



**COUNCIL OF
THE EUROPEAN UNION**

Brussels, 6 December 2001

15048/01

LIMITE

COSDP 323

FORWARDING NOTE

From : Secretariat
To : Delegations
Subject : **EU crisis management and conflict prevention**
– **Guidelines on Fact-finding missions**

As requested by the Political and Security Committee at its meeting on 30 October 2001, the Council Secretariat in collaboration with the Commission services has drawn up the background paper attached.

This paper takes into account the work previously carried out within the Committee for Civilian Aspects for Crisis management and by the EU Military Staff.

GUIDELINES FOR FACT-FINDING MISSION IN EU CRISIS MANAGEMENT AND CONFLICT PREVENTION

SCOPE OF APPLICATION	2
INTRODUCTION	3
SECTION I. PRINCIPLES	4
GENERAL DEFINITION	4
FACT-FINDING MISSIONS ARE BOTH "SIGNAL" AND "TOOL"	4
FFM TASKS	5
BUILDING THE EU'S CAPACITY FOR FACT-FINDING MISSIONS IN THE FRAMEWORK OF EU CRISIS MANAGEMENT AND CONFLICT PREVENTION	6
SECTION II. CONSIDERATIONS RELATING TO THE SETTING-UP, FINANCING AND EXECUTIONS OF FACT-FINDING MISSIONS.....	7
COMPOSITION	7
SETTING UP A FACT-FINDING MISSION.....	8
TIMESCALE	8
OBJECTIVES, TERMS OF REFERENCE AND REPORT	8
FACT-FINDING MISSION COORDINATOR.....	9
CONSENT, LEGAL STATUS AND SECURITY	9
FINANCING	10
LOGISTICS.....	10
COMMUNICATIONS AND INFORMATION SYSTEMS - CIS.....	11
SECURITY ASPECTS	11
COOPERATION WITH INTERNATIONAL ORGANISATIONS	12
SECTION III. STANDING OPERATING PROCEDURES (SOP'S)	12
ANNEX: STANDARD OPERATING PROCEDURES (SOP'S) FOR FACT-FINDING MISSIONS	13
REFERENCES:.....	13
SECTION A. SETTING UP A FFM.....	14
FFM MANDATE	14
DESIGNATION OF THE FFM COORDINATOR RESPONSIBLE FOR THE PRACTICAL ORGANISATION OF THE FFM	14
RESPONSIBILITIES OF THE FFM COORDINATOR WITHIN THE COUNCIL SECRETARIAT	15
SECTION B. EXECUTION OF THE FFM.....	19
RESPONSIBILITIES OF THE CHIEF OF THE FACT-FINDING MISSION (CHIEF OF FFM)	20
RESPONSIBILITIES OF THE FFM PARTICIPANTS	21
ASSEMBLING OF THE FFM	21
DEPLOYMENT	21
REPORTING	22
SECTION C. TERMINATION OF THE FFM.....	23
TERMINATION UPON COMPLETION OF THE MANDATE.....	23
TERMINATION DUE TO A CANCELLING DECISION OR A SITUATION DETERIORATION	23
FINAL REPORTING AND DEBRIEFING.....	24
SECTION D. PRACTICAL ARRANGEMENTS AND INDICATIVE CHECKLISTS.....	24
(under development)	

GUIDELINES FOR FACT-FINDING MISSION IN EU CRISIS MANAGEMENT AND CONFLICT PREVENTION

Scope of Application

1. These guidelines apply, regardless of the eventual nature of a possible EU involvement:
 - (i) To EU Fact-finding missions decided within the framework of CFSP and for which the Council has decided on a funding by the Member States.
 - (ii) Insofar as possible and to the extent that such guidelines (and the standing operating procedures attached thereto) do not conflict with the responsibilities of the Commission, to fact-finding missions decided within the framework of CFSP and financed through the line "Preparatory measures" under chapter B-8 of the Community budget.
 - (iii) To fact-finding missions decided by the Secretary General/High Representative in the context of his tasks regarding the formulation and preparation of policy decisions pursuant to Article 26 TEU. Participants are staff members from the Council Secretariat.
2. They do not affect fact-finding missions decided by the Commission within the framework of its responsibilities under the EC Treaty.

INTRODUCTION

3. Information gathering on and assessment of a particular situation which may eventually lead to a European Union crisis management operation are crucial tasks which contribute directly to effective decision-making, planning and control of a coherent response to a crisis and are fundamental for the success of any possible EU involvement. Sending a fact-finding mission (FFM) may significantly contribute to the definition of an adequate EU response to a crisis.
4. Fact-finding missions in the context of early warning and timely assessment of crises have been identified by the Belgian Presidency as a priority area for examination. They represent an area where close civil-military coordination is of key importance, in particular at an early stage where the EU's comprehensive approach towards a crisis is being developed, using all instruments at its disposal. In this respect, fact-finding missions are an important input to the development of the crisis management concept.
5. This paper seeks to set guidelines applicable to fact-finding missions in EU crisis management and conflict prevention. Its content is meant to be flexible, as specific FFMs will be determined on an ad hoc basis, depending on the particular situation at stake and as a function of the expertise needed, both in the civilian and the military field.
6. The paper's Section I contains some general principles applying to fact-finding missions including a proposed definition, or what could be regarded as a 'concept'. Section II outlines considerations relating to dispatching, financing and implementation of fact-finding missions. Section III introduces the procedural elements set out at annex, which constitute what is usually known as 'standing operating procedures'.

SECTION I. PRINCIPLES

General definition

7. For the purposes of this paper, a fact-finding mission (FFM) means an ad hoc team, consisting of elements with relevant expertise and headed by a designated chief of the fact-finding mission (Chief of FFM), which is tasked to collect and assess all required information and/or to execute other specified tasks (according to a given mandate) in a defined crisis area to which it is deployed and where a possible European Union involvement in the management of the crisis is envisaged.
8. FFMs should not be confused with military reconnaissance teams to be deployed in a later phase of a possible operation. Military reconnaissance teams will usually be tasked by the designated Operations Headquarters (OHQ) and/or Force Headquarters (FHQ)

Fact-finding missions are both "Signal" and "Tool"

9. Fact-finding missions have an importance and a value, which may go beyond those of a mere information-gathering and assessment tool. They are also a signal which may be considered highly politically sensitive with respect to the host country, the neighbours in the region and the international community. In fact, FFMs will generally prove to the international community the EU's awareness of a given crisis, they will point out that the EU is seriously concerned with the situation in the crisis area, and they may indicate a potential willingness actively to manage that crisis.

10. Fact-finding missions may be used at different phases of a crisis or emerging crisis as well as in the pre-crisis situation. They may thus be a tool in conflict prevention and crisis management, where generally speaking they are used for specific tasks related to information and situation assessment:
- Conflict Prevention: fact-finding missions contribute to the identification of concrete measures that could be taken in order to prevent the outbreak of violence.
 - Crisis Management: fact-finding missions contribute to a comprehensive assessment of the strategies, actions and tools necessary to effective decision-making, planning and control of an organised response to a crisis. As such they:
 - = are an important contributing factor to the elaboration of an entry strategy;
 - = facilitate the shaping of a coherent EU response;
 - = may help determining necessary adjustments to such EU response.

In addition, fact-finding missions may also contribute to the preparation of peace-building measures. In this case, fact-finding missions may help ensuring a smooth transition from crisis management to post-crisis management, and thus contribute to the development of a long-term strategy.

FFM tasks

11. Basically, the tasks of the FFM are three-fold:
- a) to collect all necessary information;
 - b) to assess the situation in the crisis area, including identification of the most urgent needs in the country;

- c) to establish contacts with authorities and organisations in the crisis area, including identification of Points of Contact (POCs) at regional level.
12. All three tasks are designed to support PSC's general political assessment as well as the preparation of the crisis management concept and a cohesive set of options for the specific crisis. The detailed task descriptions are explained in the Council conclusions/PSC agreement or the SG/HR decision to dispatch the team (§19 and Annex § 1 and 11(i)).

Building the EU's capacity for fact-finding missions in the framework of EU crisis management and conflict prevention

– Identification of matrices of specific expertise

13. In the more complex crisis situations, an effective fact-finding mission will require a wide variety of civilian as well as military experts who can be brought together into a coherent, rapidly deployable team.
14. Work on the identification of capabilities needed could draw on matrices for the specific areas covered by civil crisis management, which could result in the organisation of a database by the Co-ordinating Mechanism for civilian aspects of crisis management set up at the Council Secretariat and fully interacting with the Commission.
15. In a similar way, the Military Staff could identify the military expertise likely to be needed for fact-finding missions.

SECTION II. CONSIDERATIONS RELATING TO THE SETTING-UP, FINANCING AND EXECUTION OF FACT-FINDING MISSIONS

Composition

16. The composition of each mission is specific to the situation at stake. In general, participants in the FFM will be both civilian and military experts.
17. Given the ad hoc nature of fact-finding missions and the varying degrees of complexity of situations to be addressed, their composition should be decided on a case-by-case basis. The expertise required would normally be decided upon in the light of situation assessment and first information received from the terrain about the needs, in particular from the EU Heads of Mission and European Commission delegations in the crisis area as well as from the UN, the OSCE and other international organisations.
18. The team would consist of selected staff from the Council Secretariat, and may include Commission staff as well as, where applicable, experts provided by the Presidency and/or a Member State(s). Such experts may be drawn from the matrices of capabilities/expertise identified in the various areas, as suggested in §13 and 14. In addition, special support might be required for the smooth practical execution of the mission (interpreters, drivers, security team, etc.).

Setting up a fact-finding mission

19. For the fact-finding missions falling under the scope of these guidelines, no joint action is necessary:
- For fact-finding missions described in §1 (i) and (ii), falling under the scope of these guidelines, political agreement should be ascertained either in the framework of the Council (Council conclusions) or within the PSC (PSC agreement).
 - In the case of fact-finding missions of the Council Secretariat (those set out in §1(iii)), a decision from the SG/HR suffices to dispatch the team;

Timescale

20. Following the SG/HR decision or the Council conclusions/ the PSC agreement to dispatch a FFM (depending on the different missions as set out in the scope of application - see §1 and §19), the target would be for the FFM to be dispatched within 48 hours.

Objectives, terms of reference and report

21. For each fact-finding mission, the objectives of the mission as well as its terms of reference/mandate will be set out and the submission of a consolidated report covering all aspects of the FFM's mandate will be required.

Fact-finding mission coordinator

22. Following the political agreement to set up a FFM or the SG/HR's decision (see §19), the SG/HR will appoint a FFM coordinator within the Council Secretariat, who will act under the SG/HR's authority. The FFM coordinator is responsible for the overall organisation and timely deployment of the FFM, and for proposing to the SG/HR (or to the SG/HR and the Commission^{*}) the designation of the FFM members, including the appointment of the Chief of the fact-finding mission (a detailed description of the allocated tasks is outlined in the relevant paragraphs in the SOP's).
23. Where Commission staff is part of the FFM or for missions financed by the EC budget (§1(ii)), the Commission may wish to appoint a FFM coordinator within the Commission. In this case, there will be close coordination between the Secretariat FFM coordinator and the Commission FFM coordinator regarding the composition, preparation and execution of the fact-finding mission.

Consent, legal status and security

24. Fact-finding missions are generally deployed on the territory of a State/region with the consent of such State/the authorities of that region.
25. In general, the consent of the host state/authorities is translated in an exchange of letters between the Union and the third party authorities concerned. Such exchange of letters would confirm acceptance of the Union's request that FFM members be assimilated to experts on a United Nations mission and thus granted the privileges and immunities set out in Article VI of the Convention of 13 February 1946 on the privileges and immunities of the United Nations.

(^{*}) For fact-finding missions described in the Guidelines, §1 (ii) and, where applicable, §1 (i).

Financing

26. Fact-finding missions are financed as follows:

- (i) they may be put to the charge of the Member States. In this case, expenditure might be financed from the from the crisis management start-up fund, should it be decided to create such fund (see §1 (i)). It is recalled that administrative expenditure for the institutions shall be charged to the budget of the European Community.
- (ii) they can be financed by the EC budget line B-8-14 "Preparatory measures" (see §1 (ii)). It is recalled that administrative expenditure for the institutions shall be charged to the budget of the European Community.
- (iii) Fact-finding missions decided by the SG/HR under his responsibility (§1(iii)) are charged to the Council section of the Community budget, insofar as they constitute administrative expenditure (only travel expenses and allowances or *per diems* for Council Secretariat staff).

Logistics

27. Logistic arrangements should be clearly identified in advance of deployment. The Chief of FFM should be involved early in the organisation of the logistic support. This should be done in close cooperation between the coordinator and in particular the host State, the European Commission delegations and the embassies of the Member States.
28. Individual and mission equipment required depends on the specific mission to be executed and the circumstances encountered in the area concerned.

29. Logistic support will cover generally the following areas:

- Transportation to the crisis area and in the crisis area;
- Medical support and medical evacuation;
- Emergency evacuation;
- Accommodation.

Communications and Information Systems - CIS

30. The following core capabilities are required to support a FFM. These will be scaled according to the size and the scope of the mission:

- Secure communications to Brussels and within the FFM for voice, data and FAX capabilities, in order to contact Brussels and to install internal communications within the FFM;
- Non-secure communications to provide links with local authorities and associated organisations within the area of interest;
- Secure data processing to store, print, scan and transmit documents and other required data files.

A minimum of four (4) sets for secure international communications stored in the Council Secretariat for use during fact-finding missions.

Security aspects

31. The Chief of FFM is responsible for the security of the overall FFM members. In this context, the Chief of FFM should, in particular:

- estimate the security situation;
- decide, on a daily basis in the light of the security situation, on the area to carry out the mission.

32. It will be kept in mind that, depending on the security situation assessment, security personnel (close protection security), or even mission-specific security equipment (protection clothes, armament for military personnel) and armoured vehicles may be required.

Cooperation with International Organisations

33. In addition to setting up its own fact-finding missions, the EU may also provide valuable expertise to UN or OSCE fact-finding missions and conversely. This could particularly be the case for exchanges of information and/or expertise between EU and UN or OSCE fact-finding teams on the ground.
34. The modalities for co-operation on fact-finding missions might be looked at in the context of EU-UN and EU-OSCE relations in crisis management and conflict prevention. Fact-finding missions could as necessary be the subject of Secretariat-to-Secretariat contacts with a view to identifying which kind of missions such cooperation might cover and agreeing on specific modalities.

SECTION III. STANDING OPERATING PROCEDURES (SOP'S)

35. As fact-finding missions are in most cases time critical, Standing Operating Procedures (SOP's) set out appropriate practical arrangements and indicative check-lists in order to execute fact-finding missions effectively and to deploy in a minimum of time, thus avoiding unnecessary delays and the risks associated with planning and executing from scratch.

STANDARD OPERATING PROCEDURES (SOP'S) FOR FACT-FINDING MISSIONS IN EU CRISIS MANAGEMENT AND CONFLICT PREVENTION

References:

- (Suggestions for CM procedures)
- (Financing of crisis management operations)
- Convention of 13 February 1946 on the privileges and immunities of the United Nations

These standing operating procedures apply, within the scope defined in the Guidelines, §1:

- Insofar as possible for fact-finding missions described in §1(i) and 1(ii), when political agreement has been reached in the framework of the Council (Council conclusions) or the PSC (PSC agreement) and without prejudice to the competencies and responsibilities of the Commission;
- For fact-finding missions of the Council Secretariat as set out in §1(iii).

SECTION A. SETTING UP A FFM

FFM mandate

1. The political agreement or the SG/HR's decision to dispatch the FFM (see §19) should specify the FFM mandate. In most cases the aim of the FFM will be defined in very general terms as "information gathering and assessment on the given crisis area". Additionally the FFM may be requested to undertake specified tasks decisive to carry out a potential EU-led crisis management operation in the crisis area.

Designation of the FFM coordinator responsible for the practical organisation of the FFM

2. The fact-finding mission coordinator (FFM coordinator) is the person within the Council Secretariat who is responsible -under the authority of the SG/HR- for the overall organisation and deployment of the mission. The FFM coordinator will normally be a senior Council Secretariat official, designated by the SG/HR for the purposes of a given fact-finding mission.
3. The FFM coordinator will analyse the specific needs in respect of mission composition and arrangements, with particular attention being given to the personal security of the team. Where possible, the FFM coordinator will draw on existing Secretariat services to support the organisation of the fact-finding mission, such as: the Council travel office for making travel arrangements (regular flights or if not possible charter of commercial aircraft, hotel bookings), the duty travel cash advance office (foreign currency), the Protocol department, the Telecom service (communications).

4. Depending on the situation in the deployment area and in order to make contact with the local authorities, the FFM coordinator will draw on:
 - the Presidency's, acting Presidency's or Commission delegations on the ground
 - the embassies/missions of the host country and of neighbouring countries in Brussels.
5. The FFM coordinator may also need to count on local support to arrange for local transport and accommodation, etc, where that cannot be fixed by the Secretariat services.
6. Where a fact-finding mission includes members from its staff or in the case of missions referred to under §1(ii) in the Guidelines, the Commission may wish to appoint a co-ordinator within the Commission.
7. Where a Commission coordinator is appointed in addition to the Council Secretariat FFM coordinator, the two will coordinate and liaise very closely, in particular regarding the composition, preparation and execution of the fact-finding mission.

Responsibilities of the FFM coordinator within the Council Secretariat

(N.B. Paragraphs 8 and 9 are applicable as described in the case of fact-finding missions referred to in the Guidelines, § 1 (iii); insofar as possible, they are also applicable:

- in close coordination with the Commission for fact-finding missions mentioned under §1(ii) of the Guidelines, and
 - where appropriate in close coordination with the Commission for fact-finding missions mentioned under §1 (i))
8. Following appointment by the SG/HR, the Council Secretariat FFM coordinator takes over responsibility for the preparation of the decision by the SG/HR to execute the FFM and all necessary steps to allow the timely deployment of the FFM (where there is a Commission FFM coordinator, this will be done in close cooperation with the Commission). Close co-operation with the Presidency, Member States and the Commission will be crucial to complete the setting up of the FFM.

9. The preparation will entail the following steps:

(i) Preliminary identification of potential FFM members

In the light of the FFM mandate, the PSC's situation analysis, and the security threat on the ground, the FFM coordinator will determine the specific needs in terms of FFM composition.

In addition to Council Secretariat staff, the participation of the following may be considered in view of the particular situation:

- (a) Commission staff
- (b) Experts from the Presidency or a Member State(s)
- (c) As appropriate, other relevant expertise. The FFM coordinator will draw on the roster of possible experts established by the Coordinating Mechanism in order to identify the appropriate expertise and will make initial contacts to ensure the availability of the personnel concerned
- (d) Supporting personnel (interpreters, drivers and if appropriate close protection team)

(ii) Initial contacts with potential FFM members

The FFM co-ordinator holds exploratory contacts with potential mission members and provides them with the following information, as appropriate:

- (a) FFM mandate
- (b) Proposed composition of the FFM with a clear description of the required expertise
- (c) Expected time of arrival at and location of the FFM assembly area, together with the foreseen date for becoming operational as well as the expected duration of the FFM
- (d) Specific medical requirements for the mission members (immunisations included)
- (e) Specific equipment requirements for the mission members
- (f) Deadline for members to confirm their participation in the FFM

(iii) Submission of a proposal to the SG/HR (or to the SG/HR and the Commission^{*}) on the designation of the FFM members, including the Chief of FFM

Once members have confirmed participation, the FFM coordinator submits to the SG/HR (or to the SG/HR and the Commission*) a proposal for the composition of the FFM. In preparing this proposal, the FFM coordinator takes account in particular of:

- (a) The FFM mandate
- (b) The agreement with the authorities in the area of deployment (see guidelines, §24-25),
- (c) EU activities already in the crisis area and possible contributions available from EU officials involved in those activities
- (d) The questions to be answered
- (e) Priorities
- (f) Time constraints
- (g) Assessment of the security threat

The FFM coordinator proposes to the SG/HR (or to the SG/HR and the Commission*) the designation of the FFM members, including the appointment of the Chief of the fact-finding mission (Chief of FFM) taking account of the complexity and variety of tasks assigned to the FFM. For a FFM consisting exclusively of military personnel, the status and rank of the Chief of FFM and participants will depend on the complexity of the task and the protocol aspects involving interested parties.

(iv) Other responsibilities of the FFM coordinator

The FFM coordinator also:

- (a) oversees the preparation of any necessary formal decisions on the execution of FFM (e.g. approval for mission expenses)

(^{*}) For fact-finding missions described in the Guidelines, §1 (ii) and, where applicable, §1 (i).

- (b) ensures that all necessary practical arrangements are made before the FFM deploys into the crisis area (including for accommodation, transportation, communication, etc).

To that end and having recourse where possible to relevant services within the Council Secretariat, the FFM coordinator:

- (1) establishes close contacts with Member States' embassies and European Commission delegations in the crisis area,
 - (2) makes contact with embassies/mission of the host country/neighbouring countries in Brussels,
 - (3) asks for support from the EU special representative in the region where there is one,
 - (4) ensures that arrangements are made with the relevant authorities in the crisis area,
 - (5) prepares an information dossier on the crisis area including a situation update by EU JOINT SITCEN for all participants in the FFM,
 - (6) prepares check lists of information to be gathered corresponding to the FFM mandate.
 - (7) prepares the detailed budget for the FFM, for approval following applicable procedures,
 - (8) oversees the necessary arrangements for deployment including travel arrangements.
- (c) in order to enable quick information gathering as soon as the FFM is deployed, prepares a list of points of contact to:
- (1) Diplomatic missions of Member States and European Commission delegations in the crisis area and neighbouring regions,
 - (2) Relevant institutions and authorities in the crisis area,
 - (3) International organisations already in place in the crisis area
 - (4) NGOs active in the crisis area.

The necessary arrangements for medical and emergency evacuation are to be prepared in advance before sending the FFM.

CIS equipment and arrangements to ensure secure communications between the Chief of the FFM and the FFM coordinator will be provided by [the Council Secretariat].

SECTION B. EXECUTION OF THE FFM

10. Building on the Council conclusions/PSC's agreement to dispatch a FFM (for FFM referred to in the "Guidelines" under §1) and based on the FFM coordinator's proposal, the SG/HR (or to the SG/HR and the Commission^{*}) adopts a decision to execute the FFM.

11. Such decision will cover the following aspects in particular:

(i) FFM mandate

On the basis of more detailed studies on the crisis area, the decision may further specify the mandate for the FFM and reporting directives. The FFM mandate should also set out the envisaged date for deployment and for becoming operational on the ground as well as the foreseen termination date.

(ii) Composition of the FFM

This includes the designation of the FFM including the nomination of the Chief of the fact-finding mission (Chief of FFM).

(^{*}) For fact-finding missions described in the Guidelines, §1 (ii) and, where applicable, §1 (i).

(iii) Area of interest

The area of interest normally includes the crisis area and neighbouring regions (and may consequently be wider than the area of deployment) insofar as far as such regions might be of interest for a potential EU operation.

(iv) FFM costs

12. The FFM coordinator will ensure that the SG/HR's decision, together with additional necessary information (such as practical arrangements, timelines, checklists over information to be assembled, instructions about reporting, etc.), is forwarded to the Chief of FFM and the FFM members as appropriate.

Responsibilities of the Chief of the fact-finding mission (Chief of FFM)

13. The Chief of FFM is directly responsible through the FFM coordinator to the SG/HR (or to the SG/HR and the Commission) for the execution of the tasks allocated to the FFM. The Chief of FFM is responsible, under the overall authority of the SG/HR (or SG/HR and Commission) for the execution of the FFM, as described in the decision.
14. The Chief of FFM's duties include:
- Overall organisation, control, monitoring and co-ordination of the FFM;
 - Security of the team;
 - Preparation and development of detailed tasks for each individual FFM member (Guidelines for Information gathering and Establishing contacts, see section D);
 - Prioritisation of all activities within the FFM;
 - Compliance with the prescribed reporting directives, including regarding security aspects (e.g. communication of detailed itineraries in advance).

Responsibilities of the FFM participants

15. All FFM participants are responsible to the Chief of FFM for the execution of their allocated tasks.

Assembling of the FFM

16. Under the responsibility of the Chief of FFM, the FFM will be assembled for information (including hand over of the information dossier) and instruction, development of an action plan and deployment.
17. Depending on the time pressure, size of the FFM, transportation capacities and travel arrangements, the Chief of FFM may envisage preparing the mission in the crisis area by sending an advance party.

Deployment

18. Normally the FFM members will travel on regular flights of civilian airlines. In case of urgency, lack of appropriate connections or due to the situation in the crisis area, the FFM may need to deploy using chartered commercial aircraft or military aircraft of a Member State (to be arranged by the FFM coordinator).

19. Transportation arrangements in the crisis area will be made with the relevant authorities with support of Member States embassies or Commission representations already in the crisis area. If deemed necessary due to the situation in the crisis area, there may be a need to rent means in neighbouring areas (to be arranged by or via the FFM coordinator). Exceptionally a few vehicles might be requested from Member States and deployed by military aircraft of a Member State.
20. The Chief of Mission is responsible for obtaining any other support in the crisis area.

Reporting

21. Reporting directives will be specified in the mandate and the mission order forwarded to each participant. Usually the Chief of FFM will contact the FFM coordinator once a day and forward his reports in accordance with the Fact - Finding Mission Report (FFMR).
22. Unless otherwise specified, reporting will be executed to the FFM coordinator.
23. Under the authority of the SG/HR (or the SG/HR and Commission) the Council Secretariat FFM coordinator (or Council Secretariat and Commission coordinators) will be responsible for the overall reporting of the FFM's results to the PSC. Copies of the reporting will be made available to all appropriate EU-bodies.

SECTION C. TERMINATION OF THE FFM

24. The FFM coordinator, in close co-operation with the Chief of FFM, is responsible for preparing the termination of the FFM.

Termination upon completion of the mandate

25. The FFM will normally be terminated when the mission is completed in accordance with its mandate.
26. Once the mission is completed, the FFM will leave the area as a whole or staying partly in the crisis area as POC for follow-on FFM or precursors as part of the EU crisis response. In any case the FFM coordinator in close co-operation with the Chief of FFM will decide on the redeployment. Usually the redeployment will be done with the same means the FFM deployed.

Termination due to a cancelling decision or a situation deterioration

27. Other reasons to end the FFM can be a decision to cancel the FFM or an emergency. If the decision is drawn to cancel the FFM, the FFM will leave the area as a whole or partly remain in the crisis area to hand over all acquired information to a third organisation. The termination will follow the same procedures as in the case of a completed mission.
28. Depending on the circumstances in the crisis area, the situation may deteriorate. If there is any indication that an emergency evacuation is conceivable, the FFM coordinator prepares for an evacuation operation before deploying the FFM.
29. The decision to evacuate the FFM will be taken by the SG/HR (taking into account EUMC advice to the extent that military assets would be used) in close coordination with the Chief of FFM and the lead nation for evacuation. As soon as the decision has been taken, the lead nation will take over responsibility to carry out the evacuation operation.

Final reporting and debriefing

30. After termination of the FFM, the Chief of FFM presents his final report and a debriefing to the PSC as well as to other appropriate EU bodies.
31. FFM participants may be invited for specialist debriefings taking place within relevant Council bodies.

SECTION D. PRACTICAL ARRANGEMENTS AND INDICATIVE CHECKLISTS

The following practical arrangements and indicative checklists are currently under development:

I. Practical Arrangements

- Guidelines for Information gathering and assessment
- Guidelines for establishing contacts
- Illustrative Template to inform Chief of FFMission (CoM)
- Illustrative Example to inform FFM members
- Illustrative Reporting Format
- Possible Checklists for further development of the mission related checklists

II. Indicative Checklists

- Checklist Factors Affecting FFM Assessment Political Situation
- Checklist Factors Affecting FFM Assessment Intelligence - Security Situation
- Checklist Factors Affecting FFM Assessment Cooperation with local population and authorities
- Checklist Factors Affecting FFM Assessment Legal Support
- Checklist Factors Affecting FFM Assessment Host Nation Support and Contracting
- Checklist Factors Affecting FFM Assessment Medical Support
- Checklist Factors Affecting FFM Assessment Strategic Mobility in Theatre Movement and Transport, Airports - Seaports
- Checklist Factors Affecting FFM Assessment Strategic Mobility in Theatre Movement and Transport, Road - Railway - Waterway Networks
- Checklist Factors Affecting FFM Assessment Communication and Information System (CIS)
- Checklist Factors Affecting FFM Assessment Logistic Support.