPITANO 1°CAPITANO	MAGGIORE	TENENTE COLONNELLO	COLONNELLO
LATVIA	* * * INDITEDANT DEUTENANT	* * CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL

OF-6	OF-7	OF-8	OF-9	OF-10
BRIGADEGENERAAL	GENERAAL-MAJOOR	LUITENANT-GENERAAL	GENERAAL	NO RANK
BRIGADIER GENERAL	MAJOR GENERAL	LIEUTENANT GENERAL	GENERAL	NO RANK
BRIGADIER-GENERAL	MAJOR-GENERAL	LIEUTENANT-GENERAL	GENERAL	NO RANK
BRIGÁDNÍ GENERÁL	GENERÁLMAJOR	GENERALPORUČÍK	ARMADNIGENERAL	NO RANK
BRIGADEGENERAL	generalmajor	GENERALLØJTNANT	GENERAL	NO RANK
BRIGAADIKINDRAL	KINDRALMAJOR	KINDRALLEITNANT	KINDRAL	NO RANK
食 食 GENERAL DE BRIGADE	☆ ☆ ☆ GENERAL DE DIVISION	章 東京 章 GENERAL DE CORPS D'ARMEE	会 会 会 会 会	₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩ ₩
BRIGADEGENERAL	GENERALMAJOR	GENERALLEUTNANT	GENERAL	NO RANK
TAXIARKHOS	YPOSTRATIGOS	ANTISTRATIGOS	STRATIGOS	NO RANK
DANDÁRTÁBORNOK	VEZÉRŐRNAGY	o o o o o o o o o o o o o o o o o o o	vezérezredes	NO RANK
provided b	y US mann	ed Icelandio	Defence l	orce (IDF)
* BRIGADIER GENERALE	** BERES MAGGIOR GENERALE	** URBS	OF-S	NO RANK
BRIGADIER GENERAL	MAJOR GENERAL	LIEUTENANT GENERAL	NO RANK	NO RANK

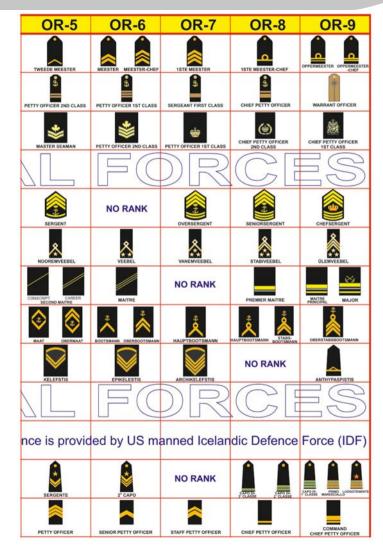
ARMY	OR-1	OR-2	OR-3	OR-4	
LITHUANIA	NO INSIGNIA	GRANDINIS	JAUNESNYSIS SERŽANTAS	SERŽANTAS	
LUXEMBOURG	NO INSIGNIA SOLDAAT	SOLDAAT SOLDAAT 1 SOLDAAT 1 CLASSE CHEF CHEF	CAPORAL CAPORAL 1 CLASSE	CAPORAL 1 CAPORAL	
NETHERLANDS	NO INSIGNIA	SOLDAAT DER SOLDAAT DER 2E KLASSE 1E KLASSE	KORPORAAL	KORPORAAL DER 1E KLASSE	
NORWAY	NO INSIGNIA	NO RANK	NO RANK	KORPORAL	
POLAND	NO INSIGNIA SZEREGOWY	STARSZY SZEREGOWY	KAPRAL STARSZY KAPRAL	PLUTONOWY	
PORTUGAL	NO INSIGNIA SOLDADO	SEGUNDO-CABO	PREMEIRO- CABO	CABO- CABO-DE- ADJUNTO SECCAO	
ROMANIA	150000000000000000000000000000000000000	SIGNIA	FRUNTAS	CORPORAL	
# SLOVAKIA	NO INSIGNIA	VOJAK	SLOBODNIK	DESIATNIK	
SLOVENIA	NO INSIGNIA	PODDESETNIK	DESETNIK	NADDESETNIK	
SPAIN	SOLDADO	SOLDADO PRIMERO	CABO	CABO PRIMERO	
C+ TURKEY	NO INSIGNIA ER	NO RANK	NO RANK	ONBAŞI	
OK OK	NO INSIGNIA PRIVATE (CLASS 4)	NO INSIGNIA PRIVATE	LANGE CORPORAL	CORPORAL	
USA	NO INSIGNIA PRIVATE E-1	PRIVATE E-2	PRIVATE FIRST CLASS	SPECIALIST CORPORAL	

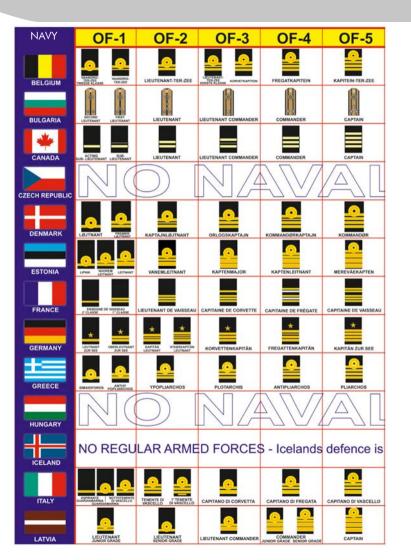


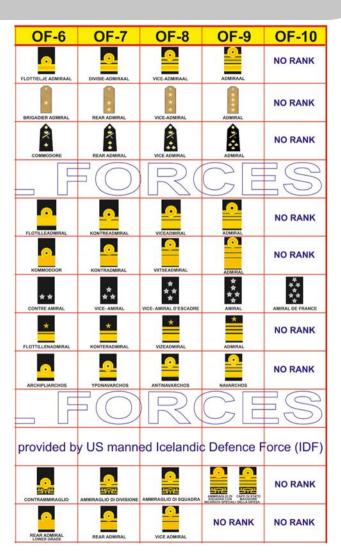
ARMY	OF-1	OF-2	OF-3	OF-4	OF-5
LITHUANIA	LIFECANTAS VICESANTAS	KAPITONAS	MAJORAS	PULKININKAS LEITENANTAS	PULKININKAS
LUXEMBOURG	LIEUTENANT LIEUTENANT EN	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL
NETHERLANDS	TWEEDE- ERSTE- LUITENANT LUITENANT	KAPITEIN	<u>≠</u> MAJOOR	LUITENANT-KOLONEL	KOLONEL
NORWAY	FENRIK LOYTNANT	KAPTEIN	MAJOR	OBERSTLOYTNANT	OBERST
POLAND	PODPORUCZNIK PORUCZNIK	KAPITAN	MAJOR	PODPUKOWNIK	PUKOWNIK
PORTUGAL	ASPRANII ALFERES TIMENTE	CAPITÃO	MAJOR	TENENTE CORONEL	CORONEL
ROMANIA	BUBLOCOTEMENT LOCOTEMENT	CAPITAN	MAIOR	LOCOTENANT-COLONEL	COLONEL
# SLOVAKIA	PORUČÍK NADPORUČÍK	KAPITÁN	MAJOR	PODPLUKOVNIK	PLUKOVNIK
SLOVENIA	POROCHEM MACPOROCHEM	STOTNIK	MAJOR	PODPOLKOVNIK	POLKOVNIK
SPAIN	ALFÉREZ TENENTE	CAPITÁN	COMANDANTE	TENIENTE CORONEL	CORONEL
C+ TURKEY	ASTEGEMEN USTEGMEN	YÜZBAŞI	BINBAŞI	YARBAY	ALBAY
	2ND LIEUTENANT LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL
USA	2nd 1st. LIEUTENANT LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL

OF-6	OF-7	OF-8	OF-9	OF-10
BRIGADOS GENEROLAS	GENEROLAS MAJORAS	GENEROLAS LEITENANTAS	NO RANK	NO RANK
NO RANK	NO RANK	NO RANK	NO RANK	NO RANK
BRIGADE-GENERAL	GENERAL-MAJOOR	LUITENANT-GENERAAL	GENERAAL	NO RANK
BRIGADER	GENERALMAJOR	GENERALLSYTNANT	GENERAL	NO RANK
GENERAI BRYGADY	GENERAI DYWIZJI	GENERAI BRONI	GENERAL	NO RANK
BRIGADIERO GENERAL	MAJOR GENERAL	TENENTE GENERAL	GENERAL	MARECHAL
GENERAL DE BRIGADA	GÉNERAL MAIOR	GENERAL-LOCOTENENT	GENERAL	NO RANK
BRIGADNY GENERAL	GENERALMAJOR	GENERALPORUČIK	GENERAL	NO RANK
BRIGADIR	GENERAL MAJOR	GENERAL PODPOLKOVNIK	GENERAL	NO RANK
GENERAL DE BRIGADA	GENERAL DE DIVISIÓN	TENENTE GENERAL	GENERAL DE EJÉRCITO	CAPITAN GENERAL
TUĞGENERAL	TÜMGENERAL	KORGENERAL	ORGENERAL	MARESAL
BRIGADIER	MAJOR GENERAL	LIEUTENANT GENERAL	GENERAL	FIELD MARSHAL
BRIGADIER GENERAL	* * * * * * * * * * * * * * * * * * *	LIEUTENANT GENERAL	######################################	GENERAL OF THE ARMY



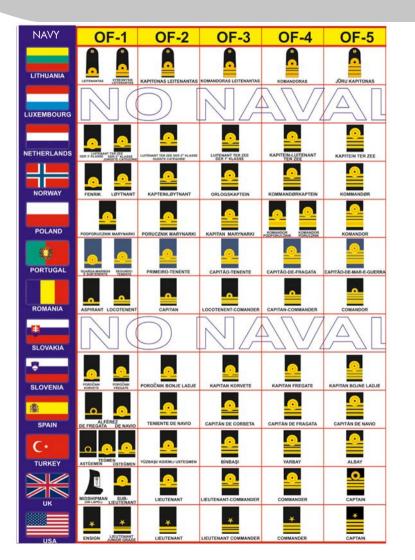


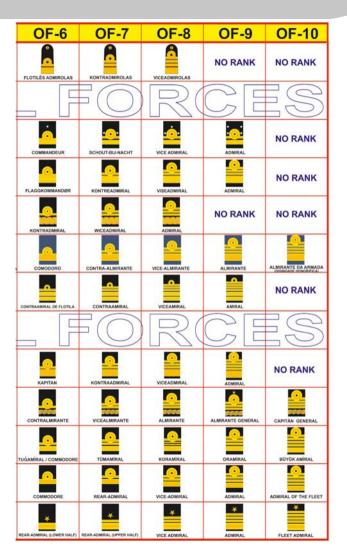














OR-5 OR-6 OR-7 OR-8 OR-9 CSM: Chief Sergeant Major cer, CWO: Chief Warrant Officer **||||** Senior Master Chief Master Staff Sergeant Technical Sergeant Master Sergeant Sergeant Sergeant Sergeant Colour Sergeant Wing Sergeant Major Sergeant Sergeant Sergeant Sergeant, C arrant Offio ⋛ OR-6 OR-5 OR-9 Quart MWO: Sergeant Master Sergeant Staff Sergeant Warrant Officer III Warrant Officer II. I Officer, eant Major, ¹ Warrant ∩# Sergeant (regular personnel Staff Sergeant Sergeant 1st Class Master Sergeant Sergeant Major with sword) Serge Staff V \*SGM: 8 Sergeant Regimental Sergeant Colour Sergeant First Class Major Sergeant Major Sergeant NO € **RANK** Sergeant Sergeant Warrant Officer SGM QMS CSM\* SWO MWO CWO\*\* First Class OR-5 OR-7 OR-8 OR-9 Petty Officer Senior Chief Master Chief Petty Officer, 2<sup>nd</sup> Class, Engine Petty Officer, Engine Chief Petty Officer, Deck (regular personnel with sword) 1st Class Deck Petty Officer, Engine Petty Officer Leading Seaman Chief Petty Officer Warrant Officer Chief Warrant Officer

Seri

QMS:

and the classes shown on this page are approximations given only for the sake of easier comparison to other armies.



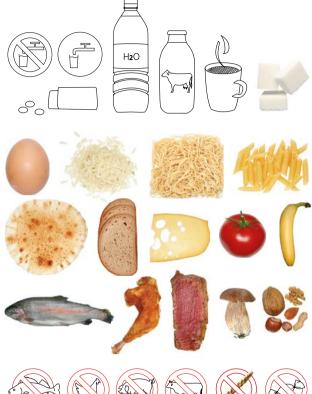


Since Austria is not a NATO member country, there is no policy on NATO rank class equivalents and the classes shown on this page are approximations given only for the sake of easi



## ICOON

Global picture dictionary: If you can't say it, show it!





























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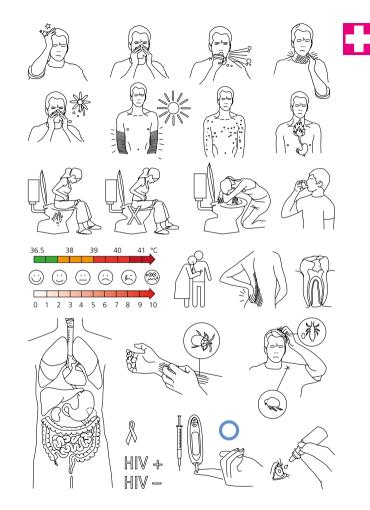


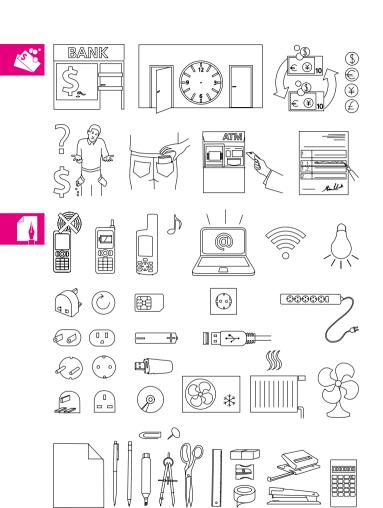


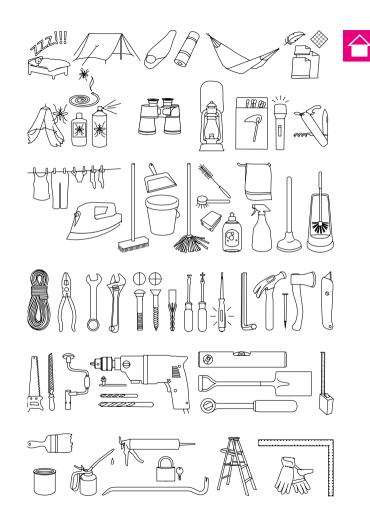
















28.35 g

2.2 lbs 0.45 kg

1oz 1kg

1lbs

