



警察庁

National Police Agency

Mission English - Resource Book



Language and Communication Tools:

- International Police Cooperation & Interoperability
- Strategic Communication & Intercultural Competence
- Comparative Policing
- Integrity, Ethics and Code of Conduct
- Policing, Rights and Protection
- Human Relations: social cohesion & engagement strategies
- Human Terrain Mapping & Analysis
- Security Sector Reform & Governance



SAINT | Security Sector Development

- the Human Dimension

Human Security, Human Terrain, Human Relations

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Security Sector Reform (SSR)	
- Definitions	4
- SSR Concept, Democratic Policing	5
- Key Points to Police Reform	6
- 10 Rules of SSR	7
International Police Missions: <i>Facilitation and Mentoring</i>	
- Good Practices and Lessons Learned	9
- Mentoring	11
- Negotiation and Mediation	
- Definitions, Preparation	12
- Conduct of Negotiation and Mediation	13
- The Use of Language Assistants	14
International Police Missions: <i>Cross-Cultural Awareness & Mission Impact</i>	
- Introduction, Cultural Shock	15
- Cultural Aspects, Local Population	16
- Relations with National Contingents	17
- Managing Mission Impact	18
- Economic Disparity, Face, Points to Remember, Public Information	19
International Police Missions: <i>Gender in Conflict</i>	21
Human Development Index (HDI)	22
Legal Systems:	
- International Law	23
- Civil Law and Common Law	24
- Religious Law	25
- Legal Pluralism and Customary Law	26
Criminal Procedure: Civil Law vs. Common Law	27
Prosecution Process:	
- Defining Crime	29
- The British Common Law System	30
- The Courts (U.K. and U.S.), Terminology	31
- The Caution (<i>Reading of Rights</i>)	33
Policing by Consent	
- The Establishment of the Police in England	34
- The Peelian Principles	35
Policing Models	37
NATO Phonetic Alphabet	39
Radio Procedure	40
Timings	42
Formal Orders and Briefings	43
Presentation Guide	44
Effective Communication: Body Language	46



Law Enforcement Report Writing:	
- Contents and Style of a Report	48
- Writing Principles of a Police Report	49
- Basic Writing Rules	
- Abbreviations, Capitalisation, Dates,	50
- Format, Grammar, Media, Names, Numbers	51
- Places, Sequencing, Spelling, Style	52
Letter Format for Official Use	53
Descriptions	
- people	55
- sequence	58
- vehicles	59
- police vehicles	63
- police equipment	64
Police English/ French Picture Dictionary	
- pistol; revolver	65
- submachine gun; automatic / assault rifle (5.56mm)	66
- hunting weapons	67
- mountain terrain	68
- long range jet	69
- airport – long range jet servicing (refuelling, catering, luggage etc.)	70
- airport – runway	71
- passenger terminal	72
- car: front, left side / rear, right-side	73
- car: dashboard	74
- car: interior	75
- stationery	76
Street Drugs: names and definitions	77
Recommended Online Resources	81



- Definitions

Security Sector: The structures, institutions and personnel responsible for the provision, management and oversight of security in a country, including:

- defence, law enforcement, corrections, intelligence services, border management, customs, civil emergency services, judicial enforcement, ministries, informal authorities.

Security Sector Reform (SSR): the process of rebuilding and reforming a state's security sector through assessment, review, implementation, monitoring and evaluation.

Security Sector Governance (SSG): the structures, processes, values and attitudes that shape decisions about security and their implementation.

Rule of Law (RoL): is the safeguard against arbitrary governance. Whether governor or governed, rulers or ruled, no one is above the law, no one is exempted from the law, and no one can grant exemption to the application of the law.

Mission Mandate: The term *UN mandate* refers to a long-term international mission authorised by the United Nations General Assembly or the UN Security Council (international law making bodies), through a United Nations Resolution. The mandate refers to the authorisation and overall mission objective, and can include mission-type, timings and personnel required. Regional bodies such as NATO, the EU, the AU, and the Arab Leagues are also able to issue legal mandates, though often do so in collaboration with the United Nations.

Status of Forces Agreement (SOFA): an agreement between a host country and a foreign nation stationing military forces in that country; SOFA establishes the rights and privileges of foreign military personnel present in that host country in support of security arrangement.

Status of Mission Agreement (SOMA): an agreement between a host country and the Mission concerning civilian personnel deployed within that country, by establishing their rights and privileges while serving in-mission.

CIMIC (Civil-Military Cooperation): (“in support of the military mission”)

1. **Support to the Force:** any activity designed to create support *for* the military force, *from* within the indigenous population.
2. **Civil-Military Liaison:** coordination and joint planning with civilian agencies,
3. **Support to the Civil Environment:** the provision of any of a variety of forms of assistance (expertise, security, infrastructure, capacity-building, etc.) to the local population.

Human Rights: are moral principles, protected under international law, that describe certain standards of human behaviour. They are understood as indisputable fundamental rights to which a person is entitled as a human being, and which are "inherent" regardless of nationality, location, language, gender, age, religion, or ethnicity.

Human Dimension: A concept in which security is inclusive of human rights and democracy-related issues.

Human Relations: relations with or between people, particularly the treatment of people in a professional and organisational context (e.g. police to the community).

Human Security: freedom from pervasive threats to people's rights, safety and lives. The focus is primarily on protecting people while promoting peace and assuring sustainable continuous development.

Security Sector Reform



- *SSR Concept*

The objective of security sector reform is to increase a country's ability to face the security and justice challenges it faces, "in a manner that meets international democratic norms, accepted principles of good governance, and the rule of law".

Improvements made through SSR help create a secure environment that encourages other political, economic and social developments, through the reduction of corruption, crime and armed violence.

The focus for international actors is to support partner countries in achieving four primary objectives in the security sector:

1. Establishment of effective governance, oversight and accountability.
2. Improved delivery of security and justice services.
3. Development of local leadership and their ownership of the reform process.
4. Sustainability of justice and security service delivery.

Basic working principles to support the SSR process:

- People-centred, locally owned and based on democratic norms and human rights principles and the rule of law, seeking to provide freedom from fear and measurable reductions in armed violence and crime.
- Seen as a framework to structure thinking about how to address diverse security challenges facing states and their populations, through more integrated development and security policies and through greater civilian involvement and oversight.
- Founded on activities with multi-sectoral strategies, based upon a broad assessment of the range of security and justice needs of the people and the state.

- *Democratic Policing*

Within the scope of Security Sector Reform **democratic policing** in post-conflict societies is an increasingly important activity in the peacebuilding process.

Democratic policing supports demilitarisation, democratisation, boosts economic growth, reduces poverty, and improves respect for human rights. However, the process is often not easy; case studies from Latin America and Africa highlight the difficulty of achieving reform where violent crime is on the rise. Government support may be inadequate, and citizens may be suspicious of law enforcement officers due to their previous role in conflicts.

Accountable policing is more effective than *repressive policing*. However, where crime is rising, police effectiveness is often seen as requiring a forceful approach, which more than often bypasses the safeguards of human rights.

Security Sector Reform



- Key Points to Police Reform:

- Reforms are often implemented under tough circumstances, where societies are suffering from rising levels of violent crime, corruption, mistrust - and where external influence is restricted.
- The way in which reforms emerge – through government or police initiatives, or political agreements initiated by civil society – shapes and defines the process.
- Confusion and waste occurs where international actors: 1.) do not adapt reform programmes to local circumstances, or 2.) fail to co-ordinate their efforts.
- Police reform is rarely successful unless accompanied by judicial reform.
- To be effective, reforms must be understood and supported by society, but traumatised and polarised communities are not always willing/ able to get involved.
- Over-ambitious reform designs have sometimes overlooked short-term needs, and when objectives have not been met, resulted in a sense of failure. However, donors must be sensitive to local realities, and should be prepared to sacrifice some speed and efficiency to adapt to these.

Solution? Efforts should be made to promote broader inclusive dialogue and engagement. Actors should recognise that their programmes may face shifting public and political concerns, especially where there is rising crime or the origins of conflict have not been addressed. In addition, institutional constraints may result in a gap between policy and what is realistically achievable.



To increase the chance of police reforms succeeding:

- Basic standards could be established for police training, but donors should not try to impose standard models;
- Co-operation should be increased between professional police experts, development professionals and country experts;
- Donor efforts should be better co-ordinated, and progress measured against clear benchmarks covering both achievable output and outcomes;
- To prevent disillusion, reforms must deliver short-term service improvements, even where they are intended as long-term programmes; and
- Local ownership of reform needs to be enhanced, both among local government institutions and civil society.

Security Sector Reform



- 10 Rules of SSR

1. The “train and equip” mentality:

Raising a state’s security sector is more sophisticated than simply training and equipping: it involves engaging civil society, growing leaders, developing institutions and instilling professionalism.

SECURITY Sector Reform programmes need to take an holistic approach, balancing local politics, policy, legitimacy, accountability, and interrelationships, between the GOVERNMENT and its PEOPLE.



Security Sector Reform (SSR) is a deeply political activity because it re-wires *de facto* authority structures and practices in fragile and conflict afflicted states.

2. **Vetting:** Vigorously vet all candidates for human rights abuses.

No Western Nation would ever put a law enforcement officer on the street without a background check, yet this was done in Iraq, Afghanistan and Liberia.

3. **Professionalism:** Infuse professional ethos. Starting in basic training, integrate respect for the rule of law, human rights, and allegiance to the national constitution over religious sect or ethnic group.

Liberian Police Recruits spent as much time in the classroom as they did on field exercises. Cement this through a publically transparent promotion system that shuns cronyism and merits professional values. An incentive structure will eventually transform past abuses and cultural norms.

4. **Society:** A State’s security sector should mirror society. It must be inclusive of all groups, ethnicities and gender. To resolve inevitable friction, create a credible Ombudsman Office to mediate ethnic disputes within the ranks. A force that mirrors the society it serves will be more successful, and prevent it from descending into a sectarian killing machine.

Iraq’s Prime Minister Maliki placed his Shia followers in positions of command and stopped paying the [local militia] Sunni “Sons of Iraq” forces, effectively demobilising them. Consequently, Iraq had sectarian security forces that were perceived as a threat to the Sunni population - who now largely support ISIS.

5. **Scale:** Limit the size of the security sector to the government’s ability to pay salaries. Unpaid soldiers and police are a source of coups. Also, smaller, well-trained, volunteer forces perform better than large conscripted ones. It is also easier to implant discipline and professionalism in a small force.

6. **Dilemmas & Conundrums:** Be aware of and plan for inherent dilemmas. The *West* often assumes that security and justice reinforce one another in stability programmes. Sometimes they do, sometimes not.



Example 1: During the disarmament, demobilisation and reintegration (DDR) phase, do you grant *amnesty* to encourage combatants to lay down their arms? Amnesty for possible war criminals would not be welcome by victims, and undermines international justice norms. However, not granting amnesty may discourage disarmament, resulting in more militia roaming the street. Liberia did not grant amnesty.

In SSR do you turn-over human rights vetting records to a *Truth and Reconciliation Commission* (TRC) or a Special Court? International justice and sometimes locals demand that perpetrators of human rights violations be held accountable - yet handing over confidential background checks to a Commission is dangerous. People would stop volunteering for the new security services if they thought it could lead to their own prosecution. It would also cause personnel to desert. Worse, it invites reprisal killings against witnesses who shared, in confidence, information about offenders.

Liberia refused to hand over their vetting records to the TRC, causing a diplomatic incident but preserving their security sector.

Example 2: Do you prioritise ethnic inclusion or literacy? Balanced security forces are important, as mentioned above. Literacy is also important because leaders need to read and write. In ethnic conflict, minorities are denied access to education and are therefore functionally illiterate. In Liberia, literacy training was built into basic training, but there are limitations to this approach: such programmes cannot lift an individual's reading level in a few months.

Being aware of SSR's characteristic dilemmas allows you to plan for them, balance trade-offs and manage outcomes.

7. **Structure:** The architecture of a State's security services must reflect the country's needs, be accountable and democratic.
8. **Leadership:** Selecting for leadership is difficult. It takes 15-20 years to train a senior officer, however *fragile and conflict afflicted states* (FCAS) cannot wait that long. The simple fact is that forces like those of Liberia, Iraq and Afghanistan will initially be an 'army of privates,' as new recruits fill their ranks without an older generation to lead them. An international partner may recommend senior leaders but the host nation must select them. Beware of politicisation, cronyism and nepotism by building transparent institutions and encouraging a free press.
9. **Contractors:** The private sector may be better at SSR than the government.
10. **SSR is a marathon and not a sprint.** Whether you are preparing a force of 200 or 2000, the methods are essentially the same, differing only in scale and scope. It involves political bargaining, operational surprises and imperfect outcomes. Ensure expectations are managed – especially your own.

Measure of success? Easy! Is an officer someone a child runs away from in fear, or someone a child runs toward for protection?





- *Facilitation and Monitoring*

Good Practices and Lessons Learned

There are five major considerations to take into account:

1. How well the national authorities accommodate foreign jurisprudence and practice;
2. The areas in which mentoring would have the most impact;
3. The level of the system's functionality;
4. What categories of informal/traditional/customary justice mechanisms to be included; which all goes to
5. How best to gain national ownership in the design and implementation of programmes. Each country will have its particular contextual and historical perspectives that must be addressed at the outset.

On foreign assignments, where facilitation and training programmes have gone well, the following has been observed:

1. Personnel (trainers, mentors, monitors) have all been vetted, in-person, before they deploy. Traits such as an appropriate sense of humour, self-confidence, effective use of an interpreter, animated presentation style, breadth of experience, personable demeanour, humbleness, are all key to connecting with and being effective for the programme.
2. Those representing the mission have all received a thorough briefing on the appropriate do's and don'ts of the culture they are about to communicate with.
3. First time representatives are monitored during their initial efforts to insure they are not being inappropriate in their communication methods.
4. All material has been completed and double checked for errors and appropriateness before they are sent to the instructors.
5. All translations have been completed and checked long before the material is used.
6. The instructor/trainer must be able to relate the required lesson objective or material issue to the attendees in a personal way.
7. In order to insure that 'jet-lag' is accommodated and that the setting is appropriately set up, all instructors arrive at the setting location several days in advance.





8. The representative should be prepared for side trips as provided for by the country. Often these trips involve cutting class time by an hour or two but are seen as a way for the country to impress to instructor with their history or geographical beauty.
9. To insure better attention of high level attendees, the setting should be at a location separate from their work location.
10. A good lunch should be provided to the attendees and the instructor should be required to eat with the attendees.
11. The setting must be appropriately heated/cooled.
12. The representatives should have a lapel pin type 'trinket' to pass out with the high quality certificate they give to attendees.
13. Attendees should receive follow-up contact on a periodic basis.
14. Many of the countries involved in the programmes have a culture that requires personal relationships to form before trust or advice and counsel can be effective. Typically, mentors/trainers come and go frequently and continued dialogue is non-existent with attendees. This creates a counterproductive situation.
15. Realistic lesson plans must be well thought through with the key 3-4 learning points identified for each lesson, with support materials (e.g. power-point) and instruction simplified to reinforce that objective.





- *Mentoring*

What Makes a Good Mentor?

- Availability, including in the long run
- Constructive, creative and open-minded attitude
- Depth of experience
- Feels they also benefit from mentoring
- Good listening and communication skills
- Good people skills - empathy, humility and respect
- Good personal fit with the person they are mentoring, able to bring out their best
- Informality
- Knowledge and the ability to pass it on
- Motivated to coach/mentor, understand and learn
- Personal charisma and a wide professional network
- Prioritises the goals of the person they are coaching/mentoring

Tips and Techniques

- Be an active listener:
- Be patient, do not interrupt
- Demonstrate understanding by summarizing what they have said and asking follow-up questions
- Encourage the speaker with verbal and non-verbal gestures (face the speaker, nod, voice agreement or empathy, ask questions)
- Be honest in your responses
- Bear in mind that coaching is different from negotiating
- Do not expect the person you are coaching or mentoring to always agree with you or follow your advice exactly
- Encourage and empower the person you are coaching or mentoring
- Have a well-designed plan
- Propose solutions and remain solutions-oriented

International Police Missions



- *Negotiation and Mediation*

Definitions

Negotiation = a dialogue between two or more parties intended to reach a mutually beneficial outcome or resolve points of difference.

Mediation = a methodology of resolving disputes between two or more parties through use of an impartial third party, to assist the parties to negotiate a settlement.

Preparation

Etiquette

- maintain dignity and politeness, and be respectful towards all;
- remember to pay appropriate military and social compliments to hosts and representatives involved in the negotiations;
- prior to the meeting agree on:
 - location,
 - time,
 - attendees,
 - content/subject matter to be discussed; and
 - Agenda and Minutes (to record what was discussed and agreed upon).

Negotiation Plan

- identification and isolation of areas of disputes;
- prevention of escalation;
- down-scaling of differences in perception of areas of conflict;
- resolution of disputes;
- preventive action against recurrence of disputes.

Considerations

- what is the problem/task?
- has it been dealt with before?
- why has it come up at this time?
- what is the background/history? Obtain all possible information about the immediate conflict and outline the options for a settlement;
 - read previous reports on the matter;
 - what was the conclusion and how does it relate to previous/future arrangements?
- who are the actors? (name, position, personality, authority, religion, attitudes)
- what are your options, limitations, time frame, mandate, etc.?
- internal preparations
 - who is going to do the talking?
 - who is taking notes (can notes be taken, or a digital recorder used)?
 - What will be the role of the language assistant?



Final Preparations

- be at the place for the meeting in due time, prepared and suitably dressed;
- make ready seating, security, parking and communication;
- consider refreshments and the needs of those who smoke;
- place agenda, pencils and writing pads on the table, as well as name tags.
- for Mediation, meet the parties separately before convening the meeting;
 - discuss the subjects, make an approved agenda and distribute it before the meeting;
 - select a meeting place (neutral no man's land or secured area);
 - establish the conditions for the meeting: armed/unarmed, how many persons, language assistants, use of communications, seating plan, pre-meeting green rooms etc.;
- consider possible solutions to the main issue.

Conduct of Negotiation and Mediation

The Opening Talks

- take your time and be patient;
- remember the customary salutations and exchanges of courtesies (in accordance with the local habit);
- introduce yourself and your team (wear name tag);
- outline the framework of the meeting;
- some introductory small talk may be useful and polite (gives everybody a chance to get used to the way the common language is used and it offers a chance to assess the mood); and
- offer/take refreshments.
- start the meeting by reading the agreed agenda;

The Main Talks

- if there has been a previous meeting give the result and the status of what has been implemented;
- appear impartial, observe objectivity and remain respectful;
- if you are a negotiating party, if possible let your counterpart start, listen to what they have to say, be patient and do not interrupt;
 - if incorrect information is given, state the actual facts (supported by evidence) but do not argue;
 - when appropriate state the Mission point of view (facts only);
- if there are differences in opinions, note the differing views;
- ensure any and all complaints are clear, detailed and in writing;



- as a Mission negotiating party, make no promises or admissions, unless the situation clearly states you can do so;
- do not reveal anything about one party that could be exploited by the other;
- be impartial and factually correct;
- be restrained if one of the parties expresses a negative view about the opposing party, politics, the Mission itself or methods;
- make careful reminders about agreements, actual arrangements and past practices;
- complete the negotiation/mediation by repeating what has been agreed upon, if possible have it confirmed in writing;
- agree upon a time and place for further negotiations/mediation (if necessary);
- do not forget final polite phrases, etc.

The Use of Language Assistants

Brief the language assistant(s) before the meeting.

The language assistant must:

- act with a non-visible attitude
- be fully impartial;
- translate your sentences with the greatest accuracy;
- not add anything to your sentences or try to explain your sentence; and
- never participate in the discussion.

During the interpretation watch the eyes/facial expression/body language of your counterpart (not the interpreter) to see if the non-verbal communication appears to be in-line with your sentence.

Note: Be aware that language assistants are often recruited from the local population, and may share the view point of one of more of the parties or may be looked upon as a “Western collaborator”.

International Police Missions

- Cross-Cultural Awareness & Mission Impact



Culture is defined as a system of values and beliefs which we share with others, all of which gives us a sense of belonging or identity. It can be discussed in terms of ways in which people pertaining to a group, society or organisation behave, communicate, think and perceive reality. Each culture exhibits differing value and belief systems, which effect how people perceive reality and react to it.

Understanding cultural awareness and diversity is a practical means to communicate effectively across cultures. Cross-Cultural Awareness raises understanding of how culture impacts on your work within the Mission relating to your international colleagues, the organisation itself, and locals.

If you have ever been frustrated by an international colleague who says “yes” but means “no” or a staff member who refuses to participate, culture may be behind their behaviour. Often without realising, culture influences how close we stand, the type of relationships we develop at work, how we deal with conflict and even how we participate in a meeting.

There are five Cross-Cultural Awareness areas:

- Hierarchy and Status
- Groups vs. Individual
- Time Consciousness
- Communication
- Conflict Resolution

Understanding these areas provide you with the necessary foundation, framework and tools to become culturally competent and sensitive to other cultures.

Cultural Shock

The biggest problem for the individual peacekeeper is the inability to understand the culture, language, local customs, practices and rational of the people in the mission area – not just locals but also fellow ‘internationals’.



Cultural shock is not an unusual phenomenon, it is merely the natural response by an individual when taken from their own national and ethnic environment to that of another, within which they feel some discomfort or disorientation. Some personnel will deal with the problem more effectively than others - mission veterans usually overcome the phenomenon more quickly than 'first-timers'. Ideally, pre-deployment preparation, orientation and research will lessen the impact of cultural shock.



Cultural Aspects

- International Police Officers (IPOs) will experience a certain degree of *cultural shock* upon arrival in the mission area;
- IPOs will be confronted with new geographical, environmental and cultural circumstances, changes in climate and food, and may experience problems in communicating effectively with locals and internationals alike;
- IPOs will require flexibility and adaptability to new situations;
- IPOs receptivity and tolerance will be challenged;
- IPOs must recognise that all cultures are to be viewed with an equality stand-point;
- IPOs must reject stereotypes and consider the meaning and intent behind culturally diverse practices and beliefs;
- *Rules of Etiquette* vary widely from one culture to another, so what may be acceptable or even polite behaviour in one cultural context might appear offensive or deviant in another;
- Social rules governing relations between men and women often have very different norms from one culture to the next, so that what may be interpreted as innocent behaviour in one cultural context may be taken as an offence to morality in another;
- Prior to deployment learn about the customs, religious beliefs, history, folklore, and practices governing work, family and gender relations in the mission area;
- You must acknowledge the fact that you are a “stranger” and “guest” in a foreign country... welcomed or otherwise.

Local Population

A number of variables will also affect the response of the host population to your presence in their country:

- Have they been informed about the Mission mandate, and what the Mission means for their country?
- Their experience of foreign intervention in the past?
- Expectations – positive or negative – of the International presence in their country?

As a result, you must:

- not assume the host population will view your arrival positively or will always exercise tact, courtesy and restraint.
- work towards winning the trust and respect of all parties by reinforcing the credibility of the International presence in their country.





Relations with National Contingents

One of the greatest challenges within Missions is the restoration and maintenance of law and order in post-conflict area. Moreover, integrating IPO contingents from different countries - with different cultural attributes shaping their members' professional and ethical codes in the common endeavour of law enforcement - in the Public Security component is a challenge in itself.

There are four basic ideal types of police culture:

- democratic
- authoritarian
- communitarian*
- traditional

* = *in a communitarian culture, communal values are the paramount authority and society may enforce compliance with the group.*

Furthermore, international police emerge from several different bodies of law:

- Common Law
- Civil Law
- Customary / Traditional Law
- Confucian
- Shari'a Law
- Pluralistic

Police have their own *occupational culture* and are generally guided by an inner ethical compass that swings between right and wrong reinforced by their sense of justice. With regard to institutional values, their faith is placed in their partners, the command hierarchy, and, to an extent, the public. This value hierarchy is important in an environment in which they are attempting to apply the principles of *democratic and community policing* and to react in accordance with *international human rights standards*.

The ethics of International Rule of Law cultural approach are based on international human rights principles, but there are numerous and important exceptions.

Compounding the situation is the culture of the host country's police: those local officers either retained or recruited in the post-emergency period. This group has its own specific basis of authority, code of law, and personal motivations, and these do not readily match those of the international police who have come to the country. Local police generally will have gone through a period of post-conflict trauma and may not be sure what the existing structures are or how well they will hold up. As the existing "face of the state," they generally feel the trauma more than any other institution.



However, Cultural Awareness is not limited to the local population of the mission area; it is equally applicable to other Internationals that you will encounter within the Mission. Very often pre-conceived ideas exist regarding professionalism, capability, skills and ethics. A professional attitude and appraisal will help overcome this:

- Do not generalise and stereotype;
- Do not “label” others;
- Do not display xenophobic attitudes;
- Do not display a sense of superiority in respect to your own status, social system or way of life; and
- Do not speak disparagingly of the politics of others.

Remember, you are there to fulfil a duty – not “enjoy life”.

Managing Mission Impact

International Police Missions (IPM) need to proactively manage their impact - real and perceived - in the host country and community. IPMs are highly visible and generate high expectations. Accordingly, IPOs should be careful to mitigate the possible negative consequences of the mission’s presence. IPOs must adhere to national laws, where these do not violate fundamental human rights standards, respect local culture, and maintain the highest standards of personal and professional conduct.

IPOs should be alert to any potential, unforeseen or damaging consequences of their actions and manage these as quickly and effectively as possible. Poor driving and vehicle accidents and lax waste management practices are just some of the negative impacts that may seriously undermine the perceived legitimacy and credibility of a mission, and erode its popular support. The size of a Peace Support Operation’s human and material footprint is likely to have a direct bearing on its impact, or perceived impact, in the community. IPOs should be aware of the possible side-effects they may generate, including:

- social impact (e.g. the conduct and behaviour of staff);
- economic impact (e.g. on housing and staple foods and materials);
- environmental impact (e.g. waste management and water usage).

Social impacts such as different cultural norms of mission staff and host country customs may create friction (e.g. women in non-traditional gender roles, mixing and socialisation amongst genders, drinking, gambling, inappropriate behaviour, etc. IPOs also have a major impact on the host economy, by pushing up the price of local housing and accommodation, or placing demands on local producers for staple foods and materials, placing such items out of reach of the local community. All of these have the potential for creating friction and discontent within the local population and they should be continuously monitored and managed by the mission’s leadership.



In assessing mission impact and devising strategies to address it, the mission should be careful to ensure that the differential impacts on men and women, as well as children and vulnerable groups, are considered. Although no mission can control all of the side-effects of its presence, it must undertake due diligence in managing its own impact. Where problems do arise, they should be addressed swiftly and honestly. At the same time, rumours and vexatious or erroneous accusations against the Mission must be countered with vigour to maintain the good reputation of the international presence.

Economic Disparity

One matter of extreme sensitivity is the frequent disparity of wealth between Mission personnel the local populace, who often live in conditions of dire poverty. Abuse of this economic power quickly sours relationships Mission personnel and the local community.

Face

“Internationals” must understand the importance placed in many societies on *face* (i.e. the 'personal' perception of respect). This type of respect is especially important in negotiations when one or other of the protagonists is seen to be losing ground in the negotiation and consequently will *lose face* amongst his peers. Representatives of parties may be compelled to say one thing whilst meaning another in an effort to avoid being seen as the weaker negotiator in such circumstances, leading to contradictory positions becoming apparent at a later stage, to the detriment of the negotiations.

Understanding this means that an IPO can exert their influence in order to facilitate a “win-win” situation.

Points to Remember:

To be effective, a Mission and its personnel must be seen to act:

- in **Unity**
- **Transparent**
- **Impartial** and **Objective**

Public Information

An important and sometimes overlooked aspect of police reform and restructuring is the need to ensure that the general public is aware of its rights and has appropriate expectations of local law enforcement structures. Experience has shown the importance of public information strategies, community policing and engaging civil society groups in developing understanding of the mission.

International Police Missions



Public forums, round tables, seminars, radio broadcasts, flyers and other outreach efforts can help build understanding and support within local communities.

Effective public information is a political and operational necessity. Its overall objective is to enhance the ability of the Mission to carry out its mandate successfully. Key strategic goals are to maintain the cooperation of the parties to the peace process, manage expectations and garner support for the Mission among the local population, and secure broad international support. Public information should be integrated into the Police Mission at all stages of planning and deployment.

From the moment a Mission is authorised, it must be able to ensure that the Mandate and objectives are fully understood by the host population and other key actors. Consideration of the role that public information will play in Mission, as well as the structures and resources that will be required to support that role, must begin at the earliest possible stage. A public information assessment gauging the most effective ways of reaching the population should be conducted.

Effective communications and outreach will enhance the Mission's ability to achieve its mandate and contribute to the security of mission personnel. A well designed and skilfully implemented communications strategy will increase confidence in the peace process, build trust among parties to a conflict, and generate support for national reconciliation. It will establish the mission as a trusted source of information and help counter the negative effects of irresponsible, hostile and controlled media. If the parameters of mission activity are clearly laid out and explained to the local population and other target audiences, fear and misunderstanding will be minimized, disinformation will be corrected, and the impact of those who wish to damage the peace process through rumour and untruth will be minimized. In addition, mission public information activities should be geared towards helping establish an environment that promotes the development of free and independent media, and the adherence to the highest journalistic ethics and standards.

The Mission's public information campaign provides an opportunity to reach out to key groups within society, whose voices may not otherwise be heard, and to promote consensus around the peace process. Use should be made of local public radio and television, if available, as well as traditional forms of public information dissemination, such as the local community and religious groups. Where no local dissemination capacity exists, a capability should be deployed at the earliest stages, while helping concurrently to build local capacities.

International Police Missions

- *Gender in Conflict*



A Perspective

Ideally IPOs serve as *Human Rights, Rule of Law* and *Democratic Policing* role models. As such, IPOs can also demonstrate the positive aspects of Gender Mainstreaming, as Gender plays a significant role as a conflict-weapon and control mechanism.

During conflict, traditional forms of moral, community and institutional safeguards disintegrate, leaving women and girls particularly vulnerable to all forms of physical, emotional and sexual violence. Torture, rape, sexual slavery, forced prostitution, mutilation, forced termination of pregnancy and sterilisation are some of the acts of violence perpetrated against women during conflict. When a woman is sexually abused or raped, the intent is often to victimise both her and her male relatives by demonstrating the failure of men in their protective role.

Men and boys are also subject to sexual abuse, torture and mutilation. Gender-based and sexual violence is used as a *weapon of war* to demoralise and humiliate the targeted group, and the deliberate endorsement of these acts by military commanders and political leaders underscores their significance as more than random assaults.

Conflict worsens existing inequalities between women and men and can put women at increased risk of physical and emotional abuse from male family members. There is usually a rise in domestic and criminal violence against women in countries ravaged by conflict. The proliferation of weapons during times of conflict increases the probability of those weapons being turned against civilians, most often women, even when the conflict is over.

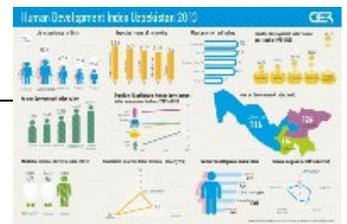
IPOs must understand the effects of conflict, and must seek to protect women's rights and ensure they are integrated into all actions promoting peace, resolving conflict and reconstructing war-torn societies. If peacekeeping missions are to succeed in ensuring a sustainable peace and long-term reconciliation based on democratic principles and internationally recognised human rights, it is crucial that all their activities and policies uphold the principles of gender equality and non-discrimination.

It is important that IPOs realise that conflict has different consequences for women and children, and that they have particular post-conflict priorities and needs.

IPOs may be assigned to monitor local police agencies and training new or restructured agencies. In the latter case, the objective is to create professional law enforcement agencies which adhere to international standards of democratic policing. Recruiting and retaining women officers must be an important objective; new or restructured police agencies must develop the systems that enable them to work in a gender-sensitive way, to address gender-based and sexual crimes as well as sexual assault and domestic violence. They must incorporate strategies to combat the trafficking of human beings, especially women and children.

Human Development Index (HDI)

- Country Profile



GEOGRAPHY

Full country name: _____ Capital City: _____
Head of State: _____
Area: (sq km) _____ Population: _____
Ethnicities: _____
Major languages: _____
Religions (%): Christianity Judaism Islam Hindu Buddhism Other
Life expectancy: _____ (m) _____ (f)
Literacy: _____ (m) _____ (f)
Development: Developed Developing Emerging/Transitioning Failed
Standard of Living: _____

GOVERNMENT

- **Form of Government:** Democracy / Communist / Theocracy / Monarchy / Dictatorship
- **Legal System:** Civil Law / Common Law / Religious / Customary / Pluralism
- **Political Parties:**
- **Infrastructure (Utilities) and Public Services:**
 - Transport systems (ports, rail, roads, bridges, airports) and Mass Transit
 - Sanitation & Sewerage (waste management)
 - Water (supply, quality and management)
 - Electricity and Gas (source and capacity)
 - Telecommunications (landline, cellular networks, IT) and Broadcasting
 - Health Services
 - Education: level, free (primary, secondary, tertiary, professional)
 - Welfare and Social Services
 - State Security: type, function, numbers, deployment, training, equipment, morale
 - Emergency Services: ambulance, fire, civil defence etc. (capacity)
- **Judiciary:**
- **Internal Issues:**
- **Transnational Issues:**
 - Political Disputes, Territorial Disputes, Crime (e.g. trafficking)

ECONOMY

- **Monetary Unit:**
- **Natural Resources** (renewable and non-renewable): mining, oil, gas, forestry, fishing
- **Industry:**
 - Primary: fishing, farming, forestry, mining
 - Secondary: industrialisation and manufacturing
 - Tertiary: services, information and professions
- **Main Exports:**
- **Employment (%)**:
- **Land Use (%)**: agriculture horticulture forestry mining
- **International Trading Partners:**
- **Natural Hazards:** earthquakes, volcanoes, weather, landslides etc.
- **Environmental Issues:** air pollution, water pollution, deforestation, soil erosion etc.



- *International Law*

International law is the set of rules generally regarded and accepted as binding in relations between states and between nations. It serves as a framework for the practice of stable and organised international relations.

International law differs from state-based legal systems in that it is primarily applicable to countries rather than private citizens. National law may become international law when treaties delegate national jurisdiction to supranational tribunals such as the European Court of Human Rights or the International Criminal Court. Treaties such as the Geneva Conventions may require national law to conform to respective parts.

The term "international law" can refer to three distinct legal disciplines:

- **Public International Law**, which governs the relationship between states and international entities. It includes these legal fields: treaty law, law of sea, international criminal law, the laws of war or international humanitarian law, international human rights law, and refugee law.
- **Private international law / Conflict of Laws**, which addresses the questions of
 1. which jurisdiction may hear a case, and
 2. the law concerning which jurisdiction applies to the issues in the case.
- **Supranational law** (of supranational organisations), which concerns regional agreements where the laws of nation states may be held inapplicable when conflicting with a supranational legal system when that nation has a treaty obligation to a supranational collective.

Much of international law is *consent-based* governance. This means that a state member is not obliged to abide by this type of international law, unless it has expressly consented to a particular course of conduct. This is an issue of state sovereignty. However, other aspects of international law are not consent-based but still are obligatory upon state and non-state actors such as customary international law and *peremptory norms (jus cogens)*.

A peremptory norm (*jus cogens*, Latin for "compelling law") is a fundamental principle of international law that is accepted by the international community of states as a norm from which no legal suppression is permitted. These include the prohibition of international crimes, slavery, torture, genocide, wars of aggression, and crimes against humanity.

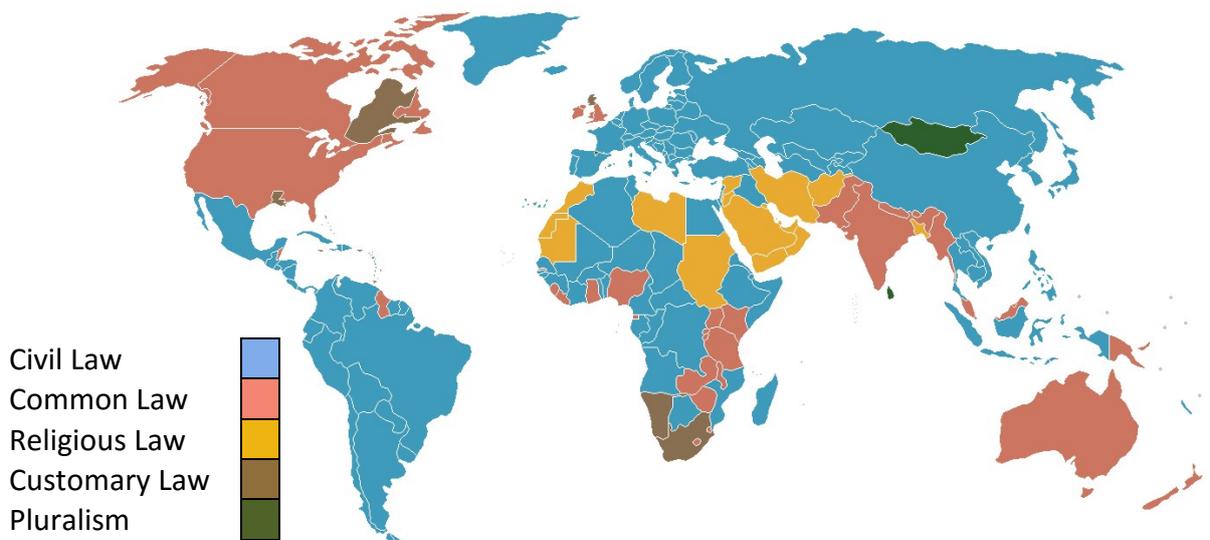


Perhaps the two most well-known and referred to international laws: the *Universal Declaration of Human Rights* (1948), and the *Geneva Convention* (original 1864)





The five major legal systems of the world today consist of:



However, each country developed variations on each system or incorporated aspects of others into their own system.

Civil Law

Civil Law is the codification within a constitution or an amendable statute passed by legislature. It is the most widespread system of law in the world.

Civil Law mainly derived from the Roman Empire and extensive reform in Byzantium (ca. 529AD), resulting in the codified documents *Corpus Juris Civilis*. Civil Law was also partly influenced by religious laws such as **Canon** and **Islamic Law**. Only legislative enactments are considered legally binding.

Civil Law can be subdivided into four distinct groups:

- **French Civil Law:** France, the Benelux countries, Italy, Spain, and their former colonies;
- **German Civil Law:** Germany, Austria, Croatia, Switzerland, Greece, Portugal, Turkey, Japan, South Korea and the Republic of China;
- **Scandinavian Civil Law:** Denmark, Norway, Sweden, Finland and Iceland;
- **Chinese Law:** mixture of civil law and socialist law.

The European Union Court of Justice mixes Civil Law (based on the treaties), attaching importance of *Case Law*.

Common Law

Common Law derived from *case decisions* by judges (Case Law). Every country using Common Law also has a legislature that passes new laws and statutes, however these do not amend the original collected and codified body of law.

The doctrine of *stare decisis* (*precedent by courts*) is the major difference to codified Civil Law systems.



Common Law developed in England, influenced by Norman legal concepts. It was later inherited and practiced in former colonies (now the Commonwealth of Nations, Ireland, South Africa, Hong Kong and the United States). Several other nations have adapted a pluralistic form of Common Law e.g. Pakistan and Nigeria, incorporating Religious Law.

One of the most fundamental documents to shape Common Law is the **Magna Carta** which placed limits on the power of the English Kings. It served as a *Bill of Rights* for the aristocracy and the judiciary who developed the law.

Religious Laws

Religious Law refers to a religious system or document used as a legal source. The main Religious Laws are **Sharia** in Islam, **Halakha** in Judaism, and **Canon Law** in Christianity. In some cases these are intended purely as individual moral guidance, whereas in other cases they are intended and may be used as the basis for a country's legal system.

Sharia

The Islamic legal system of Sharia (Islamic Law) and Fiqh (Islamic Jurisprudence) is the most widely used Religious Law. Islamic Sharia Law (and *Fiqh* jurisprudence) is based on legal precedent and reasoning by analogy (*Qiyas*), thus considered similar to Common Law. It is not a divine law, as only a fraction of Sharia law is based on the Qur'an and Sunnah, while the majority of its rulings are based on the Ulema (jurists) who used the methods of *Ijma* (consensus), *Qiyas* (analogical deduction), *Ijtihad* (reason) and *Urf* (common practice) to derive *Fatwā* (legal opinions).

During Islam's Golden Age, classical Islamic Law influenced the development of Common and Civil Law institutions. Sharia Law governs a number of Islamic countries, including Saudi Arabia and Iran, though most use Sharia Law only as a supplement to national law. It can relate to all aspects of civil law, including property rights, contracts or public law.

Halakha

The Jewish Halakha, for public law, has a static and unalterable quality, preventing amendment through legislative acts of government or development through judicial precedent. It is followed by orthodox and conservative Jews in both ecclesiastical and civil relations. No country is fully governed by Halakha, but dispute-based rulings in a Jewish court are legally binding.

Canon Law

Christian Canon Law is similar to Civil Law in its use of civil codes. It is not a divine law as it is not found in "revelation". Instead, it is seen as human law inspired by the word of God and applying the demands of that revelation to the actual situation of the church. Canon Law regulates the internal ordering of the Roman Catholic, Eastern Orthodox and the Anglican Churches. Canon law is amended and adapted by the legislative authority of the church, such as councils of bishops, single bishops for their respective sees, the Pope for the entire Catholic Church, and the British Parliament for the Church of England.



Legal Pluralism

Legal Pluralism is the existence of multiple legal systems within one geographic area. Plural legal systems are particularly common in former colonies, where the law of a former colonial authority may exist alongside more traditional legal systems. When these systems developed, the idea was that certain issues (e.g., commercial transactions) would be covered by Common Law, while other issues (e.g., family and marriage) would be covered by Traditional Law.

Legal pluralism also occurs when different laws govern different groups within a country. For example, in India and Tanzania, there are special Muslim courts that address concerns in Muslim communities by following Islamic law principles. Secular courts deal with the issues of other communities.

Customary Law

In law, **custom** can be described as the established patterns of behaviour within a particular culture. A claim can be carried out in defence of "*what has always been done and accepted by law.*"

Generally, customary law exists where:

1. a certain legal practice is observed; and
2. the relevant actors consider it to be law (*opinio juris*).

Customary law is a recognised - but inferior - source of law within jurisdictions of the civil law tradition, inferior to both statutes and regulations. In Canada, Australia and New Zealand, customary *aboriginal* law already has a constitutional foundation and influence.

Customary law continues to be used in many *Emerging* and *Developing* nations, usually used alongside Common or Civil Law. In 1995, the President of Kyrgyzstan announced the resumption of the *aqsaqal* courts of village elders, granting jurisdiction over property, torts and family law. Similar courts exist, with varying levels of legal formality, in other countries of Central Asia.

Kanun

The **Kanun** (*The Code of Lekë Dukagjini*) is a set of laws used mostly in northern Albania and Kosovo from the 15th century, revived in the early 1990s.

Although attributed to the Albanian prince Lekë Dukagjini, the Kanun evolved over time as a way to bring laws and rule to the land. The code was divided into sections: Church, Family, Marriage, House, Livestock and Property, Work, Transfer of Property, Spoken Word, Honour, Damages, Criminal Law, Judicial Law, Exemptions and Exceptions.

These Kanun resurfaced as people had no faith in the local government and police. Although still practiced, there is no acknowledgment of the code in the contemporary Albanian legal system.

Criminal Procedure



- *Civil Law vs. Common Law*

Criminal procedure is the legal process for judging claims that someone has violated criminal law.

Differences between Civil Law and Common Law Systems

Civil Law jurisdictions follow an **inquisitorial system**, in which judges undertake an active investigation of the claims by examining the evidence and preparing reports.

In **Common Law**, the trial judge, the investigators, and the prosecution have completely separate roles. After an investigation has been completed and charges lodged, the trial judge presides over proceedings based on an **adversarial system** of dispute resolution, where both the prosecution and the defence prepare arguments to be presented before the court. Some Civil Law systems have adopted adversarial procedures.

Common Law countries believe that Civil Law systems do not have the so-called "*presumption of innocence*", and do not provide the defence with adequate rights.

Civil Law countries believe that accusatorial proceedings favour rich **defendants** who can afford large legal teams, and are very hard on poorer defendants.

Basic Rights

Currently, in countries with a democratic system, criminal procedure puts the **burden of proof** on the prosecution - that is, it is up to the prosecution to prove that the **defendant** is guilty; as opposed to having the defence prove innocence: any doubt is resolved in favour of the defendant. This is known as **presumption of innocence**.

Democratic systems allow the defendant the right to **legal counsel** and provide any defendant who cannot afford their own lawyer with a lawyer paid for at the public expense.

Difference in *Criminal* and *Civil* procedures

Most countries make a rather clear distinction between *civil* and *criminal* procedures. A Commonwealth criminal court may force a defendant to pay a fine as punishment and any associated legal costs of the prosecution. But the victim of the crime pursues their claim for **compensation** in a civil, not a criminal, action. In countries practicing Civil Law, the victim of a crime ("**injured party**") may be awarded **damages** by a criminal court judge.

The required standards of proof are higher in a *criminal action* than in a *civil* one since the penalties are not only financial but can also involve a prison sentence.



Under Civil Law the prosecution must prove the guilt of a criminal “**beyond reasonable doubt**”; but the **plaintiff** in a civil action is required to prove his case “**on the balance of probabilities**”. "Beyond reasonable doubt" is not defined for the **jury**, which decides the **verdict**, but requires the prosecution to exclude innocence. In a *civil case*, however, the court simply weighs the **evidence** and decides what is most probable.

Criminal and civil procedures are different. Although some systems, including the Commonwealth, allow a private citizen to bring a criminal prosecution against another citizen, criminal actions are nearly always started by the state. Civil actions, on the other hand, are usually started by individuals.

Evidence given at a criminal trial is not necessarily admissible in a civil action, just as evidence given in a civil case is not necessarily admissible in a criminal trial.

Trial by Jury

A **jury** is a sworn body of twelve people (randomly selected from the electoral roll) convened to provide an impartial verdict of guilt, or lack thereof, in a crime. In the United States, a jury may also be convened to judge whether the State has sufficient evidence to bring a case to trial.



Prosecution Process



- *Defining Crime*

Definition: a **crime** is a breach of law and public order, subject to punishment

Synonyms are: offence, criminal offence, criminal act, punishable act, criminal deed

Most criminal legal systems distinguish between three different levels of offence:

1. Felony / Serious offence / Major Crime (e.g. murder, rape)
2. Misdemeanour / Offence / Crime (e.g. burglary)
3. Infraction / Infringement / Transgression / Contravention (e.g. *Regulatory Offence*)

Three elements are necessary to commit a crime:

1. Subject matter or substance of a crime

2. Illegality

- when*
- no case of self-defence
 - not in defence of a third person
 - not rightfully carrying out one's duties

3. Guilt or Culpability

- intentionally, wittingly 1st degree
- wilfully, knowingly 2nd degree

Key terms:

- with bad intention ("criminal intent")
- gross negligence (extreme carelessness)
- premeditated (as in "premeditated murder")
- guile (cunning, deviousness – as in fraud)
- malice (cruelty – as in hate crimes etc.)
- with base motive (immoral)

Criminal proceedings may be initiated in two ways:

By: 1. Prosecution in the Public Interest

On: 2. Request / Demand for prosecution

either way leads to:

- **accusation / indictment**

and then to:

- **judicial inquiry / investigation in court**

Mitigating circumstances: are those which do not constitute a justification or excuse for an offense but which may be considered as reasons for reducing the degree of blame.

Prosecution Process



- The British Common Law System

Within British Common Law (practised throughout the Commonwealth), if it is an individual's first offence, and the crime is minor, the person found **guilty** is often **unconditionally discharged**: he or she is released without punishment. However, if the offender is known to the Court a **conditional discharge** or **suspended sentence** may instead be given, meaning that the guilty person goes *conditionally* unpunished: if they commit another crime within a stated period of time, the first crime will be taken into account and/or original penalty re-instated. They may also be put **on probation**, which entails regular meetings with a Justice case officer.

Monetary **fin**es are the most common form of punishment for minor offences, or a defined number of hours of **community service**. For more serious or repeated offences **periodic detention** is given (one day per week, labouring on a community project, over a number of defined months, up to 24 months).

Wherever possible, magistrates and judges try not to imprison people. This costs the state money, the country's prisons are already overcrowded. Additionally, far from rehabilitation, prisons have a reputation for being "schools for crime".

Often people who are sent to prison do not usually serve the entire length of sentence. They receive **remission** or **parole** of their sentence for *good behaviour*. The **parole** system operates to give prisoners, an opportunity to be conditionally released earlier.

Person

- **Offender** (UK/ **Perpetrator** (US) – an unknown person who has committed a criminal offence
- **Suspect** – a known person who has committed an offence

Prosecution Process

1. Arrest
2. Caution – "reading of rights" / Miranda Warning (U.S.)
3. Interview a witness)
4. Interrogate a suspect
5. Statement (written or verbal)
6. Charge – a formal accusation of illegal behaviour in reference to the law
7. Prosecution: in court using witness testimony and evidence
8. Verdict: Guilty or Not Guilty (Acquitted); occasionally "case not proven"

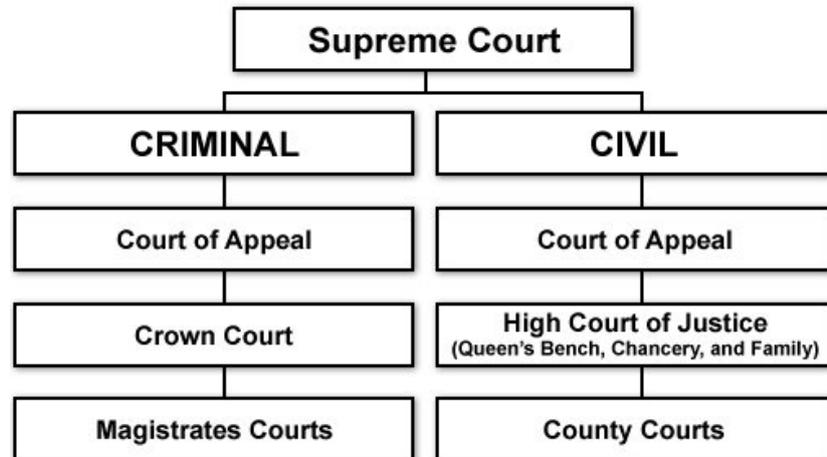


Prosecution Process

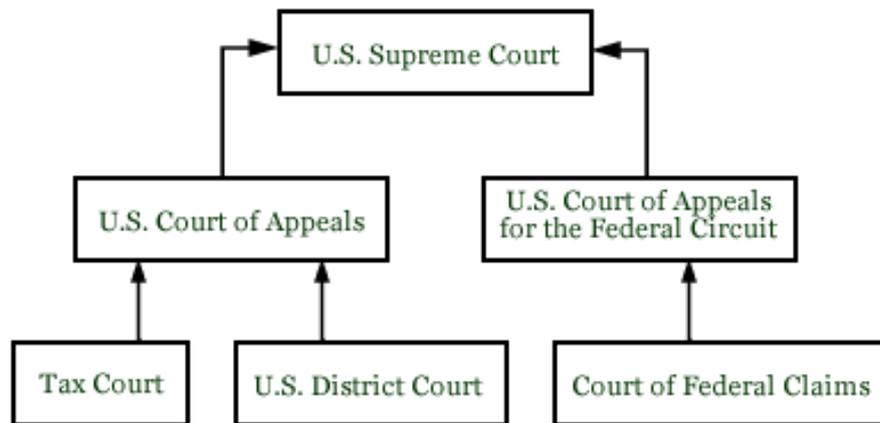
- The Courts (U.K. and U.S.)



U.K.



U.S.



Terminology

- Crown/State Prosecutor (U.K.) / District/State Attorney (U.S.)
- Solicitor – non-court representation / Barrister – court representative (U.K.)
- Lawyer, Attorney, Legal Counsel (U.S.) – legal representative for all fields
- Plaintiff – accuser (civil case)
- Accused (UK)/ Defendant (US) – the person who is undergoing prosecution
- Legal Aid – free legal advice and representation provided by the court
- Public Defender (U.S.): court appointed defence lawyer
- Magistrates' Court – lower court for civil & minor crime (judged by Magistrate)
- Arbitration Court / Disputes Tribunal - mediation
- High Court – upper court (usually by Jury)
- Privy Council (U.K.) / Supreme Court (U.S.) – highest legal authority
- Bailiff – court officer who collects fines, serves warrants, keeps order in court
- Sheriff (Commonwealth *except* Scotland): a legal official of the courts or region
- Sheriff (U.S.): an elected county officer responsible for keeping the peace (law enforcement, security, corrections, civil law)

Prosecution Process



Pre-Sentencing (criminal conviction)

- Remanded at *Large* – free, non-custodial
- Remanded in *Custody* – legally held in detention centre (for those considered to be a public risk, or likely to run from justice)
- Bail - a security deposit given to the court prior to trial and/or sentencing
- Probation Report

Penalties

- Verbal Warning
- Probation
- Fine
- Community Service
- Criminal Record / Criminal Record Number (CRN)
- Periodic Detention
- Suspended Sentence
- Custodial Sentence / Prison (imprisonment) / Incarceration

Custodial and Correctional Facilities

- **Interrogation Room** is a secure room where suspects are questioned/interrogated
- **Police Holding Cell** is a secure temporary holding room in a police station
- **Detention/Remand Centre** is a holding facility for defendants awaiting/undergoing prosecution.
- **Prison** is a punishment/rehabilitation facility where a residential sentence is served (low to maximum security)
- **Jail** (US) is County low-to-medium prison; usually for short term sentences.
- **Penitentiary** is a US Federal or State prison, usually medium to maximum security
- **Correctional Facility** is a general term for a facility where residential and non-residential sentences are served
- **Borstal/ Juvenile Prison** is a correctional facility for serious or repeating young offenders



Post-Custodial (*early release*):

- Criminal / Convict (ex-con)
- Parole / Remission – conditional early release
- Half-Way House
- Probation Officer / Parole Officer / Case Officer

Prosecution Process



- *The Caution: Reading of Rights*

The advice must contain the following points:

1. The suspect must be advised what they are accused of.
There is no need to state the exact paragraph of the law.

"You are under arrest for"

2. The suspect must be given the right to remain silent (self-incrimination).

"You have the right to remain silent. Anything you say can and may be used against you in a Court of Law"

3. The accused must be advised that they have the right to legal advice and representation at any time. This does not mean that the accused can make one or more telephone calls freely; contact to a lawyer can be made by the police on behalf of the accused.

"You have the right to talk to a lawyer. If you don't have one, we can contact a duty lawyer on your behalf"

4. The accused must be informed that he may present evidence toward their discharge.

Cautioning a Witness

In many countries witnesses are not familiar with being cautioned *before* making a statement – and consequently may not cooperate for fear of self-incrimination or being under suspicion. These individuals are more familiar with giving a statement, then stopped and cautioned that anything *further* they say *"can and may be used against you in a Court of Law"* (i.e. their statement cannot be used as self-incriminating).

Interrogation Prohibited Practices

The following methods of interrogation are prohibited:

- abuse and maltreatment (torture)
- sleep deprivation
- physical interference
- use of drugs
- Impairment of the memory or judgement

Statements made/taken as a result of the above mentioned methods may not be considered reliable nor used in a court of law.

Policing by Consent



- Establishment of Police in England



In the British model of policing, police officers are “*citizens in uniform*”. They exercise their powers to police their fellow citizens with the implicit consent of their fellow citizens – “*policing by consent*”. It represents that the legitimacy of policing in the eyes of the public is based upon a consensus of support that follows from transparency about their powers, demonstrating integrity in exercising those powers and their accountability for doing so.

In early 19th century, attempts by the British Government to set up a police force for London - the largest city in the world - met with a lot of opposition:

- People were suspicious of the idea of a large police force, possibly armed. They feared it could be used to suppress protest or support unpopular rule.
- Paris had the best-known, best-organised, paid police force. However, Britain had been at war with France (1793-1815) – so many people disliked the idea of adopting French governance practises.
- People did not think it was the job of the government to set up and control a police force; they thought it should be under local control.

Policing in London before 1829

Law enforcement among the general population was carried out by unpaid constables and parish watchmen who were elected/appointed by the local justice of the peace. In certain circumstances, such as serious public disorder, the army would intervene.

As law enforcement lacked criminal investigation capability, Magistrate Henry Fielding introduced the first detective service: the “*Bow Street Runners*” in 1753.

Fielding's force was made up of eight former constables who investigated crimes, handed over to them by the constables and watchmen.

Unofficial “thief-takers” operated independently, being employed by fee-paying members of the public to catch criminals and present them before a magistrate.

In 1798 the *Marine Police Force* (aka *Thames River Police*) was established, with salaried, full-time constables. Responsible for preventing the theft of cargo, the Marine Police were initially made up of 220 Constables, assisted by 1,000 registered dock workers.

In its first year of operation 2,000 offenders were found guilty of theft from the docks. This success – supported by economic cost vs. benefit ratio - led to it becoming the first publicly funded preventive police force in England.

The London *Marine Police Force* is regarded as being the first modern police force in the world, in the sense that they were not government controlled and were responsible for the prevention of crime. Now known as the Metropolitan Police Marine Policing Unit it is also the oldest police force in continuous operation.

Policing by Consent



- Peelian Principles



Although not the first, the concept of professional policing was taken up by Sir Robert Peel, Home Secretary, in 1822.

Peel's **Metropolitan Police Act 1829** established a full-time, professional and centrally-organised police force for Greater London known as the "Metropolitan Police". Initially known as "Peelers", they went on to be known as



the "London Bobby".

The **Peelian Principles** describe the philosophy that Sir Robert Peel developed to define an ethical police force. This philosophy is commonly known as **policing by consent** in the United Kingdom and other countries such as the USA, Canada, Australia and New Zealand.

Peelian Principles

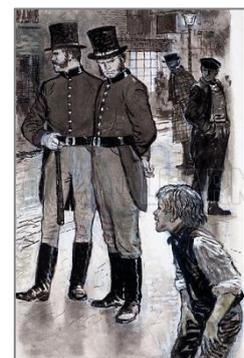
The principles traditionally credited to Peel state that:

- Every police officer should be issued an identification number, to assure accountability for his actions.
- Whether the police are effective is not measured on the number of arrests, but on the lack of crime.
- Above all else, an effective authority figure knows trust and accountability are paramount. Hence, Peel's most often quoted principle that "*The police are the public and the public are the police.*"

The Nine Principles of Policing

The nine principles were set out in the 'General Instructions' issued to every new police officer in the Metropolitan Police from 1829.

1. To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
2. To recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour and on their ability to secure and maintain public respect.
3. To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws.





4. To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.

5. To seek and preserve public favour, not by pandering to public opinion; but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour; and by ready offering of individual sacrifice in protecting and preserving life.



6. To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

7. To maintain at all times a relationship with the public that gives reality to the historic tradition that *“the police are the public and that the public are the police”*, the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.



8. To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.

9. To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.



Criminal Justice covers every aspect of our legal system; from the police, through the courts on to correctional facilities, even covering probation and parole. Being the operational arm of the Judicial System, a police department may use one of the following methodologies or a combination of all, to perform their specialist role in enforcing Law and Order.

Reactive (Traditional) Policing - police respond when a call comes in stating that a crime has occurred. Upon arrival the patrol service take a report then pass the investigation over to the detectives' branch. At this point, the patrol service officer(s) would return to their patrol vehicle or station, awaiting their next callout.

Patrol Officers have little interaction with the citizens within their greater AOR and respond to crimes at various points in the city, rather than a fixed area. Officers' barely know anyone in the areas where they are responding nor do the citizens know the officers. Also under this type of policing, there is nothing in place to try to prevent crime from occurring. It's a response based "supply and demand" policing system, similar to the Fire Service.

Predictive Policing refers to the usage of predictive and analytical techniques in law enforcement to identify potential offenders.

Problem-Orientated Policing (POP) - has an emphasis on trying and prevent crime from happening. This policing model has detectives watching for patterns in crimes to help understand when and how crimes are being committed. Once they have a pattern they will search for ways in which to help prevent crimes from continuing to happen in those areas.

This model has more of a proactive stance than the traditional policing models do.

Community-Orientated Policing - focuses on police building ties and working closely with members of the communities within their AOR. The officers will make their presence known and also rely on community members to report any suspicious behaviour or tips on criminals in the area. This method creates a relationship and engenders an element of trust.

Reassurance Policing aims to identify "signals", and involve the community in solving community-related problems (similar to the community policing). Signal crimes are those that shape a community's perception of risk [from particular types of crime during a given period].



Scanning, Analysis, Response and Assessment (SARA) - refers to four key steps in the problem solving and decision making processes.

Scanning involves looking for patterns of problem activities, including victims, locations and types of crimes. It requires an evaluation of the problem, the perception of the problem by both law enforcement and external partners, and an analysis of the severity of the problem.

Analysis, which includes looking for the root causes of any problems or issues identified. Information is gathered from a variety of sources, including crime reports and community members who are directly affected by the issue. Causes of problems can include many factors, including neighbourhood and community perceptions of law enforcement themselves.

Once the cause is identified, law enforcement officials will work with the community to come up with and execute an appropriate, long-term response. After the **response** is implemented, an ongoing **assessment** is required to evaluate the effectiveness of the solution and make adjustments as appropriate.

Intelligence-led Policing (ILP) – built around risk assessment and management, ILP is defined as *“a strategic, future-oriented, targeted approach to crime control, focusing upon the identification, analysis & management of persisting and developing problems or risks.”*

Although a policing framework that builds on earlier methodologies, including community policing, problem-oriented policing, and partnership models of policing, it originated as a rejection of the reactive policing with calls for police to spend more time employing surveillance to combat repeat offenders.

Viewed as a management tool rather than crime reduction strategy, benefits are seen as:

1. Supportive and informed command structure
2. Intelligence-led policing is the heart of an organization-wide approach
3. Integrated crime and criminal analysis
4. Focus on prolific and serious offenders
5. Analytical and executive training available
6. Both strategic and tactical tasking meetings take place
7. Much routine investigation is screened out
8. Data are sufficiently complete, reliable and available to support quality products that influence decision-making
9. Management structures exist to action intelligence products
10. Appropriate use of prevention, disruption and enforcement

NATO Phonetic Alphabet



The following International Phonetic Alphabet can be used with radio and telephone to spell out difficult words:

Letter	Phonetic Equivalent	Numeral	Spoken as
A	ALFA	∅	ZERO
B	BRAVO	1	WUN
C	CHARLIE	2	TOO
D	DELTA	3	THU-REE
E	ECHO	4	FO-WER
F	FOXTROT	5	FI-YIV
G	GOLF	6	SIX
H	HOTEL	7	SEVEN
I	INDIA	8	ATE
J	JULIETT	9	NINER
K	KILO
L	LIMA		
M	MIKE		
N	NOVEMBER		
O	OSCAR	Examples	
P	PAPA	:	
Q	QUEBEC		
R	ROMEO	12	TWELVE
S	SIERRA	44	FO-WER FO-WER
T	TANGO	90	NINER ZERO
U	UNIFORM	136	WUN THUH-REE SIX
V	VICTOR	500	FI-YIV HUNDRED
W	WHISKEY	7000	SEVEN THOUSAND
X	XRAY	1478	WUN FO-WER
Y	YANKEE		SEVEN ATE
Z	ZULU	19A	WUN NINER ALFA

In general, numbers are transmitted digit by digit except that multiples of hundreds and thousands are spoken as such.



PROWORDS

ACKNOWLEDGE	- Confirm that you have received my message and will comply. (WILCO)
AFFIRMATIVE	- Yes/Correct
NEGATIVE	- No/Incorrect
CORRECTION	- An error has been made in this transmission.
LOCSTAT	- location status (where)?
SITREP	- situation report, <u>what</u> is happening in area?
NTR	- nothing to report
SILENCE	-SILENCE-SILENCE! Cease all transmissions on this net immediately. Will be maintained until lifted.
OUT	- This is the end of my transmission to you. No answer or acknowledgement is expected.
OUT TO YOU	- Do not answer, I have nothing more for you, I shall now call some other Call Sign on the net
PROCEED TO	- go to ... as soon as possible
SAY AGAIN	- Repeat
SPEAK SLOWER	- Reduce the speed of your transmission
I SPELL	- I shall spell the next word, group or equivalent phonetically
RELAY TO...	- Transmit the following message to all addressees or to the address designation immediately following
THROUGH ME	- I am in contact with the station you are calling, I can act as a relay station
ROGER	- I have received your last transmission satisfactorily
WILCO	- I have received your message, understand it, and will comply (ROGER and WILCO are never used together)
WAIT	- I must pause for a few seconds
WAIT ONE	- I must pause for a minute and will call back



Example of Conversation

“THIS IS” is used to indicate the calling station.

“ALFA ONE, ALFA ONE - THIS IS CHARLIE THREE - MESSAGE – OVER”

“CHARLIE THREE, CHARLIE THREE, THIS IS ALFA ONE - SEND – OVER (or GO AHEAD OVER)”

“THIS IS CHARLIE THREE - WATCH FOR FALLEN ROCKS ON ROAD BIRKET - I SPELL - BRAVO INDIA ROMEO KILO ECHO TANGO - BIRKET – OVER”

“THIS IS ALFA ONE - WILCO – OUT”

Report of Reception

The following phrases are for use when initiating and answering queries concerning signal strength and readability.

RADIO CHECK - What is my signal strength and readability, how do you read me?

YOU ARE (I READ YOU) - Your signal strength and readability is as follows...

Reports of signal strength:

LOUD	Your signal is strong.
GOOD	Your signal is good.
WEAK	I can hear you only with difficulty.
VERY WEAK	I can hear you only with great difficulty.
NOTHING HEARD	I cannot hear you at all.

Reports of signal readability:

CLEAR	Excellent quality.
READABLE	Good quality. No difficulties in reading you.
DISTORTED	I have trouble in reading you.
WITH INTERFERENCE	I have trouble in reading you due to interference.
NOT READABLE	I can hear that you transmit, but I cannot read you at all.

Example:

OA, OA, THIS IS O1 - RADIO CHECK - OVER

O1, O1, THIS IS OA - YOU ARE LOUD AND CLEAR - OVER

THIS IS O1 - YOU ARE LOUD AND CLEAR AS WELL - OUT



1. To avoid confusion its often easier to use the twenty-four-hour clock:

1am = 0100hrs 2pm = 1400hrs
8.15am = 0815hrs 8.45pm = 2045hrs

2. In order to show that it is a timing, the word “**hours**” is usually added to the end. In written timings, this is abbreviated to **hrs**:

0300hrs = zero three hundred hours
1210hrs = twelve ten hours

3. Verbal timings are given as follows:

1400 = fourteen hundred 1515 = fifteen fifteen
1435 = fourteen thirty-five 1528 = fifteen twenty-eight
1500 = fifteen hundred

4. A single ‘0’ in the timing is normally pronounced as “zero”:

0800 = zero eight hundred 0805 = zero eight zero five

Note: This does not apply to a single 0 at the end:

1110 = eleven ten 1620 = sixteen twenty

5. Midnight is usually avoided as a timing for obvious reasons.

When it is used, it may be given in several different ways:

2400 = twenty-four hundred
2359 = twenty-three fifty-nine
0001 = zero zero zero one

Note: Timings between midnight and 0100 are given as follows:

0005 = zero zero zero five
0035 = zero zero thirty-five

6. On operations, UN and NATO forces normally use Greenwich Mean Time (GMT), which is also known as **Zulu time**, regardless of the time of the country in which they are operating:

1010Z = ten ten hours Zulu time

Note: Other time zones around the world are identified by different letters of the alphabet. The time of the country in which one is operating is also known as **local time**, for example: “*The Consul will be arriving at 1430hrs local time.*”

In civilian timings, A.M. (ante meridiem) and P.M. (post meridiem) start immediately after Midnight and Noon (Midday) respectively.

Useful terms:

Dawn = Sunrise
Dusk, Sunset = Sundown
Evening = period between sunset and normal bedtime



This generic Orders format can be applied to any type of operation or task, and is designed to ensure that no important points are omitted. Used by the military, formed police units, and police tactical units, the following sequence can be used as a guide to present or follow operation briefings:

1. GROUND:

A detailed description of the terrain over which the operation or task will be carried out.

2. SITUATION:

- a. Target Group: locations, strengths, organization, current activity and future intentions
- b. Friendlies: overall plan of the higher formation, locations and tasks of neighbouring groupings
- c. Attachments and Detachments: any sub-units which are attached to your grouping for this operation, and any of your grouping's own sub-units which have been detached for other tasks.

3. MISSION:

A simple and concise statement, which explains exactly what the grouping is trying to achieve (e.g. "our mission is to secure the bridge at grid 324599"). This is always stated twice.

4. EXECUTION:

- a. Concept of Operations: i.e. a general outline of how the operation is intended to proceed
- b. Detailed Tasks: i.e. specific tasks allocated to each sub-unit of the grouping
- c. Coordinating Instructions: e.g. timings, rules of engagement (ROE), indirect support, actions to be carried out in the event of something going wrong, etc.

5. ADMINISTRATION AND LOGISTICS:

General administrative details such as: dress, equipment, weapons, ammunition, rations (food and water), medical facilities, prisoners, transport, ablutions (toilet facilities) etc.

6. COMMAND AND SIGNALS:

- a. Command: i.e. command structure of the grouping and nomination of alternative commanders in the event of casualties
- b. Signal: e.g. radio frequencies, codes and code-words, report lines, passwords, etc.

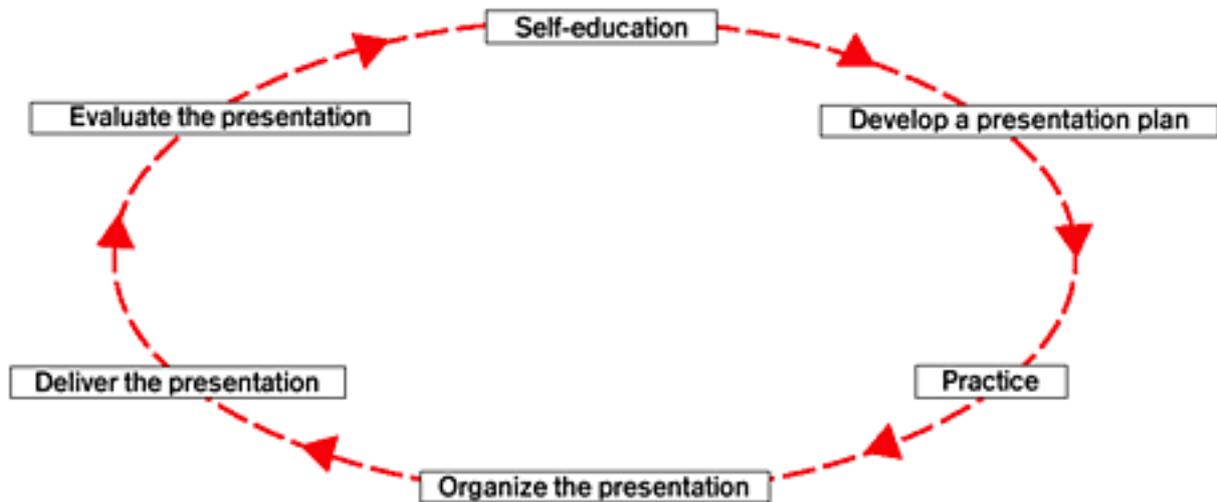
Warning Order

A Warning Order is a written notice that is posted in a common duty area to advise team members of an "O Group" (Orders Group)

- | | | |
|----------|-----------------------------------|----------------------------|
| • Who: | who is this notice for | e.g. Patrol Group 2 |
| • When: | time and date | e.g. 1400hrs/171116 |
| • Where: | where is the briefing to be given | e.g. Rm2, Building 9, ARRC |
| • Why: | reason for O Group | e.g. Patrol Orders |

Presentation Guide

- The Presentation Cycle



Introduction

Greeting	Your name
Your position	Reference to the audience
Topic	Brief Overview
Timing	When to ask questions

Body of Presentation

First item on the agenda	Next Item
Last item on the agenda	

End

Conclusion (if argument presented)	Summary
Thanking the audience	
Questions	Personal input/ hook



1. **Leave nothing to chance:** be organised and prepared, never assume
2. **Know how to start:** rehearse and practice
3. **Pointers:** avoid over use – it's a distraction
4. **Hands:** practice hand gestures, and keeping hands out of the way
5. **Notes:** use small cards, or place notes of podium or desks
6. **Get straight to the point**
7. **Talk to your audience,** not to the board, computer or back wall
8. **Know what works:** rehearse and practice
9. **Remember the 4 C's:** clear, concise, calm and confident
10. **Speak naturally** and **develop your own style**
11. **Know your audience:** know their expectations, address the topic
12. **Treat your audience as equals:** someone always knows more
13. **Take your time:** don't rush, you'll lose your message
14. **Be professional but also be yourself**
15. **Don't make a special effort to be funny**
16. **Let your visual aids speak for themselves:** keep PowerPoint and charts simple, using short points, phrases and statements
17. **Never compete with your visuals:** visuals are always more interesting
18. **Welcome questions from the audience:** but control the when
19. **Finish strongly**

Effective Communication

- *Body Language*



Our bodies have a language of their own, and what it says isn't always kind. Your body language is an integral part of who you are, to the point where you might not even think about it.

What follows are the 15 most common body language slip-ups that people make, which *emotionally intelligent* people are careful to avoid.

1. **Slouching** is a sign of disrespect. It communicates that you're bored and have no desire to be where you are.

The brain is hardwired to equate power with the amount of space people take up. Standing up straight with your shoulders back is a power position. It maximizes the amount of space you fill. Slouching, on the other hand, is the result of collapsing your form - it takes up less space and projects less power.

Maintaining good posture commands respect and promotes engagement from both ends of the conversation.

2. **Exaggerated gestures** can imply that you're stretching the truth. Aim for small, controlled gestures to indicate leadership and confidence, and open gestures - like spreading your arms apart or showing the palms of your hands - to communicate that you have nothing to hide.
3. **Watching the clock** while talking to someone is a clear sign of disrespect and impatience. It sends the message that you have better things to do than talk to the person you're with, and that you're anxious to leave them.

4. **Turning yourself away from others**, or not leaning into your conversation, portrays that you are unengaged, uninterested, uncomfortable, and perhaps even distrustful of the person speaking.

Try leaning in towards the person who is speaking and tilt your head slightly as you listen to them speak. This shows the person speaking that they have your complete focus and attention.

5. **Crossed arms** - and crossed legs, to some degree - are physical barriers that suggest you're not open to what the other person is saying. Even if you're smiling or engaged in a pleasant conversation, the other person may get a sense that you're shutting him/her out.

Even if folding your arms feels comfortable, resist the urge to do so if you want people to see you as open-minded and interested in what they have to say.

6. **Inconsistency** between your words and your facial expression causes people to sense that something isn't right and they begin to suspect that you're trying to deceive them, even if they don't know exactly why or how.
7. **Exaggerated nodding** signals approval anxiety. People may perceive your heavy nods as an attempt to show you agree with or understand something that you actually don't.



8. **Fidgeting** signals that you're anxious, over-energized, self-conscious, and distracted.
9. **Avoiding eye contact** makes it look like you have something to hide, and that arouses suspicion. Lack of eye contact can also indicate a lack of confidence and interest.

Looking down as you talk makes it seem like you lack confidence or are self-conscious, causing your words to lose their effect. It's especially important to keep your eyes level if you're making complicated or important points.

Sustained eye contact, on the other hand, communicates confidence, leadership, strength, and intelligence. While it is possible to be engaged without direct, constant eye contact, complete negligence will clearly have negative effects on your professional relationships.

10. **Eye contact that's too intense** may be perceived as aggressive, or an attempt to dominate. The way we break contact sends a message, too: glancing down communicates submission, while looking to the side projects confidence.
11. **Rolling your eyes** is a fail-proof way to communicate lack of respect. Fortunately, while it may be a habit, it's voluntary. You can control it, and it's worth the effort.
12. **Scowling** or having a generally unhappy expression sends the message that you're upset by those around you, even if they have nothing to do with your mood. Scowls turn people away, as they feel judged.

Smiling, however, suggests that you're open, trustworthy, confident, and friendly. MRI studies have shown that the human brain responds favourably to a person who's smiling, and this leaves a lasting positive impression.

13. **Weak handshakes** signal that you lack authority and confidence, while a handshake that is too strong could be perceived as an aggressive attempt at domination, which is just as bad. Adapt your handshake to each person and situation, but make sure it's always firm.
14. **Clenched fists**, much like crossed arms and legs, can signal that you're not open to other people's points. It can also make you look argumentative and defensive, which will make people nervous about interacting with you.
15. **Personal space**. If you stand too close to someone, it signals that you have no respect for or understanding of personal space. This will make people very uncomfortable when they're around you.

Bringing It All Together

Avoiding these communication mistakes will help you form stronger relationships, both professionally and personally.

Law Enforcement Report Writing Guide

- Content Guideline



In the police context, report writing is the main way for:

- Communicating;
- retrieving information; and
- ensuring accountability for observations and/or actions.

Report writing is a means of communication through which events or incidents are made known and/or recorded: crucial for information sharing, decision-making and monitoring progress of activities

Contents and Style of Report:

- Personal Data
- Report Data (5 Ws and H)
- Writing Principles (accurate, brief, complete, clear, objective and well formatted)
- Writing Style (abbreviations, dates, time, names of places and numbers)

1. **Personal Data** are the identification of all persons involved, including:

Name of police officer and number
Surname / Last Name / Family Name (also Maiden Name)
First Name / Forename / Given Name
Date and Place of Birth (DOB)
Status: single / married / divorced / widowed / separated
Nationality / Ethnicity / Country / Citizenship
ID Card (Type and Number)
Residence / Address / Mailing Address
Telephone / Mobile Phone / Email Address
Occupation / Profession / Job
Father's name (Surname and First name)
Mother's name
Address (Street, Village, Town, Country)

2. **Report Data** are the summary of all important facts and details. There are some guiding questions which should be answered in a report:

WHEN:

- did you receive the information?
(date and time)
- did you contact the involved parties?
- did the incident happen?
- did you arrive on the scene?

WHERE:

- Did the incident occur (location/address)?



WHO:

- called the police?
- said what?
- committed the crime/witnesses?
- did you speak to?
- did what?

WHAT:

- happened (incident/accident/crime) ?
- action did the police take?
- role did each person play?
- crime (if any) was committed?

WHY:

- did the police take the action they did?
- did people take particular actions they did?
- did the incident / crime occur?

HOW:

- did the incident/crime occur?

Writing Principles of a Police Report

The contents of a report must clearly reflect the specifics of an incident. There should be no confusion or doubt by the reader about the contents of the report. There are six principles associated with a good report:

1. **Accurate:** Use clear, specific and precise language. Make sure the facts are clear to you before you describe them in a report. Do not confuse facts with opinions.
2. **Brief:** A report must be short and concise, but long enough to cover all the essentials. Avoid irrelevant information. Add details only when it is necessary. A brief and well-written report is more effective than a long extended report.
3. **Complete:** Partial facts can create a wrong picture. A good report should include all the relevant facts in order to lead to a logical conclusion.
4. **Clear:** Make it simple and avoid ambiguity in the report in order to convey the intended message. All reports should be worded carefully so that the information is clear to the reader. Facts should be presented in a chronological order.
5. **Objective:** Keep the report objective and unbiased by stating the facts as they are without adding personal opinions. Report all facts, even if they are advantageous to the defendant.
6. **Well formatted:** The format of a report is relatively simple. Begin with the personal data, then the report data and finally the conclusion. The information in the report has to be in a chronological order so that they reflect the sequence of the events/incidents.

Law Enforcement Report Writing Guide



- *Basic Writing Rules*

ABBREVIATIONS

Unusual abbreviations or acronyms should be spelled out fully the first time that they are used in a document

Use USA, not US, as an adjective describing the United States. This is because reports are sometimes telexed in upper-case and the noun “us” can be confused with the adjective “US” in the upper-case.

Abbreviations for reports should be in upper-case, e.g. CSDP, EU, NATO, SITREP, SOP, VIP, OSCE, UNODC.

Should you come across any abbreviations which are unknown, check back with the writer and follow the rule mentioned above when you report.

CAPITALISATION

Capitalisation of words in English is never easy. Proper names are almost always capitalized, along with titles when they are attached to names.

Example: President C.....

The titles of organisations are also capitalized. Example: ...the Royal Canadian Mounted Police.

But a generic description of something is rarely capitalized. Example: The presidents of the parties will meet tomorrow.

Note that when a title is used to signify a specific individual, it should be capitalized.

Example: President J... is visiting the EU. The President will speak on 22 March.

Government is almost always capitalised, even when used generally.

DATES

Dates should follow the format: Day / Month / Year. Example: 22 March 2014.

In reports, correspondence or emails, to avoid confusion do not use “today” or “yesterday”, use dates instead. All dates should be written in full, i.e. 2 November.

When in doubt, begin the report statement with the date of the event. Example: On 13 April.....

One need not insert the year unless the event is related to another year. Example: All EU police officers will depart by 31March 2015.



FORMAT

Reports may carry a header and footer with a Security Classification.

Maps or diagrams used to illustrate a particular point are to be included in the report, if technical means for the layout and the communication of the report are available.

When writing the reports, take care to leave the correct spaces after punctuation marks: After a full stop (.) or colon (:) leave two spaces. After a comma (,) or semi colon (;) leave one space. This makes the document easier to read.

GRAMMAR

Two equal phrases in one sentence require a semi-colon (;). Example: They fired; we fired back.

The three-word rule: Any prepositional phrase at the beginning of a sentence with three or more words in it, e.g. “In the winter”, must have a comma after it.

Adverbs, such as “reportedly” or “recently”, should come close to the verb to which they relate. Rarely should they begin a sentence.

Media is a plural noun and is therefore followed by the plural form of a verb when media is used as a subject. Example: The media report that.....

When describing police, avoid using just the title of the forces or unit. Write: “The Riot Police arrested the suspect” or “Riot Police arrested the suspect”.

MEDIA

Media reports should be accredited at the end of the sentence or paragraph with the source in brackets, i.e. (AFP), (ITN) or (REUTER) etc.

When using media reports always indicate the source, e.g. “The media report that....”
If it is not clear how reliable the media report may be, use phrases such as “UNITA-controlled media sources claim that....”

NAMES

Always use the person's title or Mr. or Ms. Example: Mr. C..., Minister of the Interior
Dr. B..., Lt Col D.... etc.

NUMBERS

The numbers from one to ten are usually spelled out in full, e.g. seven. Those above ten are usually expressed as figures, e.g. 11.

There are exceptions, e.g. “between seven and eleven”, or “the 4th Brigade”, or “7 November”.

Avoid having a number which is expressed as a figure as the first word in a sentence. Example: Eight offenders were observed.



PLACES

As a general rule, say “the Federal Government of Switzerland” or “the Canton of ZURICH” (note the capitalisation.) This avoids confusion since there can be many governments at various levels in a country.

If a place or region is not internationally recognized, put the name in quotation marks when describing it. Example: “ABKHAZIA” or the “ABKHAZIAN Defence Minister”.

All place names should be typed in capital letters, e.g. TUZLA, SUKHUMI etc.

When a geographical expression is part of a name, it should be capitalised.

Example: Sector East, State of CALIFORNIA, NEW YORK CITY.

When referring to a place name that is not on the map, indicate its distance and direction from a marked place name.

SEQUENCING

If incidents are referred to by date, ensure that they are put down in the correct sequence, i.e. “On 21 December, a meeting took place between..... On 23 December, three vehicles...”

SPELLING

Be aware of the differences between International English (British spelling as described in the Concise Oxford Dictionary) and US English (which is a regional dialect).

Common spelling problems:

Cease-fire, peace-keeping, and machine-gun are always hyphenated when they are used as nouns. Middle East is not hyphenated.

Small arms is always plural and is two words.

Logistics as a noun is always in the plural.

“It's” is an abbreviation in English for “it is”. The possessive “its” has no apostrophe.

STYLE

Ensure that correct titles are used for individuals, Sgt., Capt. DCI, Supt., Dr., Rev. etc.



Department / Organisation Letterhead (1)

1 September XXXX (2)

Ms. Suzanne Terriane
Conference and Events Manager
Organisation for Security and Cooperation in Europe
Wallnerstraße 6
1010 Wien, Austria (3)

REFERENCE: Security in Europe Conference /16 (1): (4)

Dear Ms Terriane, (5)

Thank you for your kind letter inviting me to attend the Security in Europe Conference, to be held 16 September XXXX. Although I am sure that I would have greatly benefited from participating from attending such a conference, I regret that I will be away on deployment at that time. (6)

I appreciate this invitation very much and hope to have a similar opportunity in the near future.

Yours sincerely, (7)

Bouvier

Jean Bouvier (8)
Training Officer
UNPOL (9)

- 1. Letterhead** When writing letters for department or organization matters, use the official letterhead.
- 2. Date** The date should be written day, month, year (2 March 2014). Use cardinal numbers. Do not abbreviate the names of the months. Do not use commas.
- 3. Recipient** In the upper left or right corner, type *Mr./Ms./Mrs./Dr./Rank* and the recipient's full name. Under this, type their title, organisation, and address.
- 4. Reference** A reference number should be assigned to each piece of outgoing correspondence to facilitate retrieval. This number may consist of:
 - the initials of the office/section/unit that drafted the letter,
 - an indication of the year, and
 - a serial number in parenthesis.



NOTE: Use of reference numbers can vary. If unsure, check with your supervisor to determine the system preferred in your department or office.

5. Salutation

Always begin a salutation with *Dear* [name],
This is a sign of **formality** (not intimacy!) in English.

For most letters, use the following:

- **For men:** *Dear Mr. X,*
- **For women:** *Dear Ms. X,* (in most cases) OR *Dear Mrs. X* (if you know she's married and prefers this)

* Even if you know the reader well, do not use the first name in official letters. Pay attention to rank, or titles (e.g. Col., DCI, Dr., etc.)

For impersonal letters (rare)

When you do not know or cannot find the name of your reader, you may use the following:

- *Dear Sir or Madame,*

For very formal letters - to an Ambassador

Letters to an ambassador should use the following salutation:

- **For a man:** *Dear Mr. Ambassador,*
- **For a woman:** *Dear Madame Ambassador,*
- **For either a man or woman:** *Your Excellency,*

6. Body Format

Identify paragraphs by indenting (click TAB at the beginning of the paragraph) and by adding an extra line between paragraphs, or by adequate space between paragraphs.

7. Closing

For **most letters** you should use *Yours sincerely yours*

- For **impersonal letters** beginning '*Dear Sir or Madam*', close with *Yours Faithfully,*
- For **extremely formal letters** beginning '*Dear Mr./Madame Ambassador,*' close with "*I remain, Yours Sincerely,*"*

*Please note the use of spacing and punctuation.

8. Your Name & Signature

Several lines below the closing, type your full name. Remember to sign your letter before sending it.

9. Your Job Title & Department

In the line immediately below your typed name, type your job title, Department and office/section/unit.

Descriptions - People



Name and Alias: (if known)

Gender/Sex: Male / Female

Appearance:

1. **Ethnicity:** (first impression)

- Caucasian/ White European
- Scandinavian/ Nordic
- Latino / Hispanic
- East-Asian/ Oriental: *Chinese, Korean, Japanese etc.*
- Sub-continental Indian: *Indian, Pakistani Bangladeshi, Sri Lankan*
- Central Asian
- Black / African
- Brown/ Pacific Islander: *Polynesian, Melanesian*
- East European/ Slavic
- South European
- Latino American / Hispanic American
- South-East Asian/ Indo-Asian: *Filipino Vietnamese, etc.*
- Eurasian
- North African, Arabic, Maghreb
- Afro-American/ Anglo/ Arab/ Asian
- Romani: *Roma, Sinti, Ashkali, Romanichal*

2. **Skin Tone & Colour:** Black / Brown / Beige / White / Pink

3. **Complexion** (*appearance of skin*):

- fresh
- peaches & cream
- sallow, sickly
- pimply
- e.g. *"She has pale skin"*
- fair
- ruddy, florid
- olive
- dark
- tanned
- pale, pallid
- uses cosmetics

4. **Age:** e.g. *"He/she is 20 years old"; "He is 20 years of age"; "He is aged 20"; "He is in his twenties/ early 20s/ late 20s"; "He is about/ approximately 20"*

5. **Height:** e.g. *"He is about 190cm tall", "She is about 1.9m tall"*

6. **Build / Weight:** e.g. *"He has a muscular build", "He is muscular"*

- slim / slender / thin
- muscular
- heavy / overweight
- athletic
- solid
- obese
- medium / average
- stocky



7. Hair:



Colour

- black, blonde, brown, red
- salt & pepper
- tinted
- dark
- grey
- streaked
- light
- dyed
- re-growth

Length

- collar length
- short
- thinning/receding hairline
- shoulder length
- close cropped
- bald spot
- long
- shaved
- balding / bald

e.g. "He has got short, dark, wavy hair"/ "He has dark, streaked haired"



8. Facial Hair: e.g. "He has a moustache"



stubble



moustache



full goatee



Dutch Beard



mutton chops



soul patch



Van Dyke



full beard

9. Eyes (colour): e.g. "He has bloodshot eyes", "He is blue eyed"

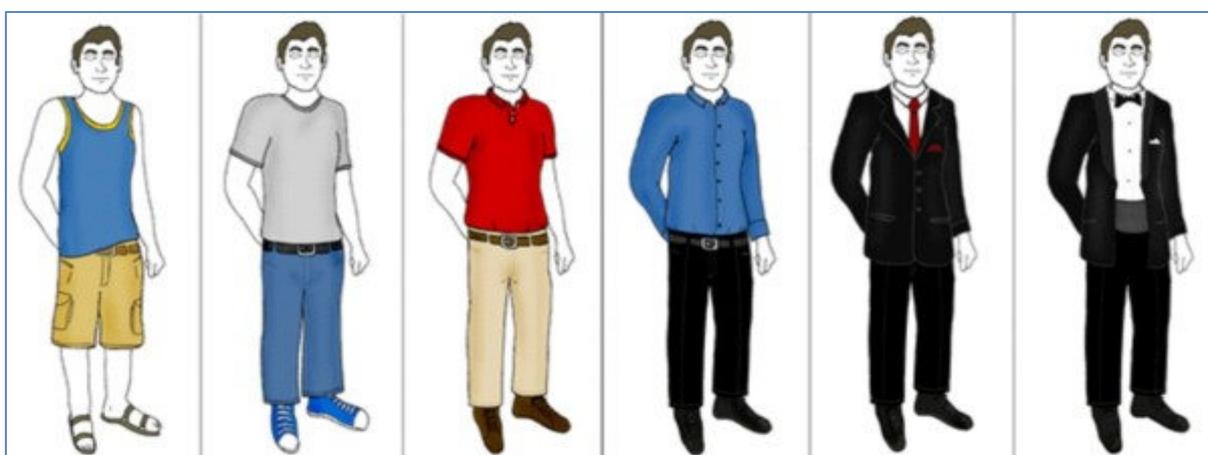
10. Distinctive (distinguishing) Features

- birthmark
- mole
- wart
- tattoo
- deformity
- scar
- glasses
- limp
- disability

Characteristics and Habits:

- drinking
- smoking
- drugs
- known associates
- medical conditions
- body language

Dress (clothing):



Street
Wear

Casual
Wear

Smart
Casual

Business
Casual

Business/
Informal

Black Tie /
Semi-Formal



- Sequence

1. NAME

2. SEX

3. COLOUR / ETHNICITY

4. AGE

5. HEIGHT

6. BUILD and WEIGHT

7. HAIR

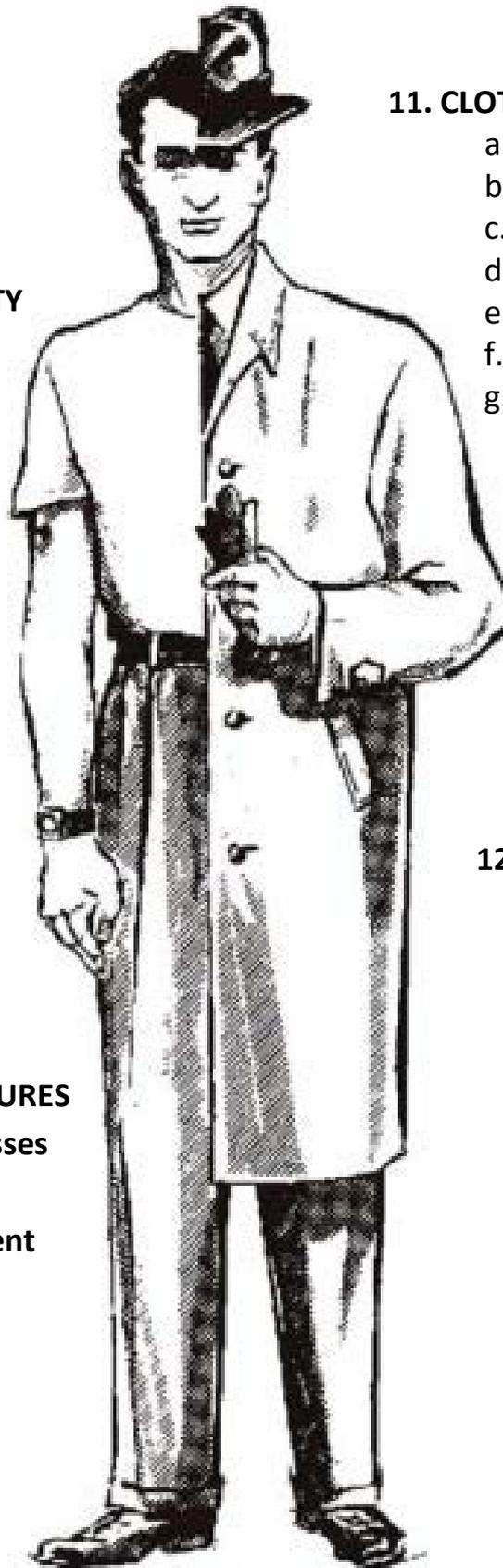
8. EYES

9. FACIAL HAIR

10. COMPLEXION

11. DISTINCTIVE FEATURES

- a. Wears eyes glasses
- b. Smokes
- c. Language / accent
- d. Disability
- e. Body language



11. CLOTHING (head to foot)

- a. Hat
- b. Shirt
- c. Sweater / Pullover
- d. Jacket / Coat
- e. Trousers
- f. Socks
- g. Shoes

12. ACCESSORIES

- a. Jewellery
 - rings
 - necklace
 - earrings
- b. Wristwatch
- c. Tie, Scarf etc.
- d. Belt
- e. Gloves

Descriptions – Vehicles

- Body Styles

There are several common car body styles:

- Enclosed:
 - Sedan (US) / Saloon (UK)
 - Hardtop
 - Coupé
 - Limousine
- Open or partly enclosed:
 - Roadster / Cabriolet
 - Convertible / Semi-Convertible
- Rear door designs:
 - Station Wagon / Estate car
 - Hatchback / Liftback
- Others:
 - Light-Utility Vehicle (LUV)
 - Sport Utility Vehicle (SUV) *incl.* Crossover Utility Vehicles (CUV)
 - Multi-Purpose Vehicle (MPV) / Minivan / Van



Coupé

two door car



Sedan (US) / Saloon (UK)

enclosed 4 door car with a separate boot (trunk)



Hatchback / Liftback

3 or 5 door car, in which back seats fold down to create more cargo space



Station Wagon / Estate Car

a sedan/saloon with extended rear cargo area



Sports Car / Roadster

two-seater, two door performance car

Cabriolet / (Semi-) Convertible

has soft top, removable or retracting roof and rear window



Hard-top

A style of car roof. Originally referred to a removable solid roof on a *convertible*.

Descriptions – Vehicles

Limousine

a chauffeur-driven luxury car
(often stretched)



Pickup Truck

utility vehicle with open cargo area



Minivan / Multi-Purpose Vehicle (MPV)

taller than a sedan, with more capacity than a station wagon, the “People Carrier”



Sports Utility Vehicle (SUV)

up-market, cross-over off-roader vehicle,
four-wheel drive (4WD) / 4x4 (“four-by-four”)



Light Utility Vehicle (LUV)



Van (window- / panel-)

a vehicle used for transporting goods



The “T2” or “Bully” is commonly known in most countries by the model name “Combi”



Minibus

stretched van (or small truck) with seating
capacity of up to 16 passengers



Heavy Goods Vehicle (HVG)

used for carrying goods and materials;
flat-decked or covered

Truck (US) - small - large

Lorry (UK) - medium - large

Descriptions – Vehicles



**Articulated Lorry/Truck
Tractor + Semi-Trailer**



tractor unit and trailer are separate entities; the trailer does not have a front axle

Service Vehicles



Ambulance

emergency response medical vehicle



Hearse

used to carry deceased persons (at a funeral)



Fire Engine / Fire Appliance



Tow Truck / Recovery Vehicle

Miscellaneous



Caravan



Campervan

larger versions are known as:
Recreation Vehicles (RVs) (US) / Mobile Homes



All Terrain Vehicle (ATV) / Quad
(three and six-wheel versions also exist)



Trailer

Descriptions – Vehicles

Motorcycles



Cruiser



Sports Bike



Chopper



Trail Bike



Trike



Sidecar



Scooter



Moped

- Construction



Bulldozer



Front Loader



Excavator



Dump Truck

Descriptions – Vehicles

Police Vehicles



Patrol Car / Squad Car / Police Cruiser (US)



Patrol Vehicle / Police SUV



Armoured Scout Car



Armoured Personnel Carrier (APC)



Water Cannon Vehicle



Prisoner Transport



Mobile Command Centre



Public Address (P.A.) Vehicle



Mounted Police

Police Vehicle Equipment

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• two-way radio• equipment consoles• Suspect Transport Enclosures• firearms locker• Mobile Data Terminal (MDTs)• Vehicle Tracking System• Automatic Number Plate Recognition (ANPR) | <ul style="list-style-type: none">• Closed Circuit Television (CCTV)• Speed Recognition Device• Remote rear-door locking• PIT Bumper (Pursuit Intervention Technique)• Push Bumper (aka “Nudge Bars”)• Runlock |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



Ammunition – bullet, round, projectile, cartridge

Shell – brass container which holds a pyrotechnic compound with which to propel the bullet

Baton / Truncheon a stick of less than arm's length, usually made of wood, plastic, or metal, and carried by law-enforcement and security personnel for less-lethal self-defense, as well as control and to disperse combative and non-compliant individuals, e.g. in riots, difficult arrest situations.

Tactical Assault / Multi-Function Baton

Breathalyser is a device used for estimating the blood alcohol content from a breath sample.

Handcuffs are metal restraints designed to secure an individual's wrists close together, often featuring a double locking system.

PlastiCuffs / FlexiCuffs are a form of physical restraint for the hands, using plastic straps

Revolver is a firearm in which the rounds (bullets) are held in a revolving cylinder that rotates to fire them through a single barrel.

Semi-automatic (self-loading) pistol is a magazine-fed handgun that can be fired semi-automatically, firing one round for each trigger pull until running out of stored ammunition.

Double Action Only (DAO) - once a round is chambered, each trigger pull will both arm the hammer or firing pin, and will additionally release it to fire a round in one continuous motion.

Machine pistol / Submachine gun - a firearm combining the automatic fire of a machine gun with the 9mm ammunition of a pistol; is usually between the two in weight and size e.g. MP5, Uzi etc.

Holster is an article worn to hold a handgun or other defensive weapon, usually from a belt

Pepper Spray/ OC Spray is a chemical compound that irritates the eyes to cause tears, pain, and even temporary blindness, that is used in crowd control and personal self-defence.

Stun Gun - a direct-energy, direct-contact, non-lethal weapon that temporarily disables a person with an electric shock.

Taser/ Electroshock Gun - a non-lethal weapon that temporarily disables a person with an electric shock by firing small electrodes, with attached metal wires, that connect to the gun.

Riot Shield is used to deflect projectiles in riot-type situations, it is usually made from plastic-like materials and clear.

Bullet Proof Vest - works as a form of armour to minimize injury from projectiles fired from handguns, shotguns and rifles.

Tactical Body Armour (US: Armor) is impact resistant, padded plastic plates that strap on to the body, arms and legs; often used in riot control.

Flak Jacket is a form of protective clothing to help personnel from the flying debris and shrapnel.

Radar Gun is used to detect the speed of vehicles.

Tire Deflation Device/ Spike Strip devices are used to impede or stop the movement of wheeled vehicles by puncturing their tires.

Closed Circuit Television (CCTV) is static video surveillance, e.g. (anti-)crime cameras, gate security, hooligan observation etc.

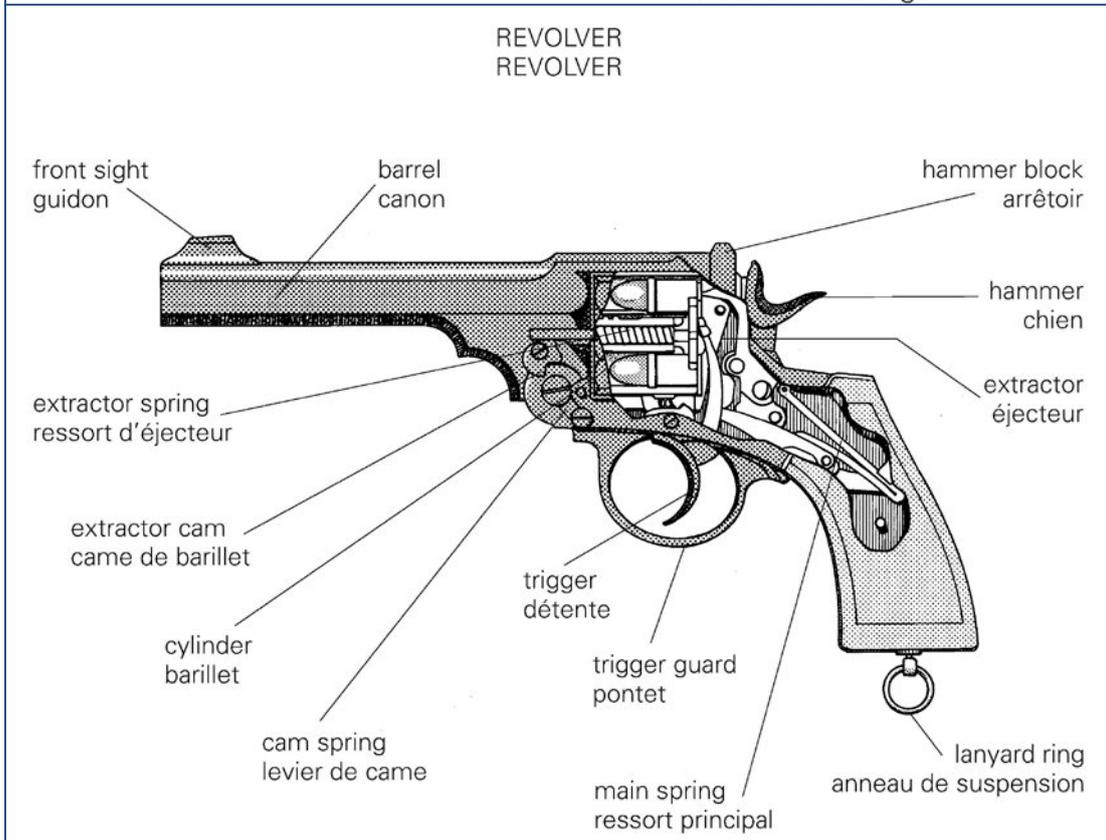
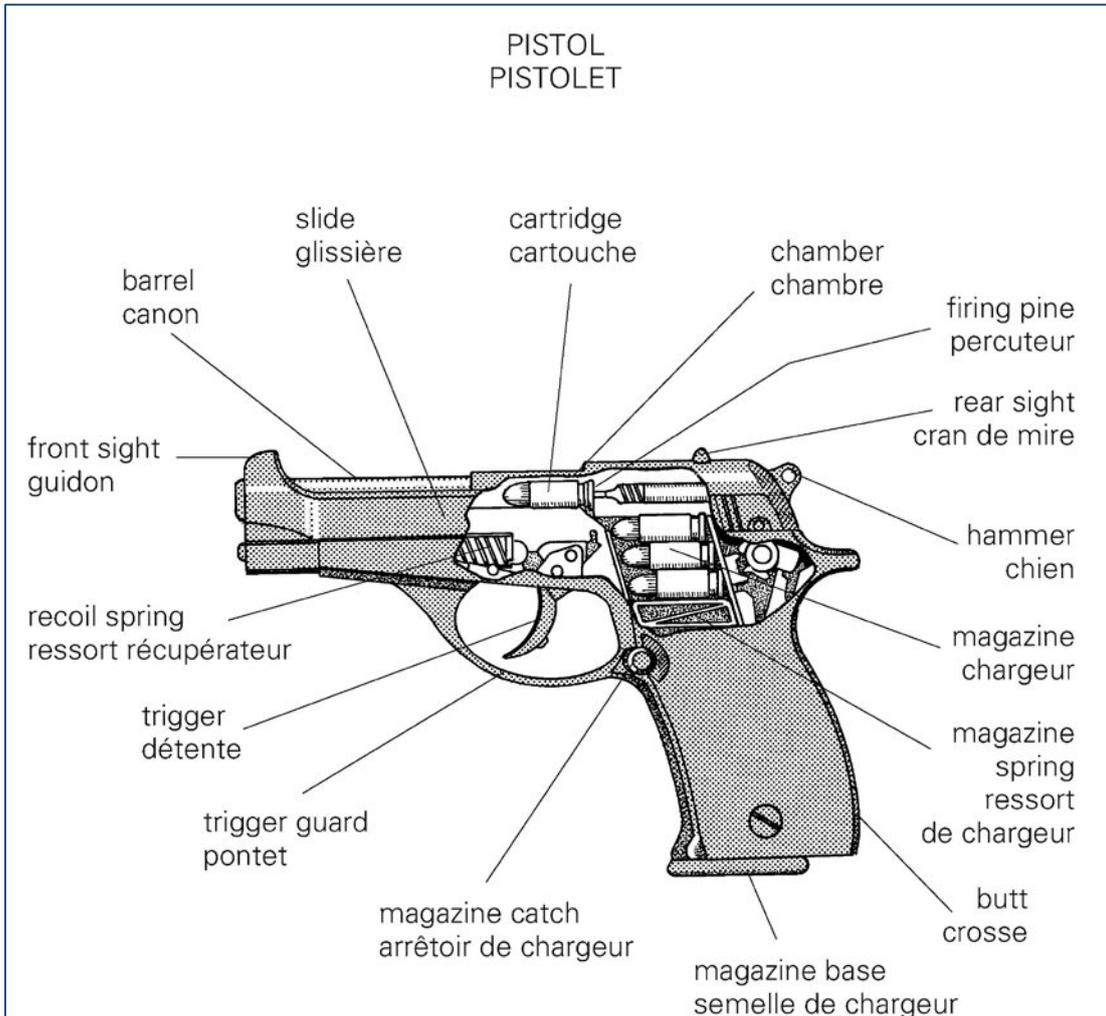
Torch (UK)/ Flashlight (US) is a hand-held portable spotlight.

Handheld Radio - is a hand-held portable, bi-directional radio transmitter/ transceiver.

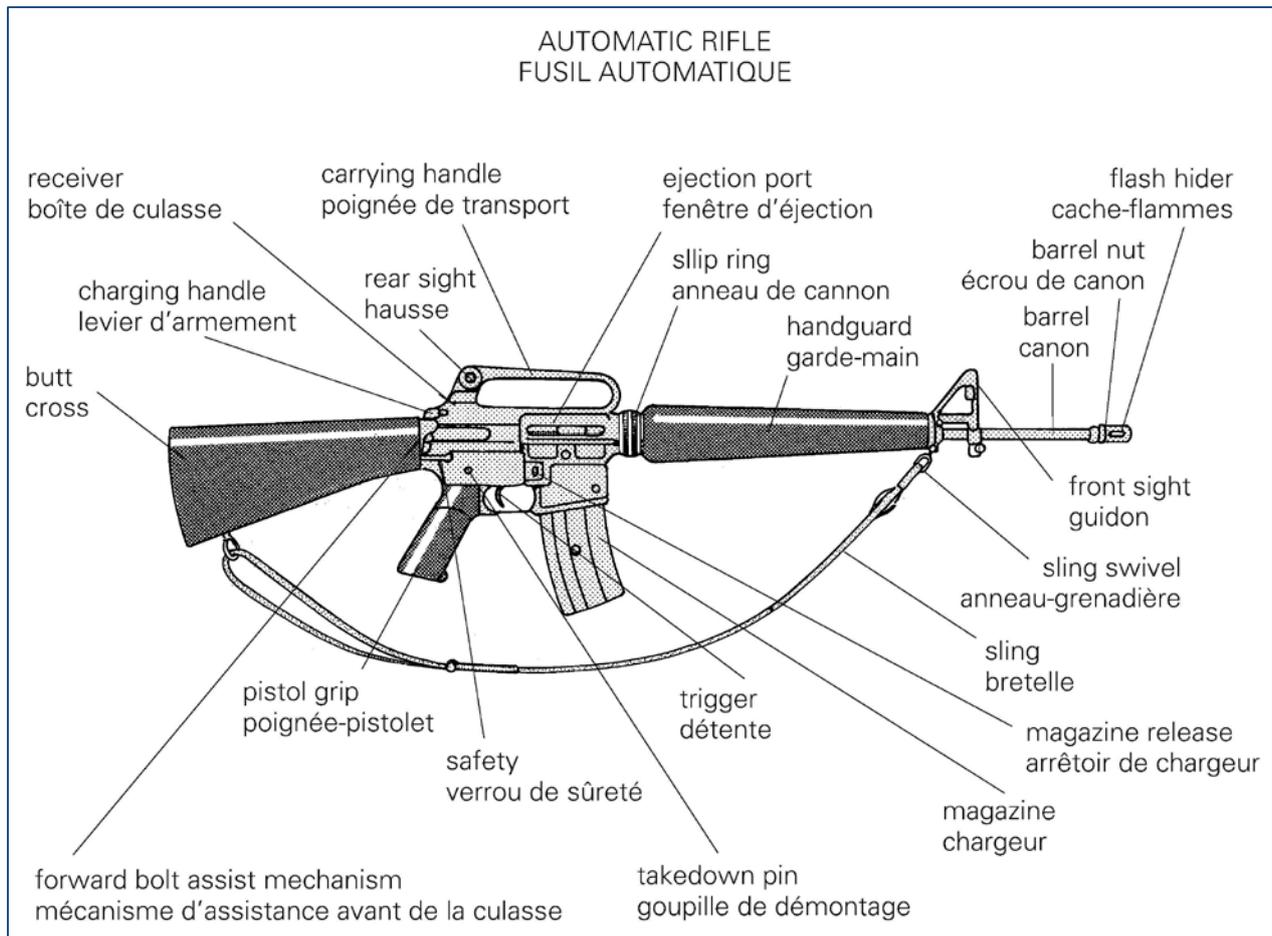
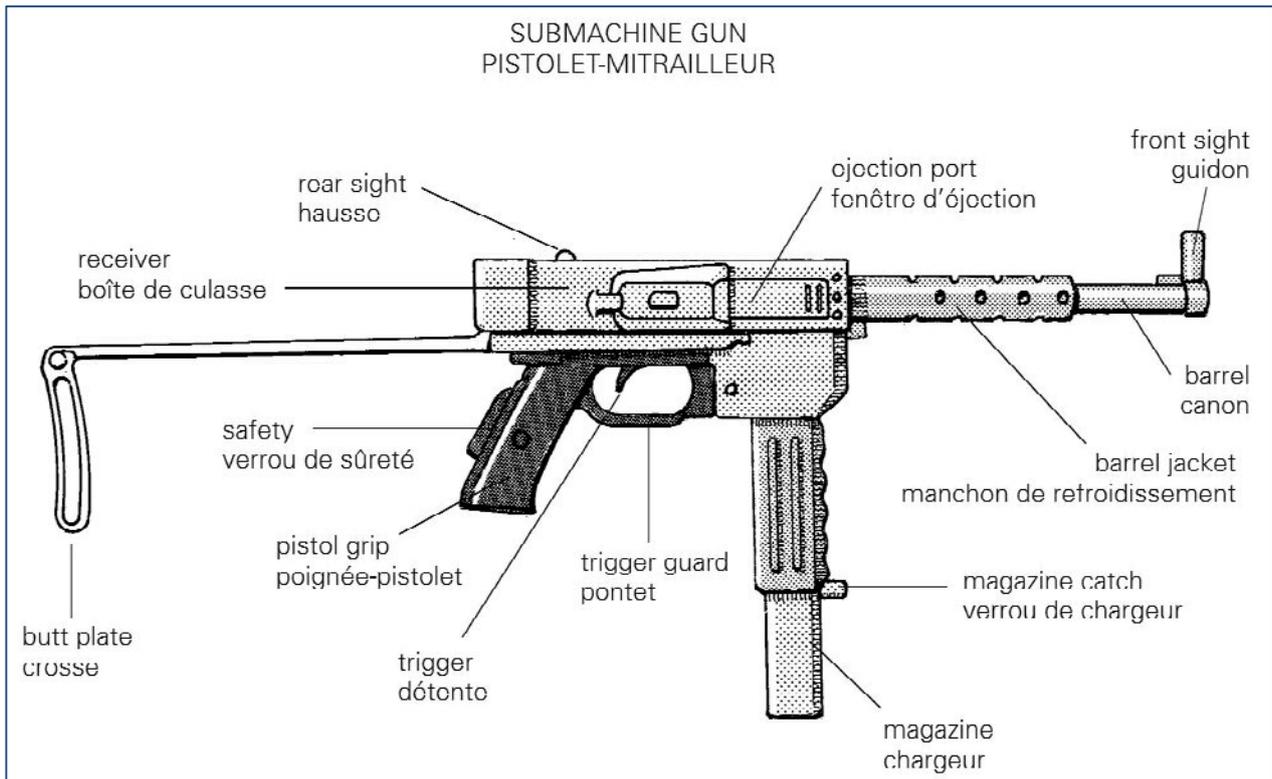
Latex/ Disposable Surgical Gloves

Tear Gas/ CS Gas is a riot control chemical agent that causes the eyes to sting and water; it is usually fired in canisters that emit the gas at a steady rate.

United Nations Picture Dictionary

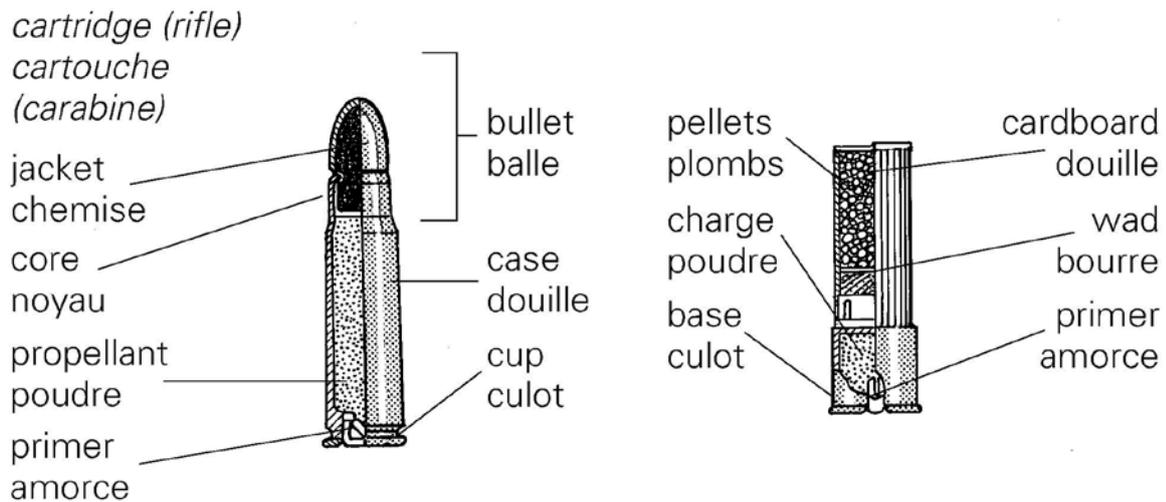
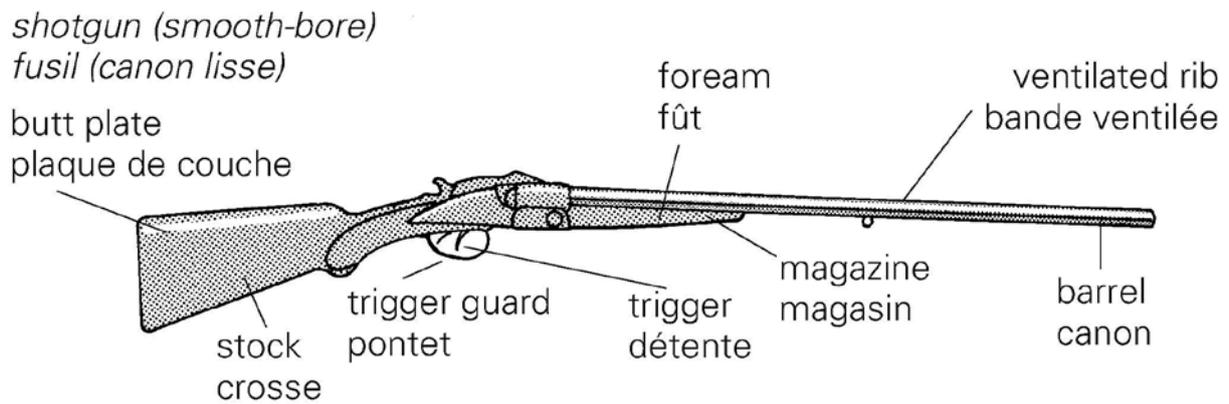
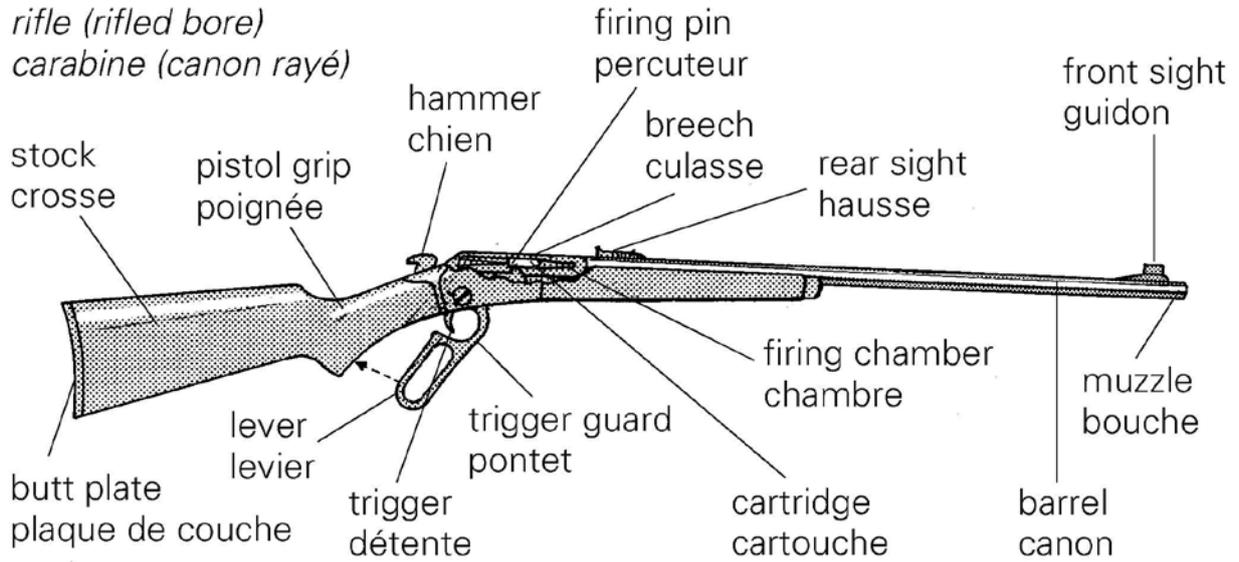


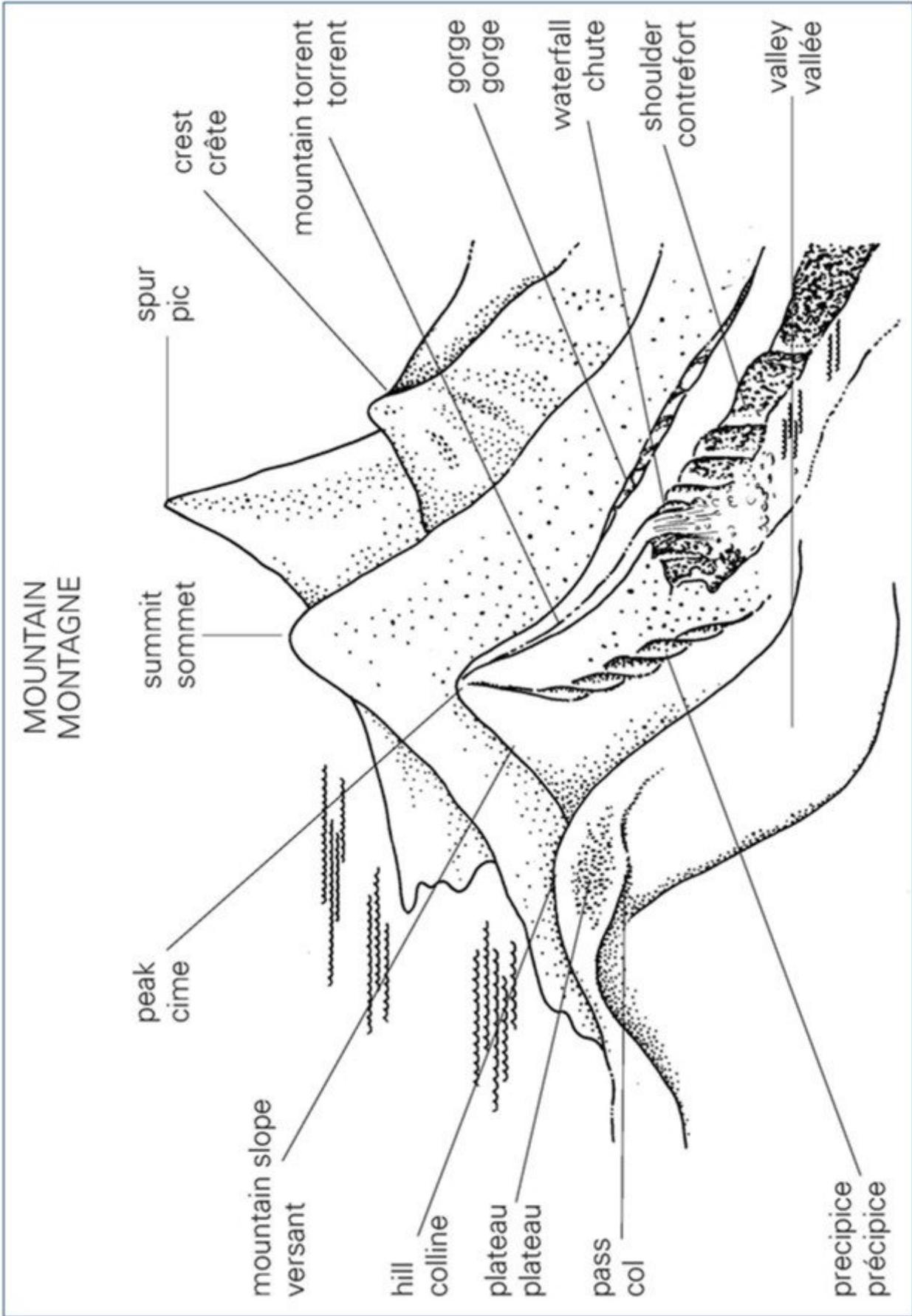
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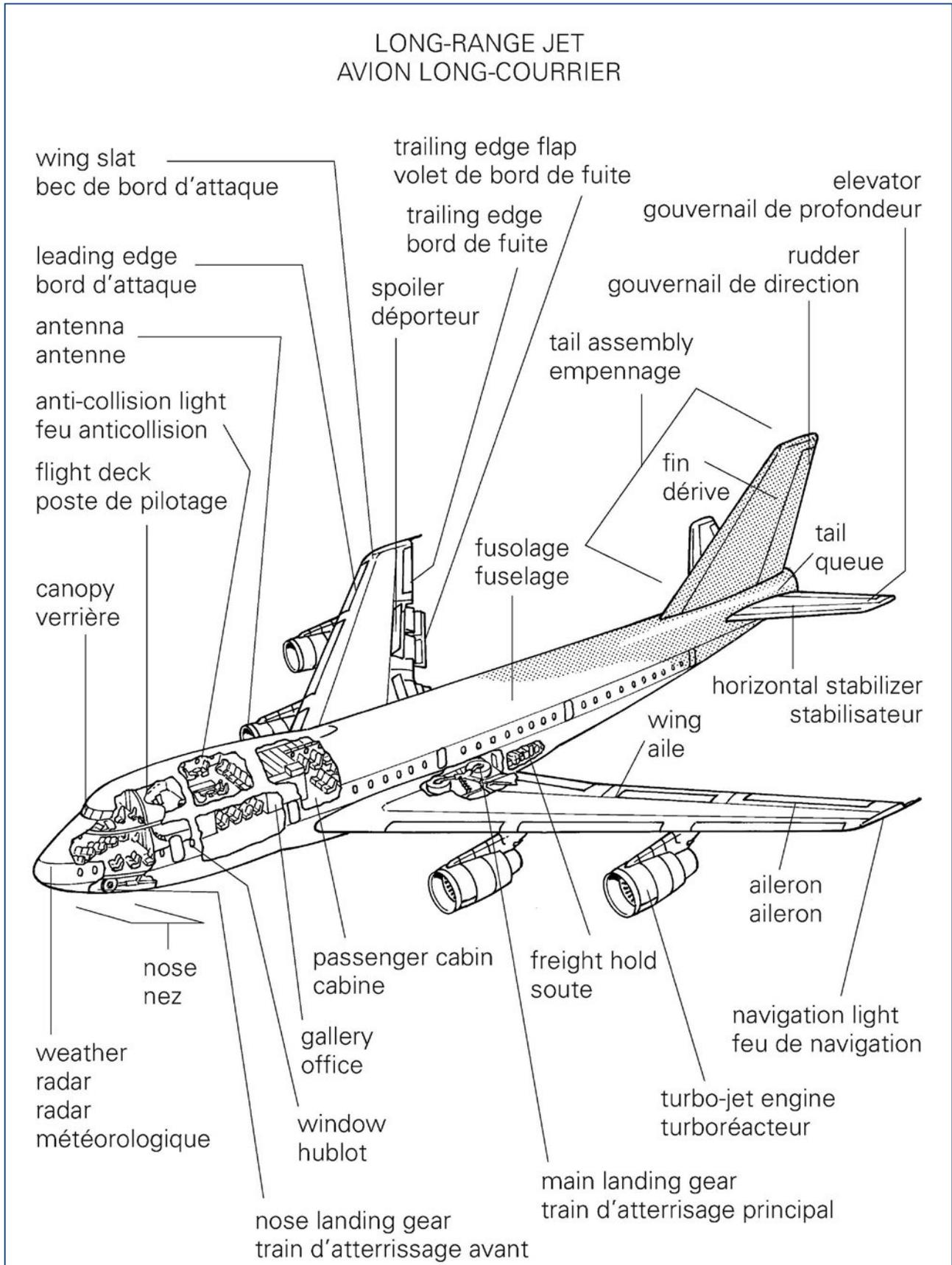
United Nations Picture Dictionary

HUNTING WEAPONS ARMES DE CHASSE

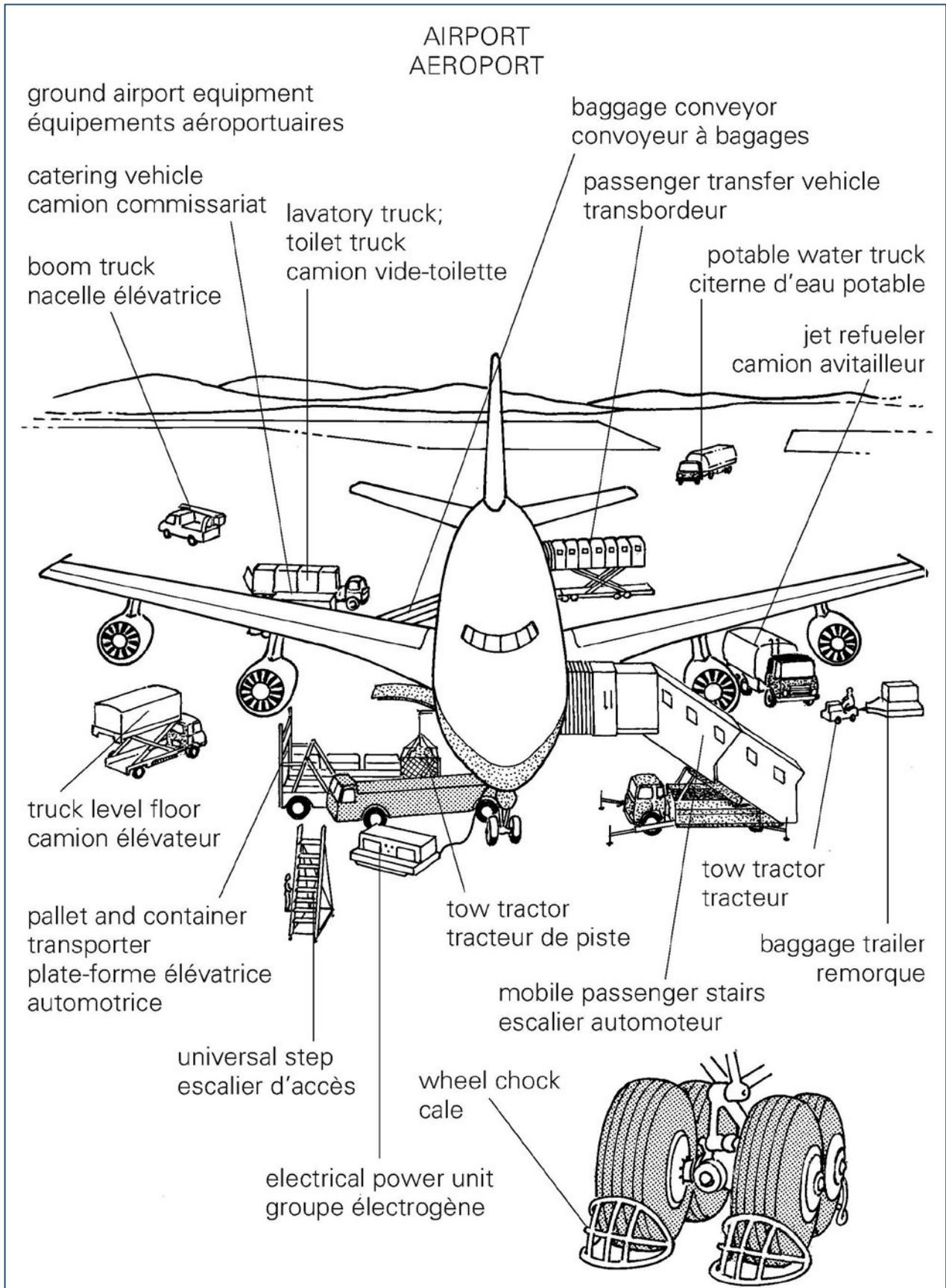




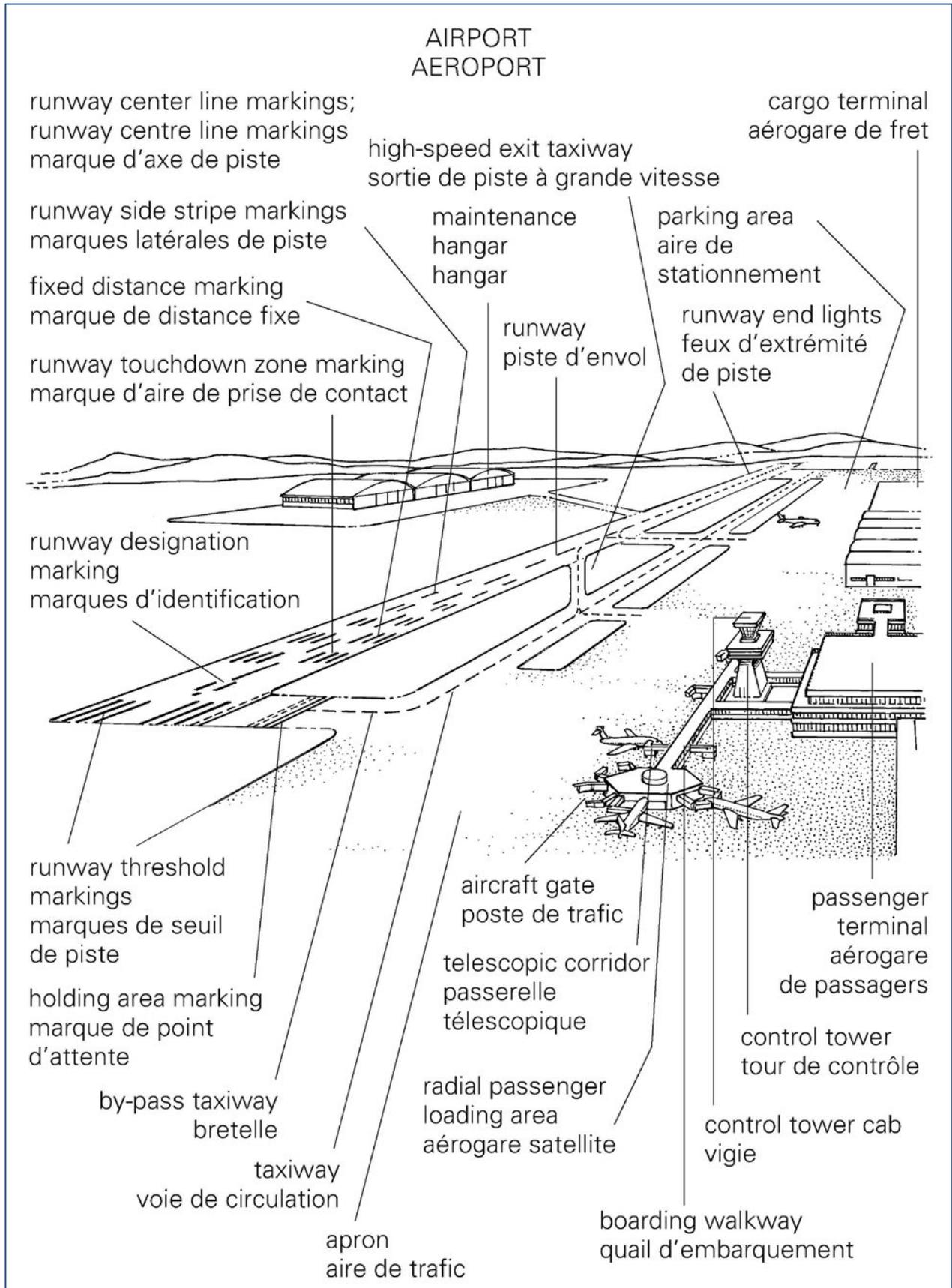
United Nations Picture Dictionary

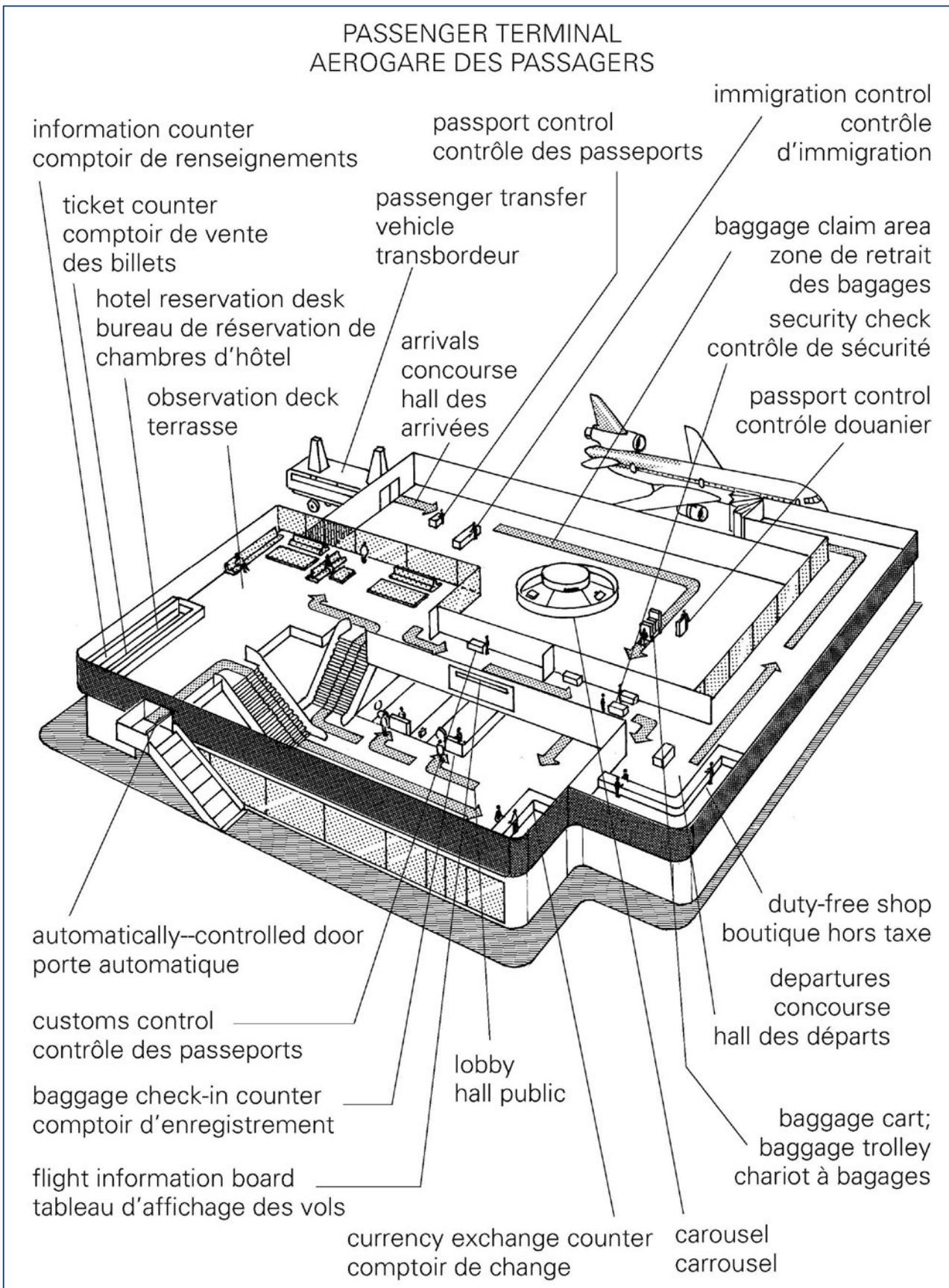


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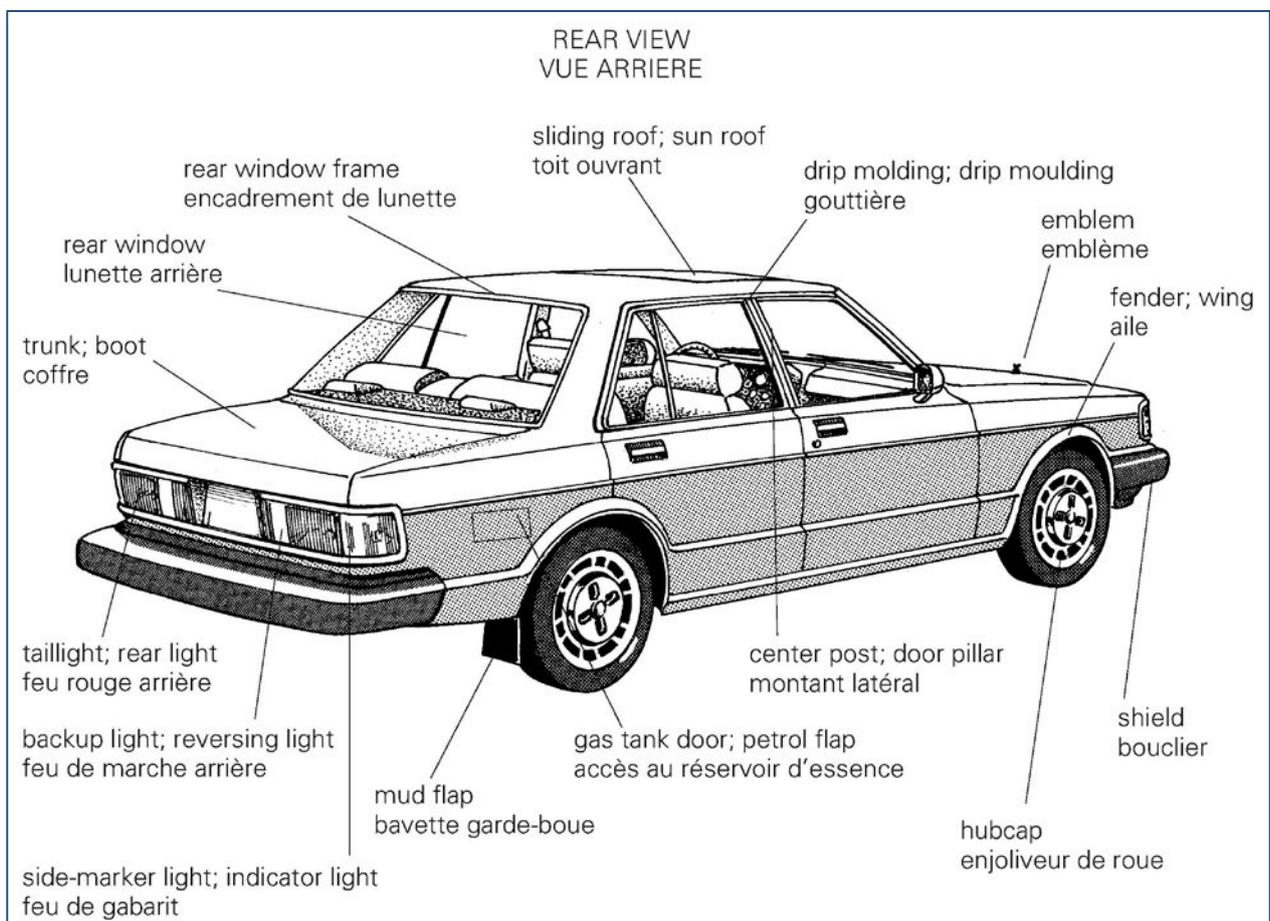
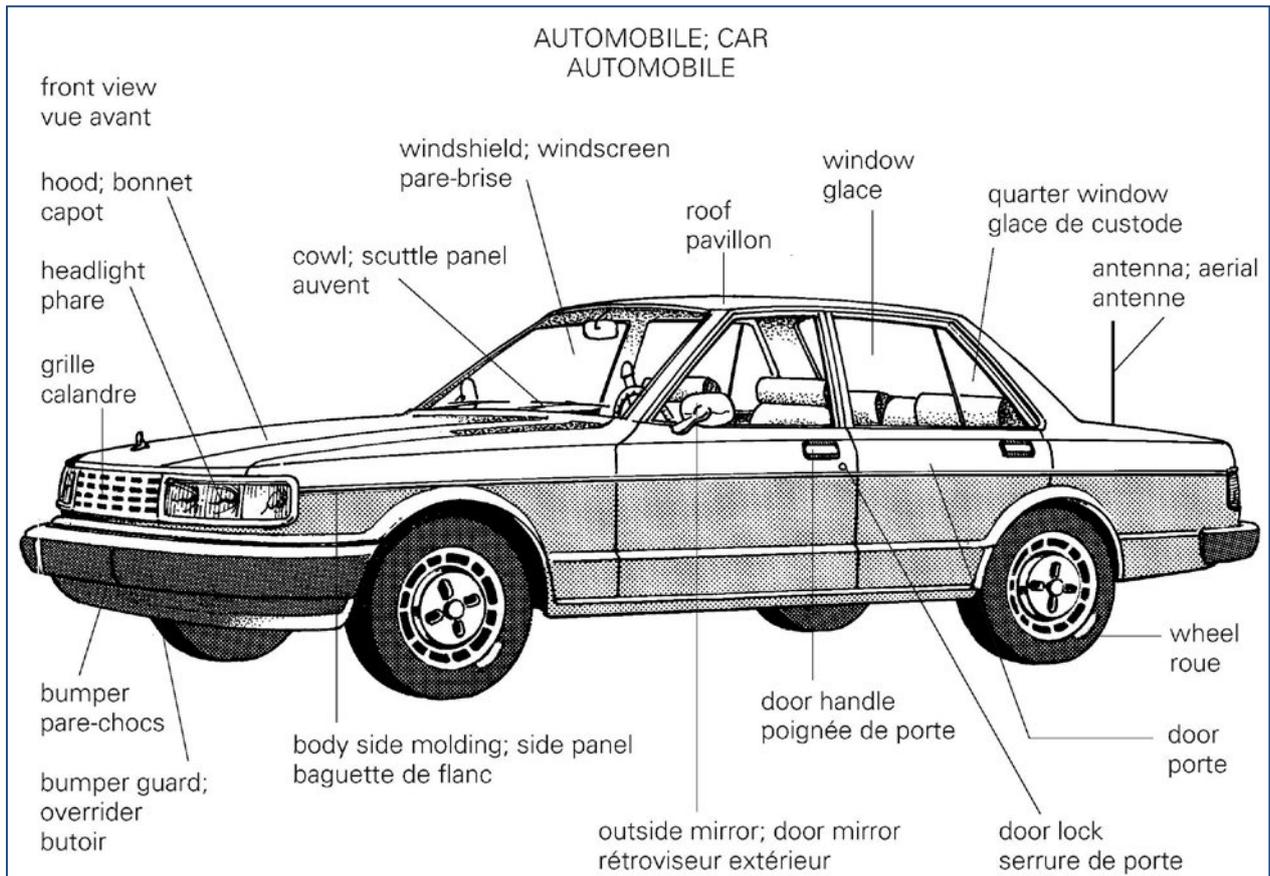


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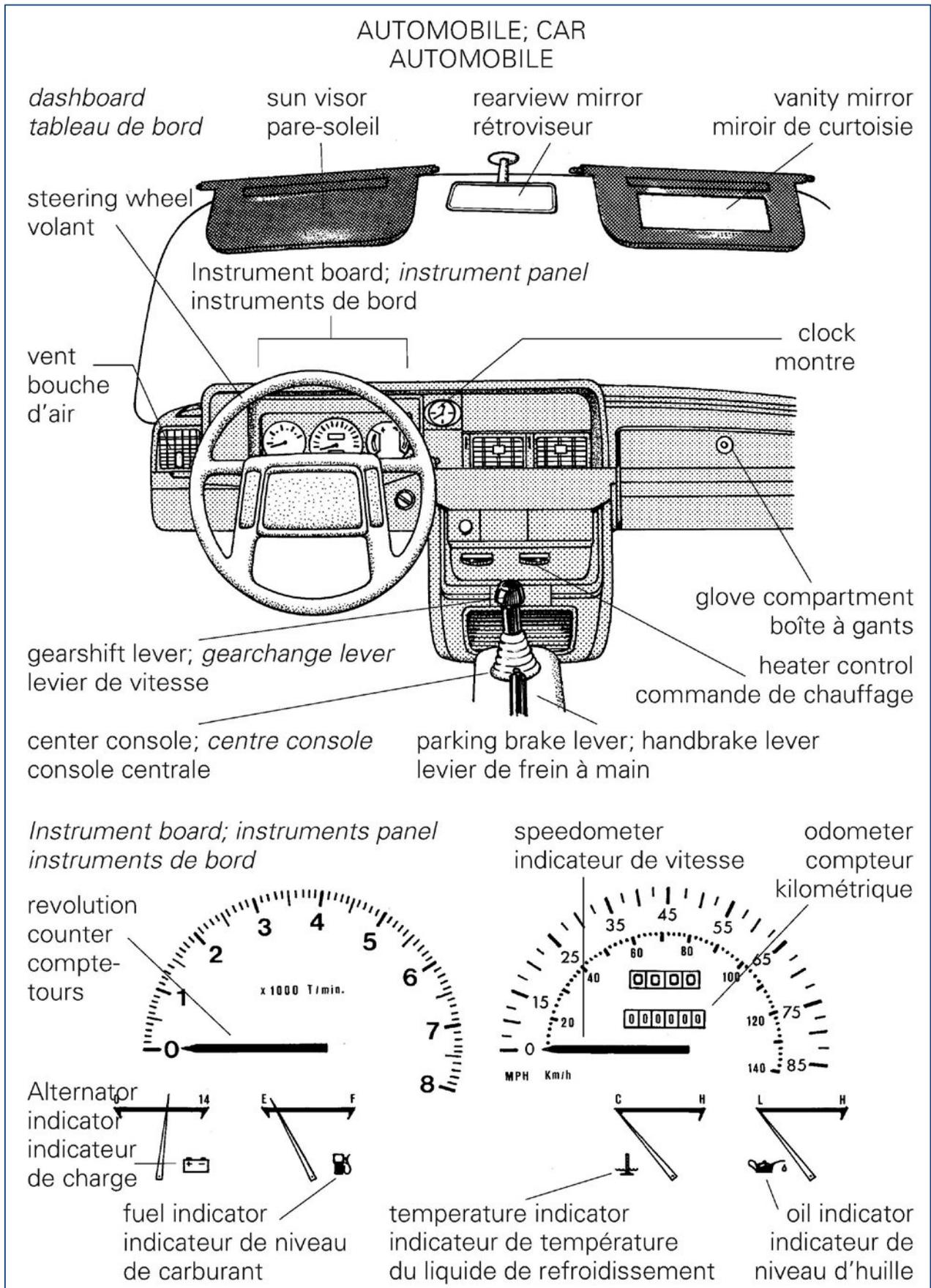




United Nations Picture Dictionary



United Nations Picture Dictionary

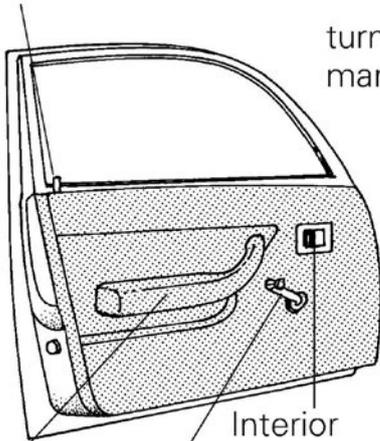


United Nations Picture Dictionary

AUTOMOBILE; CAR AUTOMOBILE

door
porte

interior door lock button
bouton de verrouillage



arm rest
accoudoir

Interior
door handle
poignée
intérieure

window regulator handle; *window winder handle*
manivelle de lève-glace

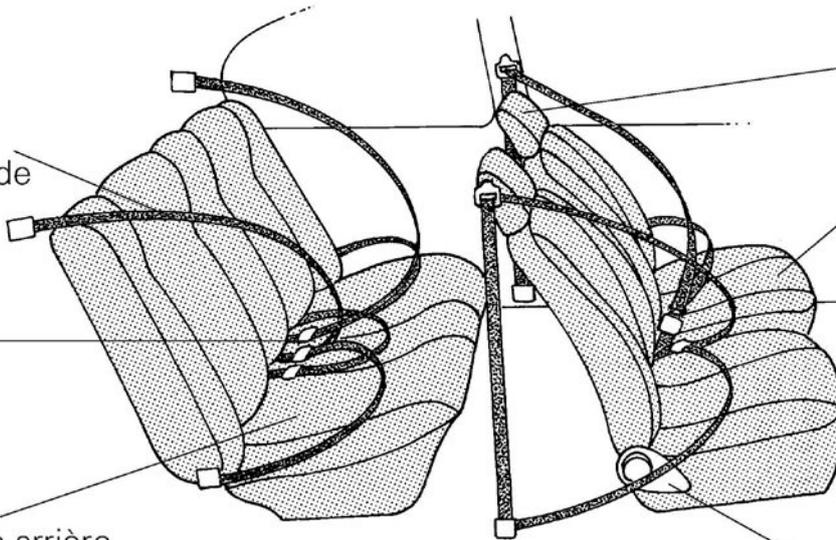
seats
sièges

seat belt
ceinture de
sécurité

buckle
boucle

rear seat
banquette arrière

backrest, *squab*
dossier



release handle
commande de dossier

steering
direction

wiper switch
commande d'essuie-glace

turn sign lever; *indicator switch*
manette de clignotant

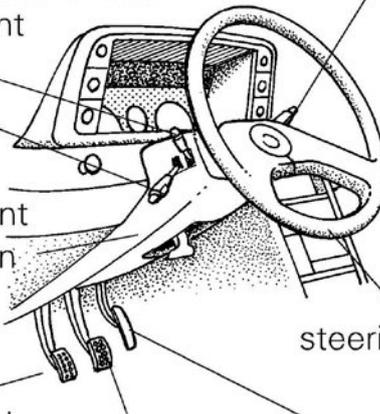
dimmer switch
dip switch
inverseur
route-croisement
steering column
colonne de
direction

clutch pedal
pédale de
débrayage

brake pedal
pédale de frein

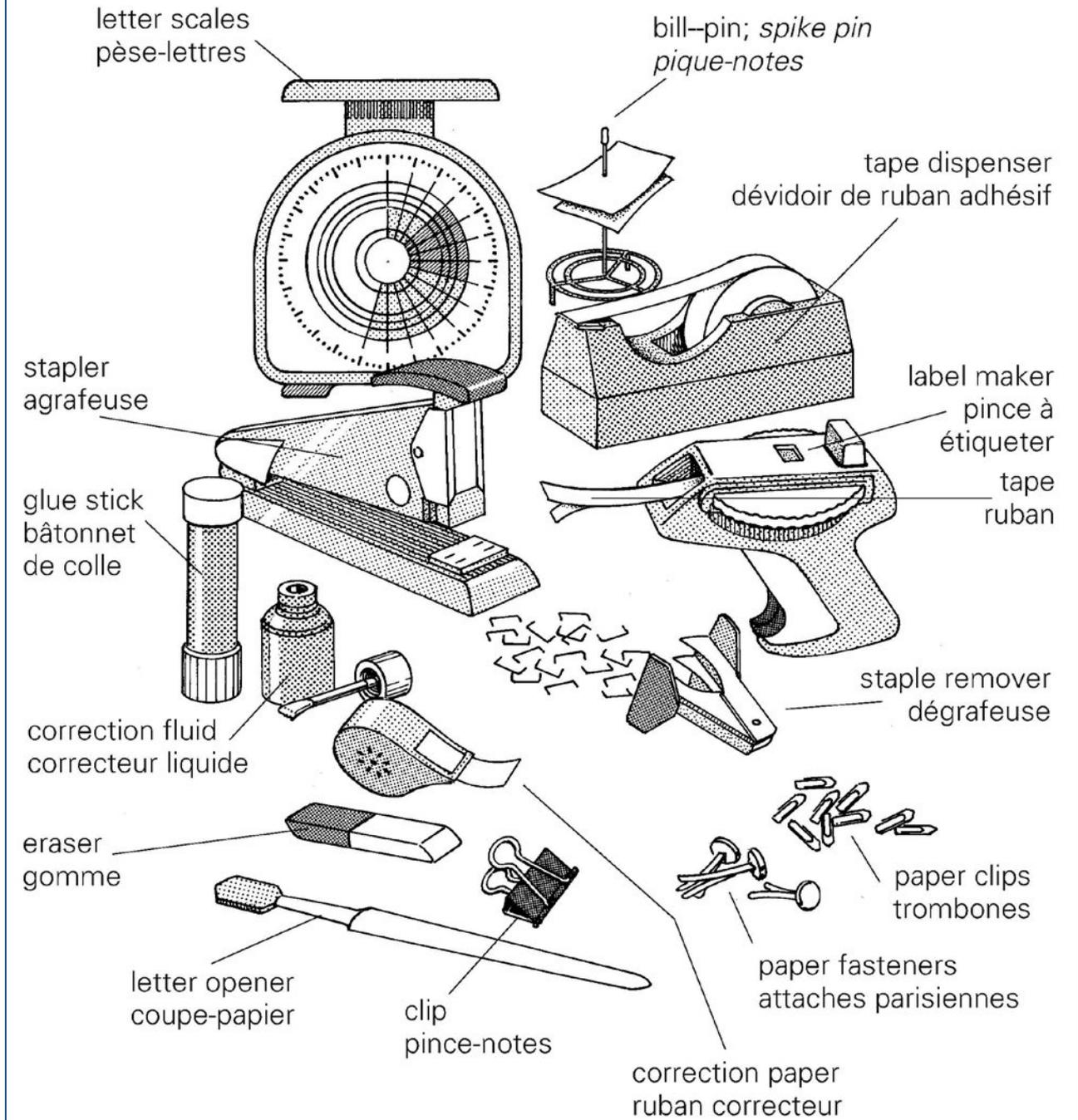
gas pedal;
accelerator pedal
pédale d'accélérateur

steering wheel
volant



United Nations Picture Dictionary

STATIONERY ARTICLES DE BUREAU



Street Drugs



Amphetamines (*Amphetamine Sulphate*)

Description:

Comes in powder and tablet forms.

Commonly called:

Speed, Whiz, Amph.

Physical Symptoms:

Confused thinking; alternating moods; aggressive behaviour; abundance of energy; jerky movements; dry mouth; no appetite; inability to sleep; exhaustion; toxic psychosis.

Look for:

Folded wraps of paper (5cm x 5cm). When unfolded; powder may be white, greyish white, pink or yellow in colour; tablets; needles; and syringes.

Dangers:

Hallucinations; delusions; panic; paranoia; depression; heart failure; damaged blood vessels; HIV/hepatitis if shared injecting.



Benzodiazepines (*tranquillisers and sleeping tablets including Temazepam*)

Description:

Comes in tablets, capsules and injectable form.

Commonly called:

Eggs, Jelly Babies, Rugby Balls.

Physical Symptoms:

Tiredness and drowsiness; excessive emotional responses; aggression; unusual behaviour; slurred speech; confusion; unsteadiness.

Look for:

Tablets and capsules of various colours - green and yellow for Temazepam; needles and syringes.

Dangers:

Death from overdose; worsened depression; death due to respiratory failure; HIV/hepatitis if shared injecting.



Street Drugs



Cannabis (*Marijuana, Hashish*)

Description:

Comes in resinous lumps, leaves, stalks and seeds or as a concentrated oil. Smoked or taken orally.

Commonly called:

Pot, Grass, Wacky Baccy, Hash, Ganja, Hash Oil, Blow.

Physical Symptoms:

Lack of coordination; red eyes; dilated pupils; increase in heart rate; irrelevant giggling.

Look for:

Butt ends (roach) of hand-rolled cigarettes (joint); strong smell of burning leaves; large cigarette papers.



Dangers:

Coordination and reaction time impaired; dangerous to drive under the influence; anxiety and illusions; possible psychological changes; damage to lungs as tobacco.

Cocaine

Description:

Comes in crystalline white powder form.

Commonly called:

Coke, Snow, Charlie.

Physical Symptoms:

Increased alertness; euphoria; increased pulse rate and blood pressure; dilated pupils.

Look for:

Folded wraps of paper; syringes and needles; handbag mirrors and razor blades; straw for sniffing or snorting.

Dangers:

Hallucinations; agitation; paranoia; convulsions; possible death; addiction; HIV/hepatitis if shared injecting.



Street Drugs



Crack

Description:

Crystallised form of cocaine. Illegally manufactured. Can be smoked, usually using a water pipe.

Physical Symptoms:

Rapid onset of symptoms as for cocaine; extreme euphoria; loss of self-control; dilated pupils; agitation; aggressive behaviour.

Look for: Paper wraps; small plastic bags; water pipes.

Dangers: Highly addictive; depression of respiratory centre; direct toxic action on heart - can be fatal.



Glues and Solvents

Description: Glues, cleaning fluids, aerosols, lighter fuel (gas), chemical solvents, paint stripper etc.

Physical Symptoms: Rash around nose and mouth; stomach cramps; uncoordinated movements; aggressive behaviour, drunk behaviour; inflamed eyes.

Look for: Empty tubes or cans; plastic bags with traces of glue in them; strong chemical smell; traces of substance on clothing.

Dangers: Hallucinations/illusions; danger of psychological dependence; possible damage to lungs and heart, kidneys and liver and central nervous system; death by suffocation; accidents; or direct toxic effect on the heart.

Heroin

Description: Can be injected, smoked or sniffed.

Commonly called: H, Horse, Scag, Smack, Stuff.



Morphine

Comes in tablet and powder forms.

Commonly called: Morph, White Stuff, M.

Physical Symptoms: Euphoria; drowsiness; contracted pupils; needle marks on hands, arms, legs or feet; blood stains on clothing or bedding.

Look for: Wraps of paper; syringes and needles; blackened tinfoil; tourniquet (belt, tie, or string); bent spoons; spent matches; bottle caps.

Dangers: Accidental overdose; HIV/hepatitis if shared injecting; blood infection, abscesses; malnutrition; addiction.

Street Drugs



L.S.D.

Description:

Comes in very small tablet form. Small squares of impregnated paper. Liquid (colourless and odourless).

Commonly called:

Acid, Tabs.

Physical Symptoms:

Perceptual changes - especially to sight and sound; illusions and hallucinations; paranoid delusions; dilated pupils.

Look for:

Small tablets or squares of paper; occasional limb trembling and shivering; expressions of fear and anxiety.

Dangers:

Unpredictable behaviour; flashback; recurrence of trip even though no LSD has been taken for some time; accidents while under the influence of drug; long term psychological effects in some cases; adverse experiences - "Bad Trips", "The horrors".



MDMA

Description:

A very powerful amphetamine-based drug having hallucinogenic properties. Comes in tablet or capsule form. Taken by mouth.

Commonly called:

Ecstasy, E, Adam, XTC, Fantasy.

Physical Symptoms:

Abundant energy; increased colour perception; thirst; enhanced empathy.

Look for:

Excessive drinking, water or cola during high; tablets - various colours.

Dangers:

Extremely dangerous to diabetics; possible damage to brain cells; anxiety; panic; confusion; insomnia; psychosis; and hallucinations.



Recommended Online Resources



SAINT | Security Sector Development

- Links: https://saint-ssd.org/?page_id=875
- Resources: https://saint-ssd.org/?page_id=990

English Learning

YourPoliceWrite.com: <http://yourpolicewrite.com/>

BBC World Service - Learn English: <http://www.bbc.co.uk/learningenglish/english/>

CCC Guide to Grammar and Writing: <http://grammar.ccc.commnet.edu/grammar/>

onestopenglish.com (MacMillan Press): <http://www.onestopenglish.com/>

EnglishClub.Com: <https://www.englishclub.com/>

UsingEnglish.com:

- Student Resources - <https://www.usingenglish.com/esl/students/>
- Tests and Quizzes - <https://www.usingenglish.com/testing/>
- English Language References - <https://www.usingenglish.com/reference.html>
- English Language Resources - <https://www.usingenglish.com/resources.html>
- Online English Dictionaries - <https://www.usingenglish.com/dictionary.html>

News

- Deutsche Welle (DW): <https://www.dw.com/en/>
- AlertNet (Thompson Reuters Foundation): <https://www.trust.org/>
- Aljazeera (English) Television: <https://www.aljazeera.com/>
- BBC World: <https://www.bbcworld.com/>
- IRIN – Humanitarian News and Analysis: <https://www.irinnews.org/>
- The Guardian Weekly: <https://www.theguardian.com/international>

Country Briefs and Situation Advisories

CIA World Fact Book: <https://www.cia.gov/library/publications/the-world-factbook/>

Human Rights Watch: <http://www.hrw.org/>

International Alert: <https://www.international-alert.org/>

International Crisis Group: <https://www.crisisgroup.org/>

Relief Web: <https://reliefweb.int>

Transparency International: <https://www.transparency.org/>

Recommended Online Resources



Law Enforcement: Conducts, Ethics and Rights

Code of Conduct for Law Enforcement Officials (UN):

<https://www2.ohchr.org/english/law/pdf/codeofconduct.pdf>

10 Basic Human Rights Standards for Law Enforcement Officials (Amnesty International):

<https://www.amnesty.org/download/Documents/156000/pol300041998en.pdf>

The European Code of Police Ethics: <https://polis.osce.org/node/4711>

International Human Rights Standards for Law Enforcement (UNHCHR):

<https://www.ohchr.org/Documents/Publications/training5Add1en.pdf>

Compendium of United Nations standards and norms in crime prevention and criminal justice: https://www.unodc.org/pdf/compendium/compendium_2006.pdf

United Nations Criminal Justice Standards for United Nations Police (UNODC & UNDPKO):

https://www.unodc.org/documents/justice-and-prison-reform/08-58900_Ebook.pdf

Ten Rules – Code of Personal Conduct for Blue Helmets

<https://conduct.unmissions.org/ten-rulescode-personal-conduct-blue-helmets>

Human Rights

Universal Declaration of Human Rights (UDHR): <http://www.un.org/en/documents/udhr>

European Convention on Human Rights (ECHR):

https://www.echr.coe.int/Documents/Convention_ENG.pdf

Arab Charter on Human Rights: <http://hrlibrary.umn.edu/instree/loas2005.html>

African Charter on Human and People's Rights: <http://www.achpr.org/instruments/achpr/>

Mission Backgrounders

An Introduction to Security Sector Reform (DCAF-ISSAT / UNITAR):

<https://issat.dcaf.ch/Learn/E-Learning/Introduction-to-Security-Sector-Reform>

Policing and Police Reform in Complex Environments (DCAF-ISSAT):

<https://issat.dcaf.ch/fre/Learn/E-Learning/Policing-and-Police-Reform-in-Complex-Environments/>

Police Integrity (DCAF-ISSAT): <https://issat.dcaf.ch/Learn/E-Learning/Police-Integrity>

SSR Backgrounders (DCAF): <http://ssrbackgrounders.org/>

In Control - A Practical Guide for Civilian Experts Working in Crisis Management Missions (ENTRi): <http://in-control.entriforccm.eu/>