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Subject: EUPOL COPPS Six-Monthly Report 2/2023, 1 June to 30 November  
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Delegations will find attached document EEAS(2023) 1455.[...]

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**CIVILIAN OPERATIONS COMMANDER'S OBSERVATIONS AND  
RECOMMENDATIONS ON THE EUPOL COPPS SIX-MONTHLY REPORT FROM  
1 JUNE TO 30 NOVEMBER 2023**

**1. Introduction**

- 1) EUPOL COPPS is at a crucial juncture after the Hamas terrorist attack against Israel on 7 October that has triggered continuous conflict in Gaza but also escalation of tensions along Israel's northern border and greatly increased levels of violence in the West Bank. I express my appreciation for Acting Head of Mission Karin Limdal and former Head of Mission Nataliya Apostolova – who took up/completed their duties at EUPOL COPPS in October – and their team in the Mission for their continued dedicated efforts in this highly challenging external context.
- 2) On my instructions, based on security and operational assessment, EUPOL COPPS has kept essential staff functions in the Mission area since 7 October. In line with my instructions, the Mission has also continued to prioritise a good internal work environment, seeking to ensure that all Mission staff continue to feel part of the team, whether they work in the Mission area or support mandate implementation through teleworking.

**2. Observations**

- 3) In the shadow of events in the Gaza Strip, the situation in the West Bank is rapidly deteriorating – with extremist settlers, raids and arrests by Israeli Security Forces, movement and access restrictions. Add to this the long-standing legitimacy crisis of the Palestinian Authority (PA) and a PA economy that now operates on the basis of an emergency budget (with further negative implications for payment of salaries) and the current situation in the West Bank is extremely dire. Between 7 October and 30 November, 241 Palestinians including 63 children were killed in the West Bank including East Jerusalem, according to numbers provided by OCHA.

- 4) In this challenging context, EUPOL COPPS has continued to apply the EU Integrated Approach, coordinating locally together with the Office of the EU Representative (EUREP) on political issues and Lines To Take. EUPOL COPPS has also continued to host meetings of EU Heads of Missions at its HQ in Ramallah, with further guests from the UN, the US and others. Since 7 October, EUPOL COPPS has had to delay training courses and other capacity-building activity – not least due to movement restrictions, which also impact Mission counterparts – but the Mission has continued to dispatch a daily core team to Ramallah for face-to-face meetings with counterparts and continued advisory efforts.
- 5) Under its OPLAN Line of Operations 1, EUPOL COPPS showed flexibility with its support to the PA interior ministry and the Palestinian Civil Police (PCP) in their establishment, on 11 October, of a Central Crisis Cell as the leading police actor in response to the crisis that began four days prior. The Mission has since held weekly advisory meetings at the PCP top level and bi-weekly ones at the medium level.
- 6) During the reporting period, the PCP Basic Police Training reached satisfactory female enrolment in the current batch of cadets, with an improved enrolment of 150 cadets (30% female). This was supported by a EUPOL COPPS-facilitated and TAIEX-funded study visit to police training centres in Germany in June and subsequent further Mission support. The Mission finalised the base-line study on a wide ranging project with the Bethlehem Police District, but implementation is on hold, due to the challenges since 7 October.
- 7) EUPOL COPPS also played a key role in the still ongoing preparation for the opening of a new prison in Jenin (EU-funded building; opening now postponed due the conflict between Hamas and Israel). Moreover, the PCP Correctional and Rehabilitation Centres Department adopted the concept of sentence planning and is taking first steps towards its implementation. A workshop for 25 female officers in sentence planning facilitated by EUPOL COPPS opened the way for sentence planning regarding female inmates (only female officers are allowed to deal with female inmates).

- 8) Under its Line of Operation 2 (Support to the Palestinian criminal justice system), some important progress was similarly made. Following the advice and support of EUPOL COPPS, the Supreme Constitutional Court developed and disseminated a booklet for legal practitioners on the Principles of the Palestinian Constitutional Judiciary, aimed to raise awareness on constitutionality, constitutional principles and procedures. Moreover, the Palestinian Anti-Corruption Commission conducted a gender audit with support of EUPOL COPPS, with findings related to necessary changes in maternity and paternity leave policies and over-time rules, which had showed a gender bias in their application.
- 9) EUPOL COPPS also received a support request from the PA Council of Ministers with respect to public consultation on several legislative projects, although these processes are now on hold due to very limited freedom of movement for stakeholders and public servants. It can also be noted that in some instances, Mission counterparts currently reject or avoid further cooperation with the Mission/EU in protest against what they perceive as EU double standards. The Palestinian network for female prosecutors is a case in point.

### **3. Recommendations**

- 10) In the situation that is still unfolding in the Middle East, the EU has underlined the need to engage broadly with legitimate Palestinian authorities and regional and international partners who could have a positive role to play in preventing further escalation. With its current mandate, EUPOL COPPS remains a concrete expression of the EU's support to the building of a Palestinian state in the context of a two-state solution, supporting the PA as the sole internationally recognised institution representing the Palestinians.
- 11) I fully support the way ahead outlined by the Acting Head of Mission in the report, notably to maintain and strengthen the outcome-orientation of the Mission, to continuously assess the changing needs of Mission counterparts and respond quickly, and to stand ready to support a new role of the PA in the changing context.

Given the immense challenges in the West Bank, EUPOL COPPS should pay specific attention to supporting PA security and justice institutions in regaining trust amongst the Palestinian population and contribute to stabilisation in the West Bank.

- 12) Starting from 1 January 2024, EUPOL COPPS should begin to gradually redeploy all international Mission staff to the Mission area, a measure based on careful consideration of the evolving security situation and Mission operational needs. In this context, I also encourage the EU Member States to further increase their already generous support to the Mission by providing additional seconded candidates in upcoming EUPOL COPPS Calls for Contributions.
  
- 13) With the EUPOL COPPS mandate extended by Member States until 30 June 2025, any need for more imminent review of the Mission mandate will be based on Member States' guidance and explored in the relevant fora. While it is not possible to predict future developments in the current context (including what will be the governance arrangements in the Gaza Strip), an issue that will need to be assessed is the PA structures and human resources that currently exist in the Gaza Strip and what their needs are/will be. EUPOL COPPS can play a key role in conducting such assessment, focusing on the police and justice sectors, which in turn would form part of a basis on which to structure EU support for the rebuilding of the Gaza Strip.

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**1. Executive Summary**

The security and justice sectors in the West Bank are deeply affected by the Palestinian-Israeli conflict that entered into a new phase of unprecedented violence on 7 October 2023. EUPOL COPPS had just started implementing a new Mandate (2023-2025), and had developed a new results-oriented Mission Implementation Plan by the end of September, when it was forced into crisis mode and emergency planning. Counterparts in the security and justice sectors saw their operations seriously reduced, if not temporarily suspended, due to the high impact of the Gaza war on the West Bank, generating multiple movement restrictions. The already weak Palestinian Authority (PA) has further lost public trust and must try to reconnect with the Palestinian population. In addition to implementing required reforms, the PA requires further EU support to strengthen its position in a future political process on the basis of the two-state solution.

It was with great effort that the Mission achieved limited progress. Four particular results are worth highlighting in this summary. Firstly, while the Mission's advisors have an excellent insight into many aspects of the performance of the Palestinian Civil Police (PCP), the Mission's Baseline Study on the Bethlehem Police District produced a systematic and deep understanding of local policing practices. The findings will help to guide future support for Security Sector Reform. Secondly, a comprehensive Mission advisory on penitentiary affairs will have a major impact on the life of inmates of the new Jenin prison to be inaugurated in the near future. The Mission pushed for the long-awaited opening of the EU-funded new building and for the application of international standards to the penitentiary management. Thirdly, the Council of Ministers is willing to conduct public consultation on new legislation and actively seeks the Mission's support. Fourthly, in close cooperation with EUPOL COPPS, the Public Prosecutors are launching the Female Network for Leadership that started its preliminary work with a survey on the needs of its members aiming at stronger female professional presence in the justice sector.



In the months ahead, the Mission will continue to put the Duty of Care and the wellbeing of its staff first, while continuing to implement its Mandate focusing on strategic support and reforms, trust building- and mentoring activities, ready to adapt if Member States decide to revise the role of EUPOL COPPS. With its unique position as one of few still present international peer-to-peer supporting partners in the field of security and justice, implementing its mandate while raising the EU flag to counter growing anti-western and anti-EU sentiments, and preparing for the day after tomorrow, EUPOL COPPS is maybe even more relevant as a Civilian CSDP Mission post-7 October than it was right before.

## **2. Mandate Implementation**

While adapting to the rapidly changing and highly volatile context, EUPOL COPPS continued to implement its mandate, with the overall aim of supporting a future political process based on the two-state solution. Member States have mandated the Mission to achieve eight Desired Outcomes. All these focus on institution building in the Palestinian security and justice sectors. Progress towards the Desired Outcomes has been limited by the deteriorating political and security conditions, but a set of achievements can be reported. During the reporting period as a whole, EUPOL COPPS achieved “limited progress” on 15 out of its 22 OPLAN tasks. Under the two Lines of Operation, this progress assessment follows the list of eight Desired Outcomes, with further detail on the 22 Tasks and related activities in the Benchmarking Annex.

### **Line of Operation 1: Support to the Reform and Development of the Ministry of Interior (MoI) and the Palestinian Civil Police (PCP)**

In order to strengthen the oversight and capabilities of the MoI (*OPLAN Desired Outcome 1.1.1*), the Mission has continued its strong work relationship with the MoI Strategic Planning & Development Unit (SPDU), evaluating the implementation of the Security Sector Strategy 2018-2022 in preparation for its continuation. With the permanent support of the Mission, the SPDU oversees the implementation of the Joint Priorities List of the Security Sector Working Group where all relevant international donors coordinate their support for the Ministry. The Joint Priorities List specifies and ranks jointly identified needs and the means to cover them.

The SPDU has established itself as a dynamic actor within the Ministry. In view of its ambitious objectives, the staff members of the unit need further professional development, which the Mission will continuously support.

Additionally, the recently established Human Rights Training Team within the Human Rights Unit of the MoI achieved self-sustainability in the reporting period. The team of trainers was selected following a thorough performance evaluation. It has developed a training schedule covering the entire West Bank based on the Human Rights Training Curriculum for Law Enforcement Officials. This Mission-facilitated achievement was also presented in a workshop organised by the Independent Commission for Human Rights (ICHR), in cooperation with the Danish Institute for Human Rights. The Ministry started the trainings in July, but they are currently on hold due to the ongoing crisis.

Aiming at enhanced policing policies, concepts and structures of the PCP (*OPLAN Desired Outcome 1.1.2*), the Mission has supported the PCP in implementing the strategic concepts of Community Policing and Information Led Policing. The current crisis has made these policy concepts an imperative since damage to public trust in the security forces – which Community Policing is meant to address – has worsened during this crisis. The wave of public protests has further revealed the urgent need for structured data collection on security-related events in the framework of Information Led Policing. The dynamic needs assessment which was carried out in close cooperation between the PCP and the Mission after the eruption of the crisis was both an essential document and proof of a solid and effectively functioning professional relationship. It also shows that the PCP command has taken ownership of the key policing policies which the Mission has promoted through a wide range of activities including several public outreach events which also involved the Mission's Press and Public Information Officer and her team (see section 5 of this report). The Community Policing concept is at the core of the Mission's own public outreach.

In order to implement a systematic criminal process (*OPLAN Desired Outcome 1.1.3*), the PCP continued to strengthen its criminal investigation administration and to enhance its capacity to build evidence-based criminal cases. The Mission prepared a basic training on criminal investigation.

However, this was put on hold after 7 October with cooperation switching to flexible coaching methods and short training courses in this area. The PCP is in urgent need of enhancing its capacities to combat sharply rising cybercrime. The Mission helped to address this challenge through training and the provision of equipment.

The Mission further supported the PCP and the Prosecutor in order to strengthen their still limited capacities to address environmental crimes. The Family Protection and Juvenile Administration of the PCP benefitted from the Mission's on-the-job coaching in the One Stop Centre of the Ramallah Police District.

In improving the governance and accountability mechanisms of the PCP (*OPLAN Desired Outcome 1.1.4*), EUPOL COPPS focused on the penitentiary institutions. In June 2023, the Mission conducted a workshop on Sentence Planning and Gender Awareness for 25 female prison officers from all seven prisons in the West Bank. Additionally, the Mission supported the preparation of the opening of the newly built Jenin Correction and Rehabilitation Centre (Barghasha), currently on hold. Out of 70 officers assigned to work in the new prison, the Mission trained 40 on site. In September 2023, the Mission finished its Baseline Study that analyses the capacities, governance and accountability of the Bethlehem Police District. The focus here is less on advice about principles but on their real-world application and on identifying lessons that can be applied to other districts or the PCP as a whole. The in-depth Baseline Study, which utilized almost all of the capacities of the Mission, also gives important indications of the challenges that all eleven PCP districts are very likely to face. The Baseline Study summarizes its findings in a set of recommendations. The planned implementation of these recommendations is affected by the events starting on 7 October and is now under critical revision. While the current crisis imposes a pause on this innovative effort, the Baseline Study is of great value in directing the Mission's planning since it can also support the assessment of broader PCP capacities in the entire West Bank.

In order to strengthen the internal support administrations of the PCP (*OPLAN Desired Outcome 1.1.5*), EUPOL COPPS supported the Palestinian Policewomen's Network, the PCP's Human Resources department, its IT section, and its training capacities, specifically regarding basic training for cadets.

The Mission conducted a Palestinian Policewomen's Network membership campaign with more than 50% of the PCP's female staff joining the network, and also with an action plan on priorities established with the support of the Mission. EUPOL COPPS is currently working towards its affiliation to the International Association of Women Police.

Additionally, the Mission advised, trained and coached the PCP Human Resources Department on job descriptions and competency-based performance evaluation. The IT capacities of the PCP is strengthened through the ongoing provision of equipment. In support of the PCP's training administration, the Mission facilitated a five-day study visit, in June 2023, to a series of police training centres in Baden-Württemberg, Germany (funded by TAIEX) with four high-ranking PCP representatives. The study visit was followed up by internal meetings of the PCP senior management as well as Mission-facilitated meetings and workshops focusing on the revision of Basic Police Training. As a result, the PCP achieved in the current cohort of the Basic Police Training an improved enrolment of 150 cadets (30% female). The previous four years had fewer cadets enrolled, with no female representation. The proposed duration of the training was expanded from 3.5 to 5.5 months.

### **Line of Operation 2: Support to the Palestinian Criminal Justice System**

In pursuit of an alignment of the legislative process with international standards (*OPLAN Desired Outcome 2.1.1*), the Council of Ministers (CoM), the Ministry of Justice (MoJ), and the Harmonisation Committee made some slow progress in the reporting period. In absence of a parliament, the current legislative process of only decree laws within the PA institutions can be described as uncertain, unclear and unorganised. However, in the reporting period, specifically the CoM achieved some progress. The Mission, at the request of the CoM, has developed a new proposal on the legislative process, which clarifies the steps, procedures and processes of drafting legislation, along with the necessary legislative documents, in a clear, transparent, and participatory manner.

The Mission's capacity building on gender has resulted in enhanced CoM strategic planning and reporting mechanisms according to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which have translated into onsite gender coaching to support coherent implementation across the PA institutions. Additionally, the CoM has sought the Mission's assistance in facilitating public consultation sessions for three significant pieces of draft legislation. This marks a positive step towards initiating and institutionalising public consultations.

The Mission is currently revising the draft penal code in order to suggest amendments to the draft. With the support of the Mission, the MoJ has also developed comprehensive and overarching Standard Operating Procedures for its entire proceedings, which improve its performance and service provision.

In order to improve the performance of the justice sector institutions (*OPLAN Desired Outcome 2.1.2*), the Supreme Constitutional Court disseminated a booklet on the "Principles of the Palestinian Constitutional Judiciary" and held a workshop on the topic. Close cooperation and coordination between the High Judicial Council and the Palestinian Judiciary Institute continued, featuring a training session on money laundering for the ordinary judges with the cooperation of the Judicial Training Institute of Italy. The Palestinian Judiciary Institute and High Judicial Council proved their capacity to cooperate and coordinate by initiating discussion on a structured mechanism to assess the training needs of the judges and for the selection of the trainers and trainees. Aiming at a stronger female presence in the justice sector, Public Prosecutors are preparing to launch the Female Network for Leadership in close cooperation with Office of the EU Representative for the West Bank and the Gaza Strip (EUREP) and the Mission. The Palestinian Anti-Corruption Commission conducted a gender audit through a Mission-supported external consultant and is now implementing the resulting recommendations. The Attorney General's Office (AGO), following Mission advice, is preparing a Memorandum of Understanding between the relevant counterparts in order to strengthen the right to early representation for suspects in Palestine. As a first step, this effort aims at a pilot project to enable early representation for juveniles, possibly opening the door for broader early representation.

With respect to improving the cooperation between the security and justice sector institutions (*OPLAN Desired Outcome 2.1.3*), the AGO–PCP Memorandum of Understanding Implementation Group proved to be an effective tool to enhance police-prosecutor coordination and cooperation. The group coordinated, among other activities, the drafting of manuals on seized items and on the investigation of narcotic crimes. The Mission is currently supporting the AGO in its effort to enhance capacities concerning international judicial cooperation, narcotic crimes, cybercrimes, gender-based violence, and environmental crimes. An analysis of the status of cross-sector cooperation in order to fight corruption is ongoing.

These achievements of our counterparts were possible with the support of the Mission either before 7 October or despite the unprecedented outbreak of violence that, while focused on Gaza, also has a deep impact on the security and justice sector institutions in the West Bank as well as on the whole population. The Mission's close professional relationship with leaders in the security and justice sectors was clearly evidenced when switching to immediate emergency planning. On 11 October, the PCP, under the guidance of the MoI, established a Central Crisis Cell (CCC) as the leading police actor in response to the crisis that erupted four days earlier. The cell oversees the implementation of the Ministry's strategies and procedures on the ground. It provides strategic guidelines at the tactical operational level to the eleven police districts ensuring quick and effective response and control mechanisms are in place to deal with any arising crisis situations. In the hours and days after the Hamas attack, the Mission initiated very intensive consultations with the MoI, the Chief of Police, and senior police management, which focused on the needs of the PCP, and specifically the CCC itself, including the urgent need of IT equipment and other immediate needs. While the CCC is the key partner for the Mission's emergency response, the operations of the PCP were immediately affected by the presence of hundreds of Gazan workers in the West Bank who were unable to return to their homes and who were temporarily accommodated in PCP buildings. These workers have returned to Gaza by mid-November.

### **3. Political and Security Context**

The Hamas terrorist attack against Israel on 7 October and Israel's military operation against Hamas in Gaza has triggered an escalation of tensions on Israel's northern border with Lebanon with Hezbollah. Since the start of the conflict, thousands of people have been killed both in Gaza and in Israel, including a high number of women and children. The conflict also greatly affects the West Bank, where frequent confrontations between Palestinians and Israeli security forces as well as settlers occur, resulting in Palestinian deaths registered in October widely exceeding death tolls recorded during the Second Intifada (2000-2005). Tensions in the West Bank also affect the PA itself. Palestinians marched in many locations in protest against the Israeli military operations and supporting Hamas. Anti-Western and anti-EU sentiments are growing, as recent polls show. Protests were also directed against the PA and Palestinian Security Forces (PSF) at times.

The PA may come under further pressure should Israeli operations in Gaza intensify, exacerbating its legitimacy crisis. This issue poses a possible challenge for the Mission in continuing its Mandate implementation, as does the evolving security situation in the West Bank in terms of constraining freedom of movement. Continued Palestinian protests in the West Bank, specifically in Ramallah, are likely, given the overall situation, and have to be seen as a significant factor and trigger for potential clashes with PSF. Based on previous incidents, involvement of PSF in violent encounters with protestors can potentially have a direct impact on the Mission's reputation and perception within the West Bank. Moreover, the already weak Palestinian economy is greatly suffering from the escalation. It loses some 300 million USD per month since Palestinians working in Israel currently do not have access to their workplaces. At the end of October, Israel said it would deduct the funds intended for the Gaza Strip from the customs clearance revenues that it collects and transfers to the PA as a part of the Oslo Accords. In response, the PA refused to receive a deducted tax revenue transfer from Israel. In November, the PA declared an emergency budget. Security and justice sector institutions in the West Bank were not able to pay salaries in November; many employees cannot reach their workplaces. Even before 7 October, the political situation in the West Bank was worsening.

Since the current Israeli government took office in December 2022, its policies in the West Bank had led to increased demolitions of Palestinian property and settlement expansion as well as a strong increase in settler violence. Israel has passed emergency regulations that allow for harsher conditions for prisoners. Inter-Palestinian reconciliation was at an impasse and tensions were rising between the Palestinian armed groups and the PSF.

#### **4. Integrated Approach**

EUPOL COPPS and EUREP are trusted partners for international donor coordination regarding the security and justice sectors in Palestine. With its advice and coaching at the level of government ministries, the Mission helps to manage the Joint Priorities List as the key tool to coordinate efforts of EU Member States, EU, UN, US, UK, and others. On the technical level, the Mission is hosting five different working groups in order to coordinate donor support to the PCP, covering the areas of criminal investigation, community policing, training, penitentiary, and accountability.

A TAIEX-sponsored five-day study visit to Germany with four high-ranking Palestinian participants strengthened the PCP's training efforts since it triggered an ongoing comprehensive revision of its basic training programme for cadets including increased female enrolment. The synergetic efforts of EUPOL COPPS and EUREP has led to significant progress as evidenced by the soon to be opened new prison in Jenin, and the continued coordination and cooperation in raising awareness on the need to approve the pending Family Protection Bill and the endorsement of CEDAW in the Official Gazette with its Palestinian partners. The Mission's Justice Section is closely cooperating with EUREP in achieving significant results in support of justice sector institutions including through the provision of EUPOL expertise for EUREP interventions. EUPOL supported EUREP logistically during the visit of the HR/VP on 17 November, which also included a short meeting with EUPOL staff in the mission premises. The bilateral format of direct donor coordination in the justice sector is well functioning on a case-by-case basis including with the U.S. Bureau of International Narcotics and Law Enforcement Affairs (INL), UNDP Sawasya, and Germany's GIZ.



EUPOL COPPS closely cooperates with its sister mission EUBAM Rafah, now even more so in facing the current crisis. The appointment of EUPOL COPPS' former Head of Mission Nataliya Apostolova to the helm of EUBAM Rafah further contributes to this process. The cooperation includes but is not limited to political, media and security assessment of the unfolding crisis, but also additional ad hoc reporting in both missions with EUPOL COPPS in the lead. The Mission also broadly supports the temporarily relocated EUBAM Rafah staff in terms of office space, IT, logistics, and security.

## **5. Visibility and Public Communication**

The Mission supports counterparts that are under the umbrella of the PA, specifically the PCP, strengthening their capacities through strategic communication aimed at public confidence building. Polls show that already before the watershed moment of 7 October, the PA was not held in high esteem among the population of the West Bank. It is reasonable to assume further damage to its reputation as a result of the catastrophic recent events.

Following 7 October, the Mission's online presence (Instagram, Facebook, X, website) decreased, a conscious decision given the Mission's position on the ground. However, as of late October, the Mission has resumed its online activities.

Since 7 October, EUPOL COPPS switched to full crisis communication mode, which includes press communication, internal communication, strategic communication advice to the Head of Mission, constant liaison with EU partners and international partners on the ground. Media monitoring, including social media, ensures that the Mission is kept abreast of events.

Despite recent events, the Mission has maintained its visibility, particularly via social media channels utilising a variety of tools including but not limited to videos, web features and media relations. The periodic newsletter, recently renamed *The Gazelle*, has remained very popular, especially the "Meet our Advisors" news item. The *Gazelle* is circulated to media outlets, counterparts, EU Member States and international community partners, and also published on social media channels. The Mission further publishes a Daily Press Digest through a comprehensive distribution list, both in theatre and abroad.

The Mission has been working with the PCP on a number of activities and projects in the fields of strategic communication and confidence building. EUPOL COPPS continues to co-chair the monthly Community Policing Coordination Group, bringing together counterparts from the PCP and international partners, with the intention of developing projects related to Media, Public Relations, and Community Policing, all directed at confidence building which continues to be at the core of the PCP's continuous strategic efforts, now under additional strain.

## **6. Lessons Identified**

The current crisis challenges the Mission and its conduct on all levels. While reporting itself saw an unprecedented peak soon after the outbreak of the crisis, the enhanced evaluation and reporting exercise finds little evidence that CSDP missions are sufficiently equipped to address an imminent crisis as broad and deep as the current Palestinian-Israeli conflict. The CSDP tool box is limited when it comes to crisis response. Expectations need to be adapted to the means at the disposal of this Mission.

Failures in crisis response, such as the cumbersome process related to the formulation and eventual approval of the so-called Quick Impact Projects (QIPs), should further encourage the revision of the CSDP tool box in the framework of the Civilian CSDP Compact 2023.

Enhanced reporting has allowed Mission senior management to capitalize on the continuous aggregation of information involving all sections and units and to improve internal communication and the knowledge base within the Mission, notably incorporating local Palestinian staff. In deeply worrying times, all staff continue to receive appropriate, regular and reassuring information about the status and progress of the Mission. The Mission also capitalized on previous lessons and experiences with the teleworking mode, including contacts with counterparts and international partners, acquired during the COVID pandemic. The switch to online communication for many internal and external processes was achieved swiftly and effectively but also left no doubt about the key importance of direct interpersonal contact in order to cultivate a professional work environment and beneficial relations with local counterparts.

Returning to our headquarters on Monday, 9 October, and the continued presence of around 25 essential staff, sent a strong and appropriate message to our Palestinian counterparts and local staff. The reporting period was specifically marked by a broad internal discussion about a more outcome-orientated planning, operating, and reporting process. Internal training and coaching on planning and reporting will strengthen this already promising change effort. The challenging external conditions push the Mission to constant dynamic adaptations of its planning and operations, which heavily rely on efficient communication and a constructive work atmosphere. We clearly identified and reaffirmed the lesson that appropriate bottom-up and top-down communication is key for the definition of smart and realistic objectives for the short-, medium- and long-term planning of the Mission. A possible revision of the Mandate can count on a resilient, committed and flexible team.

## **7. Planning for the next Six Months**

The current crisis challenges the basic planning assumptions of EUPOL COPPS. The key question is the future role of the PA in the West Bank and possibly in Gaza. It is unlikely that a clear answer to this question will be available in the next six months.

Even if Israel were to achieve its declared war objective to destroy the military and governmental capacities of Hamas, the forces behind Hamas are likely to regroup and to retain influence in Palestinian affairs. For many who currently try to conceive a peaceful future for Palestine, the two-state solution is back on the table, or was never off the table, although fiercely opposed by Hamas and influential groups in Israel. The future planning of the Mission is tied to the political process on the basis of the two-state solution.

This is why continuous implementation of its clear Mandate is the path the Mission will take in the next six months in order to stand ready to advance towards the two-state solution through Palestinian institution building in the security and justice sectors, while remaining flexible to implement any potential amendments to its Mandate that might be contemplated in the context of the current crisis. A specific focus of our effort in the immediate future will be a set of measures to rebuild public confidence in these institutions. The Mission has direct and trust-based access to the highest planning levels of the Palestinian security sector through the Strategic Planning & Development Unit of the MoI and the newly established Central Crisis Cell of the PCP.

By means of its daily contacts with these key units, channelled mainly through the Acting Head of Mission and the Head of Operations, but also relying on a wide range of active professional relationships on the technical level, EUPOL COPPS will dynamically assess the needs of our counterparts and related risks. In a similar way, the Mission will continue its close contacts with the leadership of multiple justice sector institutions, which are also deeply affected by the current crisis situation in order to assess their needs. Since the Mission is one of very few international players still present on the ground in Palestine, its operational adaptation to the new security context is of great importance. It is an asset for the entire EU family to have staff present in the EUPOL COPPS headquarters in Ramallah and in the field for as long as possible. Constant and reliable engagement with our counterparts and strategic patience are likely to pay off when a fresh start in regard to the political process on the basis of the two-state solution comes closer. Member States' continued support to EUPOL COPPS in terms of a high level of secondments to the Mission is crucial in this endeavour.

#### **8. Comments by the Acting Head of Mission**

While events unfolding since 7 October will certainly impact political developments on both sides of the conflict, EUPOL COPPS through its Mandate and as part of the EU family, is a steadfast partner for peace, for the two-state solution, and for the strengthening of the security and justice sectors under Palestinian Authority ownership. Eroding conditions push the Mission even more to adhere to, and to focus on its Mandate. The ongoing conflict pushes Human Rights and Gender aspects to the forefront of our concern as a long-time stakeholder of the Middle East Peace Process. The Mission has made meaningful use of its wide network, including civil society and public institutions, to assess the emergency in the West Bank under Human Rights and Gender criteria.

On 8 November, following up on a series of previous Civil Society consultations, the Mission hosted an online expert panel with Human Rights and Women's Rights organisations, to address the escalating crisis in the West Bank and the effects of the conflict on Palestinian women and girls. The absence of applying universal principles and the lack of accountability on human rights violations were raised. Civil Society Organisation staff are currently unable to carry out critical functions in monitoring violations due to movement restrictions and settler violence.

The Palestinian people are faced with systematic attacks and extreme surveillance by IDF and armed settlers which, as indicated by local representatives, is being encouraged by the deep-rooted culture of impunity. The situation in the West Bank – and of course the suffering of friends, family and fellow nationals in Gaza – also have a great impact on our local staff.

In response to this emergency and implementing our Mandate, the comprehensive concept of Human Security will continue to guide our action. During five out of six months of the reporting period, EUPOL COPPS implemented its Mandate under the leadership of Ambassador Nataliya Apostolova. She also led the first response to the crisis that started in October. In many external and internal meetings, she gave advice and orientation for immediate action and for the Mission's way forward. Looking ahead, her advice is focused on three points: (1) maintain and strengthen the outcome orientation of the Mission; (2) assess the changing needs of our counterparts constantly and respond quickly; and (3) stand ready to support a new role of the Palestinian Authority in the changing context.

Staying in touch with Ambassador Apostolova in her new responsibility at the helm of our sister mission EUBAM Rafah, I will honour her achievements and good counsel, most importantly capitalizing on her broad network of trustful contacts on different leadership levels of the Palestinian security and justice sector institutions, including the presidential and cabinet levels.

As part of its responsibility to implement the Civilian CSDP Compact, the Mission has just about achieved the 70% secondment quota (67%) as well as the 40% women's participation (36%), and continued to operationalise the EU Integrated Approach, as outlined above. EUPOL COPPS has supported the implementation of UNSCR 1325 on Women, Peace and Security by promoting gender equality and systematically mainstreaming a gender perspective in external and internal activities.

Efforts have also been intensified in ensuring a safe and inclusive working environment, especially after 7 October, with a clearly communicated emphasis on those aspects from the Mission's leadership. Finally, the developments following 7 October and the impact that events in the region have had on the security situation in Europe has shown the clear internal-external security nexus and how the Mission is well placed to address, if not the immediate crisis, at least its aftermath. In the months ahead, the Mission will continue to put the Duty of Care and the wellbeing of its staff first, while continuing to implement the Mandate focusing on strategic support and reforms, trust building and mentoring activities and remaining prepared to incorporate any potential amendments to its Mandate that developments on the ground and Member States might require. I am convinced that a conducive, inclusive and respectful working environment will enhance the resilience of the Mission and will help us to provide a well-oiled machinery that can deliver on the Mandate in support of our Palestinian counterparts and the commitments of the Civilian CSDP Compact as part of the EU's Integrated Approach for a lasting and sustainable peace in the Middle East.

**Approved by**  
**Acting Head of Mission**  
**Karin Limdal**

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**Annex I – Benchmarking**

EUPOL COPPS		
Tasks as per OPLAN	<i>For each task describe in few words (max. 250 per task) progress achieved since last SMR/obstacles and the reasons for this blockage/suggestions</i>	Status of task delivery
<b>LINE OF OPERATION 1: SUPPORT TO THE REFORM AND DEVELOPMENT OF THE MOI AND PCP</b>		
<b>DECISIVE POINT 1.1: MoI and PCP are strengthened</b>		
<p>Task 1.1.1.1 Support and mentor the MoI to strengthen oversight in the security sector through transparent and accountable processes, including strategic planning, implementation and donor coordination in order to enhance the skills and knowledge of the MoI staff to perform ministerial and oversight functions.</p>	<p>Through on-the-job coaching, the Strategic Planning and Development Unit (SPDU) of the Ministry of Interior (MoI) is now consolidated as the leading strategic management tool in the security sector. The Mission will continue to coach on-the-job and identify needs and fields of further improvement. The plan to strengthen a strategic planning cell within SPDU through the training of the best participants of previous trainings is currently on hold due the conflict between Hamas and Israel that broke out on 7 October 2023 with a broad terrorist attack out of Gaza. The effort of donor coordination through the Joint Priorities List remains on the planning level and struggles to reach the implementation phase of the jointly identified priorities.</p> <p>SPDU is thus slowly advancing towards the indicators (i.e. achievement of coordination capacity, implementation of the Security Sector Strategic Plan).</p> <p>Since 7 October, the Mission supports the newly established Central Crisis Cell (CCC) of the MoI with weekly advisory meetings on the top level (Chief of Police) and bi-weekly advisory meetings of the medium level (Head of the PCP Special Police forces along with Head of Criminal Investigation Administration and the Head of Central Operation Room). EUPOL</p>	<p>Limited progress</p>

	<p>COPPS is engaged in supporting the provision of equipment to strengthen the PCP capabilities, mainly VTC capabilities for the Districts to be able to communicate effectively with the Central OPS Room and the CCC.</p>	
<p>Task 1.1.1.2 Assist the MoI to establish a well-developed and functional system for mainstreaming human rights and gender in security sector policies, strategies and legislative work</p>	<p>The Human Rights Unit of the MoI has now a self-sustained and well-prepared Human Rights Training Team at its disposal. The team of trainers was selected following a thorough performance evaluation. It has developed a training schedule covering the entire West Bank based on the Human Rights Training Curriculum for Law Enforcement Officials. This Mission-facilitated achievement (through advice, training and coaching in the previous reporting period) was presented, in August 2023, in a workshop organised by the Independent Commission for Human Rights (ICHR), in cooperation with the Danish Institute for Human Rights. The Ministry started the trainings in July, but they are currently on hold due the conflict between Hamas and Israel that broke out on 7 October 2023</p> <p>The Mission has continued to support through advice the implementation of the recommendations contained in the Concluding Observations from Palestine’s first review in front of the UN Committee against Torture last year, as well as the Concluding Observations from Palestine’s first review in front of the UN Human Rights Committee in July of this year. The Mission has continued to provide support and advice on the establishment of a mechanism for the protection of subordinates who refuse to obey unlawful orders.</p> <p>The Mission conducted capacity building and on-the-job coaching with a wide range of gender focal points of institutions under the umbrella of the CoM, mainly on leadership, communication and gender-sensitive strategic planning, which led to the adaptation of SOPs aiming at ISO certification. The on-the-job coaching will be continued and focuses on the identification and reduction of absorption gaps.</p> <p>The MoI is thus slowly advancing towards the indicators (i.e. harmonization of gender policies, preventive mechanism against torture).</p>	<p>Limited progress</p>



<p>Task 1.1.2.1 Support, advise and mentor the PCP including the media department on rolling out and implementing the Community Policing Concept, including raising awareness of the concept within the PCP and the Palestinian public.</p>	<p>The Mission assessed all six stations of the Bethlehem Police District in order to verify the status of Community Policing, and conducted a two-day workshop on the topic. The PCP adopted key elements of the Community Policing concept, such as constant liaison with traditional leaders mainly in rural areas, as guiding principles of policing practice in its districts with a special focus on the Bethlehem Police District. The implementation of Community Policing benefits from Mission-facilitated donor coordination. The Mission’s PPIO closely cooperates with PCP communications through outreach events in schools and the police summer camp that targets youths in order to create interest in a police career. The Mission’s PPIO also supported the Security Sector Reform Section providing training on Media and Public Relations in two police districts, aiming at coverage of all districts until the end of the Mandate. The implementation of Community Policing is severely limited by financial and Human Resources constraints. Not more than 20 out of roughly 1,500 police staff are actively involved in Community Policing. In the current crisis, the Mission advises PCP to communicate proactively with the population and to show the flag.</p> <p>PCP is thus slowly advancing towards the indicators (i.e. Community Policing Strategy developed and enforced, donor coordination on Community Policing, implementation in all police districts, actions with gender focus).</p>	<p>Limited progress</p>
<p>Task 1.1.2.2 Support and advise the PCP Department of Information on suitable approaches to implement the Information-Led Policing (ILP) model at all PCP levels, including awareness raising.</p>	<p>Information-Led Policing runs into multiple obstacles ranging from political constraints (resistance to generation of information potentially vulnerable to abuse by occupation authorities), poor culture of information sharing between units, poor equipment, and lack of training. Training advances but meets with weak structures of information gathering and storing.</p> <p>The Mission conducted trainings (one to three days) in June (on software use and data analysis, five male participants), July (on software use and data analysis, six male participants), August (on basic software use, 4 male participants), September (on basic software use, 5 male and one female participant), and October (on basic software use, six male participants). The training was</p>	<p>Limited progress</p>

	<p>followed up by on-the-job coaching for the participants who all work in the PCP Department of Information.</p> <p>The PCP is thus slowly developing its capacities to implement ILP and to advance towards the indicators (i.e. iterative information cycle, data collection, storage and effective analysis).</p>	
<p>Task 1.1.3.1 Support and advise the PCP Criminal Investigation Department to strengthen their criminal investigation and criminal justice response capacities through an evidence-based approach.</p>	<p>Planned trainings on criminal investigation (following the basic training model as practised in Slovenia) did not reach the implementation phase before 7 October and were temporarily substituted by short online trainings due the conflict between Hamas and Israel that broke out on 7 October 2023. In November the Mission conducted an online training on the use of open source information in criminal investigations for the PCP leadership, in two sessions with five and six participants respectively (all male). The main challenge in this area is the lack of absorption capacity of the training and advice on the operative level.</p> <p>PCP is thus slowly advancing towards the indicators (i.e. investigator’s capacities, system of data collection, protection for survivors of gender-based violence, cases with survivor-centred approach).</p>	<p>Limited progress</p>
<p>Task 1.1.3.2 Support and advise the Cybercrime Unit on how to best structure and enhance its capacity to respond, investigate and prevent cybercrime in close collaboration and coordination with other PCP departments and key stakeholders.</p>	<p>Rising cybercrime in the West Bank generates a work overflow for the PCP which so far has poor means to tackle the challenge. The Mission provides training and equipment in order to create a basic response capacity. A public awareness campaign will follow when at least initial police response capacity is available.</p> <p>In August 2023, the Mission delivered a training on the subject of cryptocurrency with 26 participants in attendance, 4 females, from different teams within the PCP, including the cybercrime and financial-economic investigation departments. In the same month, the Mission donated equipment to the internet investigations team, part of the Cybercrime Unit, i.e. 11 laptops, nine desks and a reception desk.</p>	<p>Significant progress</p>

	<p>After the handover of the IT Equipment the Head of the PCP Cybercrime Unit stated that the donation is a major contribution to the department, especially when it comes to investigating crimes involving violence against women and children. Previously, only a limited number of police officers at a time could work at the same time on internet investigations. With this donation the efficiency of the department is greatly improved.</p> <p>PCP is thus steadily advancing towards the indicators (i.e. evidence-based investigation of cybercrimes, first responders working with CID and Cybercrime Unit).</p>	
<p>Task 1.1.3.3 Support and advise the agencies in charge of investigating environmental crime to develop policies, and evidence-based procedures and practices.</p>	<p>Awareness of environmental crime is low in the Palestinian society and its institutions; necessary cooperation with Israeli entities is poor. The Mission is establishing contacts with multiple stakeholders and raises their awareness. Concrete response measures to environmental crime are incipient. In addition, police, prosecution and the environmental authority are competing when it comes to tackling environmental crime. The Mission liaised with CSOs and NGOs in the area and prepared training content in order to contribute to the Basic Police Training (Task 1.1.5.2) and to the pilot project in the Bethlehem Police District (Task 1.1.4.2), but both trainings are currently on hold as long as the war conditions prevail.</p> <p>PCP is thus not significantly advancing towards the indicators (i.e. investigating capacities, public awareness).</p>	<p>Limited progress</p>
<p>Task 1.1.3.4 Support the Family Protection Juvenile Department (FPJD) to build staff and organisational capacity, focusing on enhancing collaboration and coordination with other PCP departments and key stakeholders in matters related to family protection and juvenile justice.</p>	<p>The Mission's on-the-job coaching helps to consolidate the capacities of the Family Protection Juvenile Department in its Ramallah Centre but also by indirect impact on its phone help line. The coaching, which is the Mission's main activity in this area, aims at enabling staff to report complaints, collect hard evidence and open a judicial case after reaching the survivor's consent when appropriate or advise otherwise facilitating mediation and/or reconciliation. Cultural habits hamper the protection of females and children as survivors of violence. Planned support for the FPJD of the Bethlehem Police District is currently on hold due the conflict between Hamas and Israel that broke out on 7 October 2023.</p>	<p>Limited progress</p>

	<p>The FJPD received Mission advice in reaction to the ongoing crisis concerning trauma response and countering disinformation and radicalization, but showed limited absorption capacity.</p> <p>On a local scale, PCP is thus slowly advancing towards the indicators (i.e. capacity building, institutional and public awareness).</p>	
<p>Task 1.1.4.1 Support further improvement of PCP accountability and oversight systems through the development of procedures and management tools, and foster effective dialogue with civil society organisations.</p>	<p>Mission-facilitated training on complaint management and standardized processes as a base for accountability are planned but currently on hold due the conflict between Hamas and Israel that broke out on 7 October 2023. A revision of a new SOP on complaint management by the Mission advisor is currently under way. Public outreach and civil society involvement are planned, but on hold due the conflict between Hamas and Israel as mentioned.</p> <p>PCP is thus slowly advancing towards the indicators accomplishing preliminary tasks (i.e. implementation and quality control of accountability and oversight systems, capacity to conduct administrative investigations through the grievances and human rights department).</p>	<p>Limited progress</p>
<p>Task 1.1.4.2. Support and advise the PCP at district level to operationalise their plans through raising capacities and streamlining policies and procedures in close cooperation with other districts and HQ.</p>	<p>The Baseline Study of the Bethlehem Police District was finished in September 2023 and provides deep insight in district level police practice. The findings are relevant beyond the Bethlehem Police District. The implementation of the comprehensive project – which was subdivided in 49 activities – is currently on hold due the conflict between Hamas and Israel that broke out on 7 October 2023.</p> <p>PCP is thus slowly advancing towards the indicators (i.e. district level implementation of operational plans aligned with general PCP strategies).</p>	<p>Limited progress</p>
<p>Task 1.1.4.3 Provide mentoring and advice services to the PCP Correctional and Rehabilitation Centres Department (CRCD) to enhance their capacity and align</p>	<p>The Mission played a key role in the still ongoing preparation for the opening of a new prison in Jenin (expected for November 2023 but currently postponed due the conflict between Hamas and Israel). The CRCD adopted the concept of sentence planning and is taking first steps towards its implementation. The workshop for 25 female officers in sentence planning facilitated by the Mission opened the way for sentence planning regarding female inmates since only female officers are allowed to deal with female inmates. Prior to relocation caused by the events of 7</p>	<p>Moderate progress</p>

<p>operations according to international standards.</p>	<p>October, the Mission advisor conducted a monthly visit to the new prison facility in order to give lectures on staff planning and development and advice on preparations for the opening. The mentioned workshop on sentence planning highlighted the need to include risk and needs assessment regarding every inmate in order to achieve comprehensive sentence planning. The Mission is continuously facilitating donor coordination on penitentiary issues.</p> <p>The CRCDD has thus achieved some relevant results on its way towards the indicators, while the opening of the new prison is still pending due to the ongoing war (the indicators are imminent opening and management of the new Jenin prison, sentence planning, staff training).</p>	
<p>Task 1.1.5.1 Support and advise the PCP on suitable approaches, frameworks and methods to modernise Human Resources Management systems and processes, including to better identify capacity gaps, assess staff and unit performance.</p>	<p>The Human Resources Department of the PCP is introducing standard job descriptions and competency-based performance evaluation based on advice and training by the Mission. The Police Women’s Network was well received by the target group, international affiliation is in preparation. This affiliation will provide female PCP officers with a range of resources to broaden their skills, networking opportunities and training opportunities. There is also an annual training conference at which police officers from a wide array of countries gather together for state-of-the-art training in modern policing issues and policing challenges. With the support of the Mission’s Gender Adviser, the network developed an action plan which was put on hold due to the conflict between Hamas and Israel. A campaign for female enrolment in the PCP is pending.</p> <p>With this series of smaller steps, the PCP is developing its Human Resources efforts towards international standards.</p> <p>PCP is thus slowly advancing towards the indicators (i.e. implementation of HR policies and procedures, transparency of recruitment).</p>	<p>Limited progress</p>

<p>Task 1.1.5.2 Support and advise the PCP Training Department, the Palestinian College for Policing Sciences (PCPS), and key PCP stakeholders to review, update and implement the PCP Training Strategy and other relevant strategies, including Palestinian Civil Defence (PCD).</p>	<p>Following up on a Mission-facilitated and TAIEX-funded five-day study visit to several police training centres in Germany, in June 2023, the Basic Police Training is receiving a fresh start and reached satisfactory female enrolment in the current batch of cadets. The Mission had prepared the study visit selecting participants (four, all male) and fully designing the programme with the German counterparts.</p> <p>The study visit was followed up by internal meetings of the PCP senior management, and Mission-facilitated meetings and workshops focusing on the revision of Basic Police Training. As a result, the PCP achieved in the current cohort of the Basic Police Training an improved enrolment of 150 cadets (30% female) which covers the recruitment needs of the PCP. The previous four years had fewer cadets enrolled, with no female representation. The proposed duration of the training was expanded from 3.5 to 5.5 months.</p> <p>The PCP is thus advancing towards the indicators (i.e. cooperation with the Palestinian College for Police Sciences, development of the Basic Police Training Curriculum, updating and implementation of day to day training in departments).</p>	<p>Significant progress</p>
<p>Task 1.1.5.3 Support and advise the PCP on effectively formulating, implementing and evaluating the specialised administrations and district operational plans to be directly linked to the PCP Strategy (2022-2025).</p>	<p>The task was developed into the Bethlehem Police District pilot project, see task 1.1.4.2 (above): The Mission plans to support and advise the PCP at district level in order to operationalise their plans through raising capacities and streamlining policies and procedures in close cooperation with other districts and HQ.</p> <p>PCP is currently not advancing towards the indicators (update and implementation of the development plan following up on the Security Sector Strategic Plan 2024-2029).</p>	<p>No progress</p>

<p>Task 1.1.5.4 Support and advise the PCP Information and Communication Technology (ICT) Department to maintain, upgrade and develop integrated, sustainable and self-sufficient ICT systems.</p>	<p>Through on-the-job coaching and equipment support the Mission helped to consolidate the PCP ICT Department. After the outbreak of the current crisis, PCP addressed several new support requests in the area of ICT to the Mission.</p> <p>In August, the ICT adviser had completed the IT assessment of the Bethlehem Police District (see also Task 1.1.4.2) and has since prepared on-the-job coaching for this district which is currently on hold. In September, the Mission clarified with the PCP the specifications for upcoming equipment support. The ongoing equipment project aims at the provision of the PCP server room with new servers and new network cables, socket and switches to speed up the internal network.</p> <p>PCP is thus prepared to achieve the unambitious indicators (i.e. IT business continuity, staff training on e-services).</p>	<p>Moderate progress</p>
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**LINE OF OPERATION 2:  
SUPPORT TO THE PALESTINIAN CRIMINAL JUSTICE SYSTEM**

**DECISIVE POINT 2.1: The Palestinian Criminal Justice System is strengthened**

<p>Task 2.1.1.1 Provide strategic advice to relevant institutions for the establishment of a decision or regulation for an effective, transparent and participatory legislative process to standardize the related procedures, that are consultative and in line with international standards.</p>	<p>The Council of Ministers shows willingness to apply some basic international standards to the legislation process of decree laws which is still very deficient. The CoM requested Mission support for public consultation on several legislative projects (draft law for persons with disability, draft law regulating the housing sector, draft law on transportation of passengers using smartphone applications). The consultations are on hold due to the conflict that started on 7 October, since stakeholders of the consultation process are very limited in their freedom of movement; in addition, public servants currently do not receive their salary and thus cannot afford transportation to their work places.</p> <p>The Mission, based on the request of the CoM, has developed a new proposal on the legislative process which clarifies the steps, procedures and processes of drafting legislation, along with the necessary legislative documents, in a clear, transparent and participatory manner. The proposal is currently under consideration by the CoM Legal Affairs Department.</p> <p>The main challenge for the legislation process which, in the absence of a parliament, is limited to decree laws is the internal coordination within the government. The Mission advises on standardized procedures under the oversight of the CoM.</p> <p>The CoM thus advances slowly but steadily from current practice to the indicators (these are implementation of regulations for the legislation process, enhanced law-making capacities through staff development, consultation on draft laws, leading role of MoJ exercised, formalization of prosecution-police cooperation).</p>	<p>Limited progress</p>
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<p>Task 2.1.1.2 Strengthen capacity of PA legal staff in law-making, policy-planning and development, and quality control, while advancing gender equality.</p>	<p>The CoM capitalizes on a Mission-facilitated external gender audit implementing its recommendations.</p> <p>The CoM benefitted from training and coaching on dealing with Human Rights related complaints and interaction with civil society organizations.</p> <p>The Mission conducted capacity building and on-the-job coaching with a wide range of gender focal points of institutions under the umbrella of the CoM, including justice sector institutions, mainly on leadership, communication and gender-sensitive strategic planning which led to the adaptation of SOPs aiming at ISO certification. The on-the-job coaching will be continued and focuses on the identification and reduction of absorption gaps.</p> <p>The CoM thus advances slowly but steadily from current practice to the indicators (i.e. implementation of regulations for the legislation process, enhanced law-making capacities through staff development, consultation on draft laws, leading role of MoJ exercised, formalization of prosecution-police cooperation).</p>	<p>Limited progress</p>
<p>Task 2.1.2.1 Strengthen selected key functions within the justice sector institutions and criminal justice proceedings through evidence-based and targeted advice at both strategic and operational level.</p>	<p>The justice sector institutions – MoJ, SCC, HJC, PJI, PACC, AGO – are steadily improving their performance. With the help of the Mission’s advice, these justice sector institutions are advancing on several fronts towards the indicators, that is through identification of intervention areas, structured and quality-oriented training for judges, establishment of an information led policy and research unit in the MoJ (similar to the knowledge management unit of a ministry or a parliament), and the establishment of a network for female prosecutors which, on the other hand, currently rejects further cooperation with the Mission in protest against EU policies towards Palestine.</p> <p>PJI and HJC, with the help of the Mission’s advice, successfully proved their capacity to cooperate and coordinate also by initiating discussion under the auspices of the Mission in September 2023 on the need of developing a structured mechanism for assessing the training</p>	<p>Limited progress</p>

	<p>needs of the judges and for the selection of the trainers and trainees on objective, transparent and merit-based criteria.</p> <p>The Mission was successful advising EUREP as well as the PJI to design an EUREP-funded diploma programme. It is targeting future judges and prosecutors. The PJI will implement the programme with a significant element of civil society involvement. The Mission’s advice consisted in support to drafting of the grant application on the side of the PJI, and support for the design of selection criteria related to the grant on the side of EUREP. The Mission will also give advice during the implementation phase of the programme. Due to the ongoing conflict, its implementation is currently on hold.</p> <p>The Mission started to advise the chief of juvenile prosecution under the AGO on a pilot project for early representation of juveniles which can open the door for a broader discussion about early representation. Currently the Mission is supporting the chief of juvenile prosecution drafting the Memorandum of Understanding between the stakeholders.</p>	
<p>Task 2.1.2.2 Support efforts to clarify mandates, roles and responsibilities of departments, units and other functions within relevant justice sector institutions.</p>	<p>Overarching internal SOPs in the MoJ were developed with advice and direct drafting support of the Mission, clarifying the internal processes and procedures in order to improve the performance of the MoJ and the provision of services. The SOPs attain not only the entire workflow of the Ministry but also its interaction with the CoM aiming at ISO certification. The SOPs shall also facilitate business continuity after staff changes.</p> <p>The MoJ thus advances slowly but steadily from current practice to the indicators (i.e. implementation of regulations for the legislation process, enhanced law-making capacities through staff development, consultation on draft laws, leading role of MoJ exercised, formalization of prosecution-police cooperation).</p>	<p>Moderate progress</p>

<p>Task 2.1.2.3 Improve accountability mechanisms of the justice sector institutions in targeted areas in accordance with international standards and best practices.</p>	<p>The justice sector institutions – MoJ, SCC, HJC, PJI, PACC, AGO – are improving their performance. With the help of the Mission’s advice, these justice sector institutions are advancing on several fronts towards the indicators, that is through development of a mechanism for the evaluation of judges and capacity building on Gender and Human Rights.</p> <p>Following the advice and support of the Mission, the Supreme Constitutional Court (SCC) developed, printed and disseminated a booklet in June 2023, on the “Principles of the Palestinian Constitutional Judiciary” for legal practitioners. With this book, the SCC aimed to raise the awareness among the legal practitioners on constitutionality, constitutional principles and procedures.</p> <p>The PACC conducted a gender audit with support of the Mission whose main findings related to necessary changes in the maternity and paternity leave policies and in the over-time rules which showed a gender bias in their application. These changes aim at attending the needs of staff with family.</p>	<p>Limited progress</p>
<p>Task 2.1.3.1 Support efforts to functions within relevant justice sector institutions who are mandated to cooperate inter-institutionally.</p>	<p>With the help of publications and trainings, as well as through the Memorandum of Understanding Implementation Group (MIG), Police and Prosecution enhance their coordination and cooperation in pre-trial criminal investigations. The Police-Prosecutor coordination has been enhanced through the joint elaboration of a manual for seized items and the ongoing development of a manual for the investigation of narcotic crimes. The implementation of the MoU between PCP and PACC needs assessment in order to develop perspectives for its further development.</p>	<p>Limited progress</p>

<p>Task 2.1.3.2 Foster cooperation between targeted justice institutions and Civil Society/Academia, to enhance social justice and vertical trust in targeted districts in West Bank.</p>	<p>The Police-Prosecution cooperation is developing steadily while outreach events from the justice sector to civil society and academic institutions remain in the planning stage.</p> <p>The Mission advises the CoM and Ministries on the inclusion of CSOs and academia in the consultation on legislative projects. During the reporting period, no such consultations occurred.</p> <p>Police, Prosecution and PACC when interacting between them and with civil society and academic institutions are thus currently not advancing towards the indicators (i.e. formalized guidance documents for cooperation, formal coordination meetings, social and academic outreach including outreach aiming at awareness for environmental crimes).</p>	<p>No progress</p>
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**Annex II – Administration****Finance**

The period June 2023 - November 2023 covers parts of both the CFSP/2022/18/EUPOL COPPS and the CFSP/2023/33/EUPOL COPPS Mandates.

In the first instance, the Mission's budget for the period 01 July 2022 to 30 June 2023 (CFSP/2022/18/EUPOL COPPS) of EUR 11,163,245.04 excluding the reserve for contingencies of EUR 496,754.95 to be in total of EUR 11,600,000.00, was approved on 27 June 2022 through the adoption of Council Decision (CFSP) 2022/1018, extending the Mandate of EUPOL COPPS. The expenditures were in total of EUR 9,620,411.26 up to end of June 2023, representing a utilisation rate of 86.18% of the budget without contingencies.

Considering that only the last month of the CFSP 2022/18 Mandate is included in the reporting period, the report will mainly focus on the current mandate part.

In the second phase, the Mission's budget for the period of 01 July 2023 to 30 June 2024 (CFSP/2023/33/EUPOL COPPS) amounts to EUR 10,825,421.27 and the reserve for contingencies of EUR 534,578.73, for a total of EUR 11,360,000.00; it was approved on 26 June 2023 through the adoption of Council Decision (CFSP) 2023/1302, extending the mandate of EUPOL COPPS.

Unlike previous Mandates, the Mandates CFSP/2022/18 and CFSP/2023/33 don't benefit from the CSDP Central Warehouse II.

As of 31 October 2023 EUR, 2,686,273.21 of the budgets has been consumed giving a utilization rate of 24.81% (\* total budget excluding the contingency reserve).

For the current mandate: as of November 2023 the mission has spent EUR 3,313,180.55 (30,6% of the budget without contingencies).

**Personnel – spending rate 37.80%, i.e. EUR 2,720,800.58**

The consumption rate is substantially in line with the budget due to unfilled positions (both contracted and seconded) at the beginning of the mandate, which influenced both salaries and per diem expenditures. Nevertheless, as the Mission makes efforts to fill in these positions, we can foresee an increase in the monthly expenditure for personnel.

**Mission Expenditure – spending rate 2.07%, i.e. EUR 3,099.73**

The overall expenditure, as of end of November 2023, represents 2.07% of the budget, which is a relatively low percentage. Given the current situation, the number of plane tickets has risen considerably, and the budget line has had to be increased (+ EUR 30,000.00). A number of invoices are due to be settled in December, which will greatly increase the consumption rate. Given the security situation in Israel and the volatility of costs relating to transport from Tel Aviv, travel planning and forecasting has proven complex. A budget of around € 30,000 has been committed for flights and hotels in the event of staff evacuation.

**Running Expenditure – spending rate 21.71%, i.e. EUR 571,658.34**

The overall expenditure, as of end of November 2023, represents 21.71% of the budget. Consumption has shown an upward trend compared to last year due to higher consumption in terms of vehicles maintenance and fuel.

Due to the ERP implementation, consumption doesn't reflect the reality as a large number of invoices started been regularised from November 2023. The project managers have taken some time to familiarise themselves with the tool.

**Capital Expenditures – spending rate 4.03%, i.e. EUR 16,537.67**

Capital Expenditure is currently at a low figure. Tender procedure for new vehicles started few weeks ago. As a result, rates are expected to increase drastically.

**Representation costs – spending rate 2.86%, i.e. EUR 772.99**

Consumption level is currently somewhat lower than planned. The overall expenditure, as of end of November 2023, represents 2.86% of the budget. This is mainly due to the fact that representation activities have typically a low start at the beginning of a new mandate. Moreover, the recent security events have reduced the communication and representation activities. Finally, this expenditure should increase with the arrival of the new Head of Mission.

**Projects – spending rate 0.00%, i.e. EUR 0.00**

The spending rate for QIPs is lower than planned due to the fact that QIPs had to be revised and re-prioritised due to the recent security events. The expenditure rate is most likely to increase drastically during the upcoming months, as we project a final consumption rate of above 90%.

**Contingency reserve**

It is not used so far.

The contingency and/or possible fluctuations in exchange rates can be used only with the prior written authorisation of the Commission, upon a duly justified request from the Mission, to allow for adjustments necessary in the light of unforeseeable changes of circumstances on the ground.

**EEAS(2023)1455**

**RESTREINT UE/EU RESTRICTED**

**Budget consumption per heading (mandate 2022/18)**

<b>Heading No</b>	<b>Headings Description</b>	<b>Original Budget EUR</b>	<b>Original Budget after Modifications EUR</b>	<b>Total Eligible Expenses as of 30.06.2023 EUR</b>	<b>Budget Consumption % as of 30.06.2023</b>
<i>1</i>	<b>Personnel</b>	7,288,359.34	6,876,859.34	6,784,069.92	98.65%
<i>2</i>	<b>Mission Expenditure</b>	110,104.50	120,104.50	70,910,75	59.04%
<i>3</i>	<b>Running Expenditures</b>	2,885,799.40	3,047,052.10	2,053,021.42	67.38%
<i>4</i>	<b>Capital Expenditures</b>	498,981.80	653,629.10	570,023.95	82.21%
<i>5</i>	<b>Representation</b>	30,000.00	34,600.00	21,893.47	63.28%
<i>6</i>	<b>Projects</b>	350,000.00	431,000.00	120,491.75	27.96%
<i>B</i>	<b>Warehouse II</b>	0.00			
<i>C</i>	<b>Sub Total (1 To 6 Excluding B)</b>	11,163,245.04	11,163,245.04	9,620,411.26	86.18%
<i>D</i>	<b>Contingency Reserve</b>	496,754.95	496,754.95	0.00	0.00%
<i>E</i>	<b>Grand Total (C+D)</b>	<b>11,660,000</b>	<b>11,660,000</b>	<b>11,660,000</b>	<b>82.51%</b>



**EEAS(2023)1455****RESTREINT UE/EU RESTRICTED****Budget consumption per heading (mandate 2023/23)**

<b>Heading No</b>	<b>Headings Description</b>	<b>Original Budget EUR</b>	<b>Original Budget after Modifications EUR</b>	<b>Total Eligible Expenses as of 30.11.2023 EUR</b>	<b>Budget Consumption % as of 30.11.2023</b>
<b>1</b>	<b>Personnel</b>	7,227,027.37	7,197,027.37	2,720,800.58	<b>37.80%</b>
<b>2</b>	<b>Mission Expenditure</b>	120,104.50	150,104.50	3,099.73	<b>2.07%</b>
<b>3</b>	<b>Running Expenditures</b>	2,629,604.40	2,633,304.40	571,658.34	<b>21.71%</b>
<b>4</b>	<b>Capital Expenditures</b>	410,655.00	500,400.00	16,537.67	<b>4.03%</b>
<b>5</b>	<b>Representation</b>	30,020.00	27,020.00	772.99	<b>2.86%</b>
<b>6</b>	<b>Projects</b>	408,000.00	408,000.00	0.00	<b>0.00%</b>
<b>C</b>	<b>Sub Total (1 To 6)</b>	<b>10,025,421.27</b>	<b>12,025,421.27</b>	<b>3,312,869.31</b>	<b>30.60%</b>
<b>D</b>	<b>Contingency Reserve</b>	534,578.73	534,578.73	-	-
<b>E</b>	<b>Grand Total (C+D)</b>	<b>11,360,000</b>	<b>11,360,000</b>	<b>3,312,869.31</b>	<b>29.16%</b>

**Procurement**

During the reporting period the Procurement Office has worked on the finalization of the Procurement Action Plan (2023 - 2024 Mandate) by the new ERP System, which officially entered in force on 1st of July 2023. Moreover, the Procurement Unit continued its daily and ordinary work aimed at supporting all the Mission Units by consulting and advising in order to ensure compliance with the procurement and financial rules.

During the reporting period, Procurement received requests for complex tenders within the area of operations (occupied Palestinian Territories) and Israel, such as:

**Completed tenders**

Cleaning Services to EUPOL COPPS premises;  
HEAT Training to EUPOL COPPS mission members;  
Renting of multifunctional printers;  
Lease Agreement for EUPOL COPPS HQ and Premises;  
Vehicles' tracking system to EUPOL COPPS fleet;  
Internet back up system;  
Framework contract (FWC) for car-wash of EUPOL COPPS vehicles fleet;  
Taxi services;  
Security analysis;  
Local staff income tax calculation;  
Financial Liability Insurance;  
IT software licenses.

**Ongoing tenders**

Framework contract for the rental of venues, accommodation, interpretation equipment and provision of catering services;  
Vehicles' insurance to EUPOL COPPS Mission's fleet;  
Travel Services to EUPOL COPPS;  
Audit services for 2022-2023 mandate;

**Upcoming tenders**

Procurement of 12 soft-skin vehicles (pending the approval by FPI of an exception to derogate from the PRAG templates);

Maintenance for Ford Vehicles;

Printings, Promotional and Visibility items;

Purchase of IT equipment related to QIPs;

Framework contract for tires;

Purchase and supply of office furniture for the counterparts - QIPs - 2023-2024 mandate.

**Human Resources**

During the reporting period, the Human Resources Unit updated the Deployment Plan in line with the provisions of the revised OPLAN and submitted it for approval to CPCC, concluded the first Call for Contribution of 2023 (CfC1-2023) and rolled out the second CfC, which is in progress at the time of drafting this report.

In the CfC1-2023, compared with the previously approved Deployment Plan, some modifications in the employment regime were applied, following the prior approval of the Mission's management, FPI and CPCC, as follows: a) the new post of Head of Operations was included in the Mission's organigramme (without exceeding the authorized strength of the Mission for international staff); b) the employment status of a position in the Justice Section (JUS 07 Legislative Drafting Senior Adviser) was transformed from seconded to seconded/contracted regime, after two unsuccessful CfCs; c) the classification level of two positions, budgeted as seconded/contracted, was changed from Mission Support Management Level to Expert level (Chief of Logistics and Transport Unit and Chief of CIS Unit).

Given that the reporting period spans two Mandates, the unit has been dealing with the preparations and signature of the contracts of International and Local contracted Staff.

Aside from ordinary personnel administration and staffing tasks, the unit provided insights into the legal framework concerning the processing of personal data, contributed to the development of specific modules for the CiMA Mission Support Platform, and addressed various cross-cutting issues within the Mission. Notably, these encompassed recent policies tied to the working arrangement following 7 October relating to international staff rotation (see below).

**Strength of the Mission 1 June 2023 vs. 30 November 2023**

	1 June 2023		30 November 2023	
	99		91	
TOTAL present	International Staff: 66 (40 male, 26 female)	Local Staff	International Staff: 60 (39 male, 21 female)	Local Staff
	62 MS + 3 TCC	33 (20 male, 13 female)	59 MS + 1TC	31 (19 male, 12 female)
	45 seconded (24 male, 21 female)		40 seconded (23 male, 17 female)	
	21 contracted (16 male, 5 female)		20 contracted (16 male, 4 female)	
TOTAL authorised	International Staff: HoM + BSE + 70 Local Staff: 35			

**Rotation of staff during reporting period:**

Arrivals: 12 internationals (10 secondees and 2 contracted);

Departures: 17 internationals (14 secondees and 3 contracted, HoM included) and two locals.

Among the departures, it is worth mentioning that of the HoM, who left the Mission on 31 October, following her appointment as HoM of EUBAM Rafah. The DHoM/CoS has been appointed Acting Head of Mission until the deployment of a new HoM.

## EEAS(2023)1455

### RESTREINT UE/EU RESTRICTED

#### Outcome of the 1st Cfc-2023

Selections: 14 out of 14 vacancies - 10 seconded (1 internal candidate) and 4 contracted (2 internal candidates);

Contributing MS: 95 candidates, with 132 applications, from 22 MS and 1TCCs, only 10 MS sent secondees (25 persons with 42 applications);

Deployments: finalized;

CSDP/Internal source applications: 11 applicants, with 6 EUPOL COPPS MMs; selected 4 (3 from the Mission and 1 from EUBAM Libya Mission).

#### CfC1 2023 - Number of applications and applicants:

Total number of applications CfC1	132	MS 22	TCC 1 (CA)	Seconded 42 applications 25 applicants		Contracted 90 applications 70 applicants	
				Male	Female	Male	Female
		131	1	31	11	77	13
Total number of candidates CfC1	95	94	1	18	7	60	10
Total selected candidates	14	14	0	8	2	3	1

#### Current vacant posts / posts pending deployment

All the vacancies were advertised in the ongoing Cfc2, including the two positions left vacant (Finance Officer and Logistics and Transport Officer) after the selection of the post holders as Chiefs of the respective Units.

Seconded (9)
Senior Medical Adviser
Deputy Head of Security Sector Reform Section
Police Adviser - Planning and Policy
Senior Police Adviser - Institutional Development-HR
Police Adviser - Intelligence-Led Police
Operations Officer
Senior Police Adviser - General Policing
Project Manager
Prosecution Senior Adviser
Seconded/Contracted (2)
Finance Officer
Logistics and Transport Officer

**CfC2-2023 state of play**

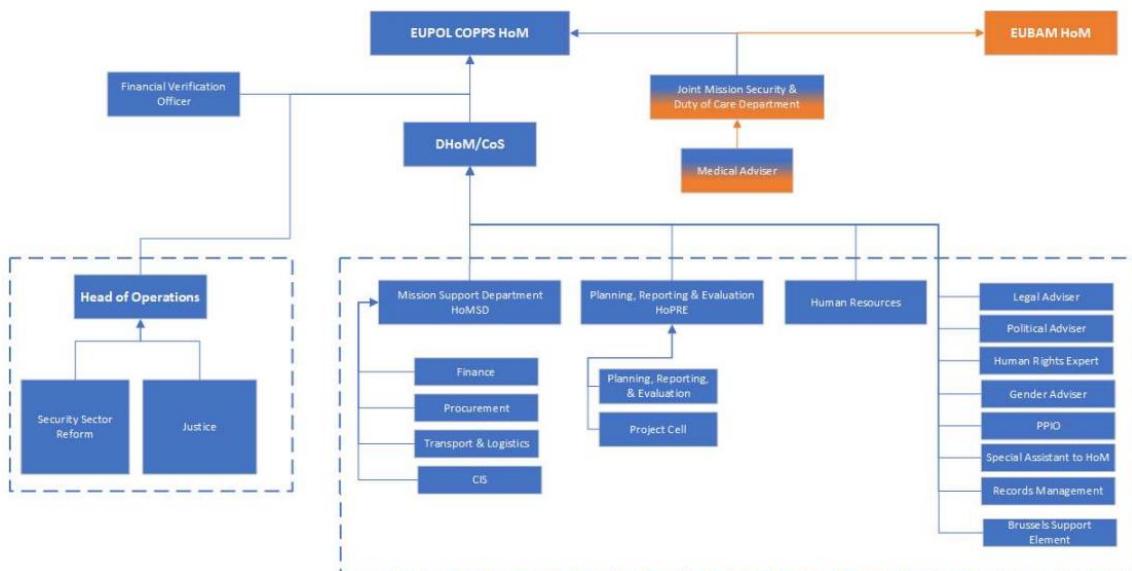
At the moment of this report, the call is closed. The total number of applications received (without including the one still open vacancy) is as follows: 4 under seconded regime from MS, 2 under seconded regime from TCC (CA) and 70 under contracted regime.

With reference to the unsatisfactory results of the CfC2, and considering that two out of three seconded applications were received from internal candidates and the third one from a former MMs who recently left the Mission, the overall final balance of MS' new contributions will be, in the best-case scenario, of one new seconded staff. Such an outcome, evidently attributable to the security situation following 7 October, raises concerns about the prospect of ensuring an adequate number of deployments in the coming months to facilitate the smooth execution of the Mission mandate.

**Human Resources activities following 7 October 2023 (Hamas terrorist attack)**

The events since 7 October pushed the unit to implement, in accordance with the Instructions received from CPCC, internal rules governing the presence of international staff in the Mission area of operations. Essential and non-essential functions have been identified within the Mission, and a constant presence of a sufficient number of international staff has been ensured to facilitate the smooth execution of Mission’s operationality. This has been achieved through the establishment of a personnel rotation plan, ensuring both operational presence in the Mission area and periods of rest outside of it.

**Organigramme of the Mission (as of 15 November 2023)**



**List of positions, including vacant positions**

Ten out of 72 positions are vacant as of 15 November 2023 (vacant positions highlighted).

1	HoM01	Head of Mission
2	HoM02	Deputy Head of Mission/Chief of Staff
3	HoM02b	Head of Operations
4	HoM03	Press and Public Information Officer
5	HoM04	Political Adviser
6	HoM05	Legal Adviser
7	HoM06	Financial Verification Officer
8	HoM07	Human Rights Advisor
9	HoM08	Gender Advisor
10	HoM09	Special Assistant to HoM
11	HoM10	Senior Mission Security Officer
12	HoM11	Mission Security Analyst
13	HoM12	Mission Security Officer
14	HoM13	Mission Security Officer Operation Room
15	HoM14	Information Security Officer
16	HoM15	Medical Advisor
17	HoM17	Senior Medical Advisor
18	HoM18	Records Management Assistant
19	BSE01	Brussels Support Element Human Resources and Administration
20	HR01	Chief Human Resources
21	HR02	Human Resources Officer
22	PRE01	Head of Planning, Reporting & Evaluation Unit
23	PRE02	Planning and Evaluation Officer
24	PRE03	Project Cell Coordinator
25	PRE05	Reporting Officer
26	PRE06	Reporting Officer
27	SSR01	Head of Security Sector Reform Section
28	SSR02	Deputy Head of Security Sector Reform Section
29	SSR03	Ministerial Strategic and Policy Expert
30	SSR04	Police Adviser Planning and Policy
31	SSR05	Senior Police Adviser - General Policing
32	SSR06	Senior Police Adviser - Institutional Development - Human Resources
33	SSR07	Senior Police Adviser Community Policing
34	SSR08	Police Adviser Community Policing
35	SSR09	Senior Police Adviser - General Policing
36	SSR10	Police Adviser - Intelligence Led Policing
37	SSR11	Police Adviser - Criminal Investigation Department (CID)
38	SSR12	Police Adviser - Family Protection Unit



39	SSR13	Senior Police Adviser - Ministry of Interior
40	SSR14	Senior Police Adviser – Training
41	SSR15	Police Adviser Training
42	SSR16	Senior Police Adviser – Accountability
43	SSR17	Penitentiary Adviser
44	SSR18	Operation Officer
45	SSR19	Cyber Crime Expert
46	SSR20	Penitentiary Adviser
47	SSR21	Adviser Environmental Crimes Investigations
48	SSR22	Senior Police Adviser - General Policing
49	SSR23	Senior Police Adviser - General Policing
50	SSR24	Senior Police Adviser - Criminal Investigation Department (CID)
51	JUS01	Head of Justice Section
52	JUS02	Deputy Head of Justice Section
53	JUS03	Prosecution Senior Adviser
54	JUS04	Prosecution Senior Adviser
55	JUS05	Justice Senior Adviser
56	JUS06	Justice Senior Adviser
57	JUS07	Legislative Drafting Senior Adviser
58	JUS08	Ministerial Legal and Administration Senior Adviser
59	JUS09	Programme Manager
60	JUS10	Criminal Justice Senior Adviser
61	JUS11	Criminal Justice Senior Adviser
62	MSD01	Head of Mission Support Department
63	MSD04	Chief of Procurement Unit
64	MSD05	Procurement Officer
65	MSD06	Chief of Finance Unit
66	MSD07	Finance Officer
67	MSD08	Chief of Logistics and Transport Unit
68	MSD09	Transport & Logistics Officer
69	MSD10	Logistics Assistant
70	MSD11	Chief of Communication & Information Systems Unit
71	MSD12	Communication & Information Systems Officer
72	MSD13	Communication & Information Systems Officer

**Logistics**

ERP implementation (inventory), started on 1 July 2023 and ongoing;  
contract for HQ cleaning services: completed;  
contract for assets insurance: completed;  
barcode equipment for ERP procurement: completed;  
shipment for Order No. 102.2023.01 (IT/comms equipment): pending for customs approval;  
HQ maintenance # 4: completed;  
support to EUREP/EUDEL with Personal Protective Equipment (PPE) during crisis in Israel;  
further support for mission members during crisis in Israel.

**Transport**

Procurement of Soft Skin Vehicles: ongoing pending for FPI approval;  
contract car-wash services completed;  
contract for vehicles insurance: procedure ongoing;  
ordered AV Toyota LC 200: long-awaited vehicles arrived in October;  
ordered spare parts for armoured vehicles: long-awaited spare parts arrived end of October;  
transportation for staff members to Ben Gurion Airport and Allenby Bridge during crisis in Israel;  
recovery to HQ of soft skin vehicles used by relocated staff members;  
vehicle technical inspections and renewal of registrations due in this semester;  
transport support for EUSR visit (1-6 November 2023);  
transport support for rotation of essential staff members.

**CIS****General Updates**

migration to Microsoft Cloud: relocation of mission's digital infrastructure to Microsoft Azure cloud infrastructure, in order to improve scalability, privacy and security, improved collaboration, mobility, business continuity and disaster recovery;  
securing a tenant under CLOUD II framework contract via DG DIGIT;  
planning phase and technical preparation for gradual migration in a controlled manner to mitigate possible risks;

design technical implementation and documentation, taking into consideration cyber security aspects and best practices for using cloud services and resources;  
gradual migration of on-premises collaboration tools to Microsoft 365 SaaS.

Work in progress to fulfil the acquisition of materials and services approved in the Procurement Plan and the Mission budget;  
continuous support to Mission Members on site and remote.

### **COMMS**

Following up with the project of Mission Digital Radio Network; all equipment arrived in Israel, the contractor is working to have it cleared from Customs;  
technical and market analysis in progress to identify an alternative for the current landline provider.

### **IT**

Smartphones enrolment via Intune in place for new mission members, will be extended and fine-tuned to all mission duty phones when the new terminals will arrive;  
development and configuration in progress for duty laptops enrolment and deployment via Microsoft Intune;  
remediation, updating and streamlining of existing on-prem infrastructure in order to insure continuity of operations until the cloud migration is finalized;  
power supply issues have been fixed; system is stable with close to zero interruptions;  
work in progress (continuous) to renew the software subscriptions in use by the Mission.

### **Medical**

The Mission has established Medical Advisers (MA) since 2019. They support and maintain the occupational safety and health perspective, whilst providing medical advice for the Mission and its staff. In addition, the MA, as a part of Joint Security and Duty of Care Department (JSDCD), provide support for EUBAM Rafah Mission on a similar level. During the reporting period one MA post became vacant and to date no replacement has been identified. The second MA post is being turned into a local MA/Medical Expert in 2024.

In Israel the number of COVID-19 cases hospitalized reported are slowly increasing and the adapted vaccine is available, whereas no information of COVID-19 is available in Palestine.

**During the reporting period the MA has focused on**

providing mission staff with medical support, advice and, when needed, referral to relevant Medical Treatment Facilities (MTFs);  
together with the Confidential Counsellor, promoted psychosocial wellbeing among mission staff;  
updating and streamlining of Vehicle Trauma Kits;  
providing the Mission with advice on preventive health including psychosocial support;  
performing assessments of MTFs in Jenin, Nablus, Tubas and Qalqilya governorates, with focus on emergency and treatment capacity and strategies for evacuations to Israeli MTFs;  
regular contacts with MTFs in both West Bank and Israel, focused on current status and operationality.

**Planned and ongoing activities**

Reinstating practical First Aid training for staff, when feasible to do so;  
continue updating contacts with MTFs and doing assessments of MTF as needed and possible;  
continuing to follow up on psychosocial support for staff as needed, including identifying viable external options.

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**Annex III – List of Acronyms**

<b>AGO</b>	Attorney General’s Office
<b>CCC</b>	Central Crisis Cell
<b>CID</b>	Criminal Investigations Department
<b>CiMA</b>	Civilian Missions Applications
<b>CIS</b>	Communication & Information Systems
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women
<b>CfC</b>	Call for Contributions
<b>CoM</b>	Council of Ministers
<b>CRC</b>	Corrections and Rehabilitation Centres
<b>CRCD</b>	Corrections and Rehabilitation Centres Department
<b>CSO</b>	Civil Society Organization
<b>DG DIGIT</b>	Directorate-General for Digital Services
<b>Diwan</b>	Bureau for Official Gazette former Bureau for Legal Opinion and Legislation
<b>ERP</b>	Enterprise Resource Planning
<b>EUDEL</b>	Delegation of the European Union to the State of Israel
<b>EUREP</b>	Office of the EU Representative for the West Bank and the Gaza Strip
<b>EUSR</b>	EU Special Representative for the Middle East Peace Process
<b>FPJD</b>	Family Protection Juvenile Department
<b>FWC</b>	Framework contract
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>HEAT</b>	Hostile Environment Awareness Training
<b>HJC</b>	High Judicial Council
<b>ICHR</b>	Independent Commission for Human Rights
<b>IDF</b>	Israel Defense Forces
<b>INL</b>	Bureau of International Narcotics and Law Enforcement Affairs
<b>ISF</b>	Israel Security Forces
<b>ISO</b>	International Organization for Standardization
<b>JPL</b>	Joint Priorities List
<b>JSDCD</b>	Joint Security and Duty of Care Department
<b>JSWG</b>	Justice Sector Working Group
<b>MA</b>	Medical Advisers
<b>MIG</b>	Memorandum of Understanding for the Police-Prosecution Implementation Group
<b>MoI</b>	Ministry of Interior
<b>MoJ</b>	Ministry of Justice
<b>MS</b>	Member States
<b>MTF</b>	Medical Treatment Facility

<b>NGO</b>	Non-Governmental Organization
<b>PA</b>	Palestinian Authority
<b>PACC</b>	Palestinian Anti-Corruption Commission
<b>PBA</b>	Palestinian Bar Association
<b>PCP</b>	Palestinian Civil Police
<b>PCPS</b>	Palestine College for Police Sciences
<b>PJI</b>	Palestinian Judicial Institute
<b>PPE</b>	Personal Protective Equipment
<b>QIP</b>	Quick Impact Project
<b>PRAG</b>	Practical Guide to contract procedures for EU external actions
<b>PSF</b>	Palestinian Security Forces
<b>SCC</b>	Supreme Constitutional Court
<b>SPDU</b>	Strategic Planning and Development Unit of the Ministry of Interior
<b>SSWG</b>	Security Sector Working Group
<b>TAIEX</b>	Technical Assistance and Information Exchange
<b>TCC</b>	Third Contributing Country
<b>UNSCR</b>	United Nations Security Council Resolution
<b>USSC</b>	United States Security Coordinator