



The 9th International Scientific Conference
**“DEFENSE RESOURCES MANAGEMENT
IN THE 21st CENTURY”**
Braşov, November 14th 2014



**RISK ANALYSIS ON ROMANIA'S PARTICIPATION WITH
SECONDED NATIONAL EXPERTS IN INTERNATIONAL
CIVILIAN MISSIONS AND OPERATIONS [1]**

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Abstract:

By using the SWOT analysis method, this paperwork aims to discover the strong and weak points of Romania's participation with seconded national experts (SNEs) in international civilian missions and operations. In the same time, we present a synthesis of more interviews conducted with different Romanian SNEs that underlines some possible risks, threats and vulnerabilities related to national and Euro-Atlantic security.

This study is meant to be original and useful for Romanian authorities because it reveals for the first time new opportunities available for Romania by using more efficient the SNEs deployed abroad in order to improve the response to the threats against the homeland and international security.

Key words: National and Euro-Atlantic security, SNE, management, human resources, threats, risks, vulnerabilities.

1.Introduction

The civilian missions and operations under the aegis of EU, UN, OSCE and NATO, actively supported by Romania with important human resources to significant activities related to the post-conflict reconstruction field, have acquired an essential role in ensuring regional and international freedom, peace and security, but also in promoting the democratic and institutional progress in countries affected by conflicts and security crisis.

Several years before becoming an EU and NATO member, Romania understood that the European Security and Defence Policy (ESDP) and the Common Security and Defence Policy (CSDP) are important leverages for European Union, both for promoting its interests on the international scene and for conducting different activities with direct impact on the international security and stability.

In this regard, more than 10 years ago, benefiting from an adequate legislation and national programmes and in accordance to the framework established by the National Security Strategy [2], Romania began to participate in several civilian missions and operations deployed by European Union for following its CSDP objectives. Realizing the future importance and the amplitude of this type of activities, Romania has been making efforts to be connected to the international community security structures and also to bring an important contribution to world peace and stability.

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The aspect of contributing with seconded national experts (SNEs) [3] to support international organizations has been in the attention of several states and foreign researchers. Besides, some countries have focused especially on the aspect of SNEs and risks they are exposed, including after their repatriation. For instance, in an effort to assist their national experts, the Finnish authorities decided to analyse periodically, starting with 2009, the existing situation in order to determine and keep under attention this kind of risks factors. The decision was taken after an armed attack committed in May 2008 by a Finnish SNE, short time after his returning home from a peacekeeping mission in Kosovo [4], as well as due to other problems which emerged after their national experts' repatriation.

In order to go beyond the limits and understand better the aforementioned aspects, the purpose of this paperwork is to get the best possible outlook regarding: the positive and negative aspects related to Romania's presence within international organizations with experts seconded by institutions belonging to the national system of defence, public order and security, the importance of this demarche in the national and international security context, as well as its effects on the Public Order and National Security (PONS) field.

In this regard, we intend to carry out a SWOT analysis designated to discover both strong and weak points of the analysed elements, by taking into account the following vectors:

- a. Human resources that are part of the civilian missions abroad;
- b. The human resources management performed by Romanian institutions which contributes with SNEs to international civilian missions and operations;
- c. The satisfaction degree of the personnel involved abroad in accomplishing international civilian missions;
- d. The impact of the Romanian presence abroad on the national and international security field.

Having the aim of focusing more on this topic, this paperwork was compiled not only by studying several specific reports, but even by interviewing different Romanian SNEs who underlined some opportunities, but also some possible risks, threats and vulnerabilities to the national and Euro-Atlantic security.

2. Strengths / Weaknesses (Vulnerabilities)

2.1 Strengths

1. The human resources component

- The staff members within the Romanian national system of defence, public order and security (SDPOS) are generally characterized by a high level of professionalism and a broad theoretical and practical experience which can be successfully used abroad;
- Due to the peculiarity of the security related activities performed regularly by the SNEs alongside with their special training, the SDPOS national experts are able to surmount more easily critical challenges and threats faced in the theatre of operations, unlike the individuals seconded by non-governmental organizations that are not so experienced. Most of the SNEs could overcome the cultural impact faced in a foreign country more effectively comparing to their colleagues from the private sector, or those that are joining for first time an international mission;
- Attending training courses, taking part in missions and multinational activities abroad are important incentives that could be effectively used for motivating the Romanian SNEs;

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- So far, Romania has fulfilled its objectives from the point of view of the work quality performed by its national experts detached to international institutions, which creates the required conditions for further developing this kind of activities;

- Taking into account their proficiency, Romanian SNEs have used to get some key positions within international civilian missions and operations, becoming decision makers that have put their fingerprint over the institutional development in the countries where international mission have been deployed;

- The SDPOS personnel have proven an increased work capacity as members of civilian missions or cooperation activities, being appreciated for their performances and contributing to a good image of the Romanian effectiveness and expertise.

2. The human resources management performed for contributing with Romanian SNEs to international civilian missions and operations

- The managerial vision is based on strategic analysis; the operational standards and working procedures are well structured [5];

- The experience accumulated abroad by the Romanian SNEs performing in significant managerial fields could be transferred for developing national or international training programmes for training the monitors before their participation in civilian missions and operations;

- When necessary, the repatriated Romanian SNEs could be included in the national reserve of personnel, in order to enable the country to supply experts for international organizations;

- The national experts could observe from inside the activity of the international organization. Their know-how is helpful for improving the national management activities related to this field;

- Important knowledge might be achieved by studying the procedures used by the foreign contingents of SNEs. This kind of experience could be used for a better coordination of the Romanian institutions that have tasks connected to the PONS;

- Taking advantage of the Romanian presence abroad, an internationally developed cooperation could be realized for achieving the national, EU and NATO security objectives, in the context of the internationalisation of growing threats and of the necessity to combat them together;

- A proper management of activities performed abroad by the Romanian SNEs could have a helpful influence over the institutional resources.

3. The satisfaction level of the personnel involved abroad in accomplishing international civilian missions

- The national experts get a satisfaction feeling, taking into account the fact that they perform in a special environment, where their work and professionalism is valued;

- The possibility of being promoted and nominated on top management positions is a good reason for SNEs to perform in the best possible way;

- SNEs are generally satisfied with their income while deployed;

- The positive appreciations and evaluations of the personnel after performing as a national expert has also a good impact on them;

- Romania's history as a participating country in peace keeping operations offers reasons for a real satisfaction. The requests sent to Romania by EU, OSCE, UN, NATO and other strategic partners for providing new contingents to the theatres of operations are a real proof of the appreciation our country enjoys and a confirmation of the results and professionalism that Romanian national experts have shown;

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- Offering the national experts, after repatriation, positions according to their skills and experience gained abroad is perceived as a natural result of their efforts paid while working for the international civilian missions and operations;

- Immediately after repatriation, SNEs are interested in achieving performance in their field of work and feel the desire of professional promotion and recognition of their qualities developed abroad.

4. The impact of the Romanian presence abroad on the national and international security field

- By analysing the working systems successfully used by several Euro – Atlantic member states in the field of PONS, as observed by the Romanian SNEs, Romania could be able to identify and implement effective strategies for ensuring the homeland security and a safe and secure environment in Romania, EU and NATO, so as freedom, security and justice to be guaranteed;

- By interacting permanently with security-related international organizations, the efficiency of the similar Romanian institutions will be increased and will ensure a better national and international security;

- The personnel working abroad as SNEs would develop their experience that could be used after repatriation to improve the entire PONS field;

- The Romanian authorities could successfully use the know-how and connections developed by SNEs abroad for achieving the objectives related to the security and foreign policy objectives;

- Romania provides its own institutional platform needed for a stronger presence within the international security structures;

- The SNEs working in high-risk areas of conflict could be better protected by the presence of their Romanian colleagues within the civilian mission. The more important positions are held by some of the national experts, the higher level of personnel's protection will be provided for their Romanian fellows;

- By a constant participation in civilian missions and operations, Romania has been recognized as an important contributor state for supporting peace-keeping, conflict prevention and strengthening international security, in accordance with the principles of the UN Charter and accomplishing its tasks underlined by EU CSDP [6]. In this context, Romania has also consolidated its position as a security provider;

- Romania is a member of the special commissions belonging to the international organizations, sending its best professional national experts seconded by the governmental institutions;

- Romanian SNEs are able to provide the national authorities with some hints, useful both for the PONS and Euro – Atlantic security.

2.2 Weaknesses (Vulnerabilities)

1. The human resources component

- The profession of policeman, gendarme or soldier has become less appealing for citizens;

- Performing activities in a new environments generates difficulties for SNEs that could be individually overcome according to their own level of training and power of facing new encountered situations;

- Seconded national experts coming from non-governmental organizations don't have proper training for facing the specific threats specific to the conflict areas where they are deployed;

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- The lack of proper rewarding system developed in accordance to the level of proficiency criteria could encourage SNEs to leave the national institutions;
- The selection process of the candidates that applied for seconded international positions is carried out firstly on the basis of foreign languages knowledge, while the professional skills and experience are on the second level;
- The staff number is sometimes low [7] and may not be able to answer the requests for contributing with enough human resources to civilian missions and operations;
- The number of key or senior positions held by Romanian SNEs within international civilian missions and operations is not related properly to the number of national experts and this issue could have a negative impact on different areas [8];
- Some SNEs could become anxious by thinking to the possibility of losing the working place after repatriation (because they might have other professional job or to be put at the unit commander's disposal);
- Within the national security-related institutions may occur sensitive situations due to recruiting for certain fields of specialists from external sources that subsequently migrate to other departments, or even are nominated in senior positions, affecting the more experienced staff or the experts that accomplished missions abroad;
- The fear of health problems specific to the operation area that could affect the personal well-being might have a negative effect on SNEs. Some medical problems have as a result repatriation, low level of payment, stopping the personal projects etc.;
- Migration of trained and experienced SNEs to other institutions, governmental or private, national or international, could have a negative impact both on the human resources aspect and on the personnel reserve necessary for this kind of missions.

2. The human resources management performed for contributing with Romanian SNEs to international civilian missions and operations

- A disadvantage for the seconding institution is that, for a specific period of time, it has to reorganize the working system and to reallocate all the tasks belonging to the SNEs detached now to the international civilian missions and operations;
- Sometimes, after repatriation, some SNEs use to artificially increase their level of proficiency and knowledge developed abroad, sparking small conflicts with the colleagues or superiors;
- Lack of effective measures taken for stimulating SNEs and of necessary standards for career planning lead to cases where the personnel is migrating after repatriation from one department to another and can disturb the proficiency in some fields of PONS, affecting the specialization in a specific area;
- Lack of necessary details about the theatre of operations where the SNEs are to be deployed and about its specificity are elements that, in the subjects' opinion, could make necessary a reform of the system used for training the next national experts;
- Romania makes financial efforts for sustaining a proper contribution and representation to international organizations according to the existing standards;
- The management of the human resources that are to accomplish international missions is not made according to an official strategy for accomplishing also tasks connected to the PONS and Euro-Atlantic security.

3. The satisfaction level of the personnel involved abroad in accomplishing international civilian missions

- After repatriation, several SNEs use to get positions where it is not possible to use their experience or connections developed abroad. This situation creates difficulties for SNEs that are abroad on analysing what are the current realities within their home organization, especially regarding its policy towards them. The feeling of deteriorating the

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working climate within their seconding institution, the working relationships or the level of life, could lead to a sensation of failure;

- Lack of satisfaction could be sparked by the inconstancy of the authorities (seen by some subjects as the originator of personal difficulties, supplementary concerns and objective obstacle for achieving the professional duties). Some existing problems created by an unsatisfactory material and technical equipment, unlike the one had by the contingents belonging to other countries, have to be taken into account;

- A high level of dissatisfaction could be generated when comparing the existing „types” of selecting SNEs for international civilian missions and operations. It was noticed that, for some SNEs belonging to some contributing countries, the official procedures are not applied accordingly, they being nominated due to the „special” support of the national authorities. In more cases, the circumstances are worse (this being a real reason for jeopardizing the international organization) when the above mentioned foreign SNEs doesn't have, according to the job description, a proper rank, training, experience or studies, unlike the Romanian policemen that are all the time very well selected and trained;

- The seconding institution is not really interested in having the potential advantages available for Romanian PONS and for Euro-Atlantic security by using somehow the presence of its SNEs abroad, unlike other participating states that use this opportunity for their benefits. This is happening in a period of time when the links between the foreign SNEs and their national authorities is visibly intensified [9], despite the fact that there are clear rules regarding the secondment [10];

- Regarding the activities performed abroad, when the ratio between the official expectations and realities is not the one desired, or when the organization's Standard Operational Procedures regulations are broken by superiors belonging to other countries, the SNEs could show lack of interest in achieving their tasks;

- Lack of proper level of rewarding the SNEs' proficiency when returned back home will have a negative impact on the SNEs motivation [11].

4. The impact of the Romanian presence abroad on the national and international security field

- The presence of organized criminal or terrorist groups in the theatre of operations where the mission is deployed draws a special and continuous attention to the possible risks and threats to the SNEs' security [12] and, moreover, to the national and international security;

- Some security breaches could affect the protection of EU and NATO classified information, especially when the international staff don't respect the secrecy of data they are in contact with, due to the ignorance of the specific rules and regulation, to the carelessness or because of the easiness;

- Local elements belonging to criminal, terrorist, nationalist/extremist groups use to infiltrate individuals inside the international organizations or to ask the civilian local staff to disclose sensitive information (i.e. to criminal files, personal data about the international policemen involved in investigations) to cooperate with them by using threats, offering money etc. Having as a final objective the protection of their interests, the above mentioned groups could make vulnerable the international institutions and, of course, the SNEs;

- National experts could create problems or commit some disciplinary deviations with bad consequences that affect negatively the international organizations, the national contingent or even the participating country;

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- Insufficient funds allocated to the SDPOS institutions, inadequate infrastructure and endowment, generate problems in the field of contributing with SNEs to international civilian missions and operations.

3. Opportunities / Threats

3.1 Opportunities

1. The human resources component

- There are lots of opportunities for professional growing by accomplishing international missions [13];

- In the current multidimensional security context, Romania is contributing actively to the international efforts by participating in peace keeping operations, police assistance / reforming and reconstruction of civil society. This context has led to the development of a special capability that could be used within EU, UN, OSCE and NATO;

- The engagement of Romania to provide civilian personnel to peace keeping operations could generate and ensure also medium and long term perspectives for cooperation with the recipient countries' representatives, possible to be extended later beyond the limits of international defence and security;

- The Romanian SNEs' proficiency has always been noticed by superiors and their presence within international organizations is more and more welcomed and „accepted”. We used the term „accepted” because, very often, during the selection process, the nationality seems to be more important than the professional qualities and experience;

- Romanian staff could be involved in achieving some national objectives (similar to the situation happened with the policemen belonging to other countries, members or even non-members of the Euro – Atlantic community), having as a result an improved capacity for facing the threats to the homeland security;

- The new international security environment, along with the recent geo-political developments, encourages the SDPOS personnel to train unceasingly.

2. The human resources management performed for contributing with Romanian SNEs to international civilian missions and operations

- Best practices developed by some Euro – Atlantic countries related to human resources management have to be studied and implemented by Romanian authorities for involving SNEs in accomplishing some national and Euro - security objectives;

- By continuing to be a contributing country to international organizations, Romania will have the opportunity to improve the internal procedures and the organizational culture related to human resources management performed in this context (at selection, training and execution level);

- The specific skills, expertise and knowledge of the Romanian SNEs, improved during accomplishing missions within international organizations, will be used successfully after repatriation in PONS field;

- The cooperation activities performed abroad ensure standards and models, and could also be used as lessons learned;

- The new risks and threats to the national and international security offer the opportunity to have new professional areas and to develop the ones already existing.

3. The satisfaction degree of the personnel involved abroad in accomplishing international civilian missions

- In the framework of selecting the personnel that is to take part to civilian missions and operations, a greater consideration could be directed to the individuals that have proven high level of satisfaction for such activities;

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- The satisfaction proved by SNEs when having very good results and holding better positions has an important role in achieving the targeted objectives by Romania, international organizations and Euro – Atlantic community;

- The SNEs' level of satisfaction will influence directly the way of accomplishing missions, without disciplinary deviations or misbehaviour.

4. The impact of the Romanian presence abroad on the national and international security field

- The direct involvement as an EU and NATO country in solving the international conflicts offers Romania the possibility to act more efficiently for detecting and preventing dangerous threats to the homeland and Euro-Atlantic security;

- The opportunities for Romania to be involved in democratization and stabilization of other regions in the world, or in crisis management operations, are growing;

- The consequences of the illegal activities that use to come to Romania from abroad are diminished and the proficiency in fighting against them is developed;

- New opportunities on the field of institutional cooperation / exchanging information with foreign partners that have security related tasks are emerging, as a result of the necessity of managing together the risks and threats to the security;

- The competences of the national PONS connected institutions become higher and the threats to the homeland and international security will be reduced;

- The national authorities could be updated and advised on the critical situations by a continuous presentation of situation reports regarding the security developments where Romanian SNEs are deployed;

- Romania is able to identify new methods of action for achieving the national strategic and Euro – Atlantic security objectives both by involving efficiently the SNEs deployed abroad and by holding some senior positions within the international organizations, according to the model used by other countries;

- By participating in common operations to combat organized crime, terrorism, weapons of mass destruction proliferation, traffic with high risk technologies and materials, new opportunities are identified for improving the response to the threats against the homeland and international security.

3.2 Threats

1. Internal threats

- After repatriation, the valuable SNEs with experience in the field of PONS that are not satisfied with the level of payment, or with the current possibilities for promotion they have within the institution they belong to, will migrate towards the private or foreign companies. So, due to the lack of trained staff, the existing one will be overwhelmed because of the quantity of cases, the quality of their work will decrease and, finally, the Romanian authorities could have problems in their fight against criminality;

- A low level of professional satisfaction shown by the SNEs after repatriation will lead to lack of interest in accomplishing the professional tasks;

- Lack of a specific strategy made at a national level in order to reduce the migration of staff and to increase the level of satisfaction will have a negative impact on the national and international security;

- The tendency of media to present a distorted reality affects the image of the institutions belonging to the PONS system;

- Disciplinary deviations or difficult situations created by SNEs during accomplishing missions abroad could have a negative impact on the security, personnel's

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protection, or on the relationships between Romania, the international organizations or the local authorities / population;

- Limited financial resources allocated to the budget won't support enough the seconding of the personnel for participation in international civilian missions and operations.

2. External threats

- Risks generated by the belonging of Romania to EU and NATO could affect negatively the national experts abroad;

- The Romanian SNEs could be exposed abroad continuously to different threats, as a result of a low level of security existing in the conflict area;

- The representatives of international civilian missions and operations have to fight against the negative effects of irresponsible, hostile and controlled local media used as a propaganda tool. In some cases, fake information published in media could be directed against specific SNEs or participating countries (including Romania [14]), creating artificial tensions or affecting the image of the international presence in the host country;

- Local criminal groups are interested in infiltrating informants within the international organizations in order to illegally access classified information [15];

- When SNEs are superficial and don't have proper skills and a culture regarding the security and protection of the classified information they have access to, sensitive information could be disclosed to the local organized crime groups or hostile entities;

- The SNEs holding important positions could be threatened / intimidated by criminals that are under investigation [16];

- Some of SNEs have vulnerabilities that could be used by foreign hostile elements.

4. Concluding remarks

As a tool of strategic analysis, the present SWOT analysis provides some significant insights about the manner the positive and negative elements of the Romania's contribution to international organizations with SNEs belonging to SDPOS combine among themselves.

The analysis helps us to adopt methods needed to increase the potential forces / opportunities, reduce the weaknesses and diminish the effects of the threats that could have a negative impact on the PONS connected institutions. Meanwhile, it brings more value and support for defining a necessary strategy for developing the Romanian SNEs participation in international civilian missions and operations.

We could conclude that the PONS connected Romanian authorities should have to use the aforementioned opinions in order to take the following measures:

- To issue strategies and procedures needed to involve more efficiently the SNEs to accomplish some national strategic and Euro-Atlantic security objectives;

- To capitalize the lessons learned, knowledge and skills gained by the SNEs in the theatre of operations, especially of the ones that were valued and held senior positions, as well and to use the benefits of having national experts abroad for improving the PONS system and the level of response against external threats to the homeland and EU / NATO security;

- To use the experience gained by other Euro – Atlantic countries in order to revolutionize the PONS system and to make it able to combat more efficiently the threats faced;

- To adopt valuable international standards for PONS and human resources management field;

- To develop the activities performed in the field of international cooperation for combating the threats against the homeland and Euro – Atlantic security;

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- To act more efficient for limiting the security risks against the Romanian SNEs working within the international organizations and for providing a better protection to the national, EU and NATO classified information;
- To diminish the number of situations that could lead to negative reactions against the Romanian national experts, international departments / organizations they belong to, national institutions, or even against Romania;
- To remove the SNEs' sources of discontent that could represent a real danger and that are able to undermine or create unsteadiness in the personal and professional life of the SNEs, with a great possibility to disturb even the institutional system;
- To reduce the migration between departments / institutions, to promote experience and performance values, to increase the level of motivation and loyalty of the employees;
- To initiate an efficient system of managing the specific activities performed for reintegrating the SNEs after repatriation;
- To take in due time the necessary measures for reallocating the professional tasks of the SNEs that are supposed to take over positions within international organizations, in order not to affect the PONS domain.

References:

- [1] ACKNOWLEDGEMENT: This paper has been financially supported within the project entitled „**Horizon 2020 - Doctoral and Postdoctoral Studies: Promoting the National Interest through Excellence, Competitiveness and Responsibility in the Field of Romanian Fundamental and Applied Scientific Research**”, contract number POSDRU/159/1.5/S/140106. This project is co-financed by European Social Fund through Sectorial Operational Programme for Human Resources Development 2007-2013. **Investing in people!**
- [2] The Presidency of Romania, *The National Security Strategy*, Bucharest, 2007. See at <http://presidency.ro/static/ordine/SSNR/SSNR.pdf>.
- [3] The institution of secondment refers to the personnel detached by a country to international organizations on a temporary contract basis. The national experts hold the vacant positions within international organizations that need external assistance and specialists with high level of professionalism in specific areas. See at https://www.civcap.info/fileadmin/user_upload/Research_Reports/slov.pdf.
- [4] Eeva-Maria Siljanen, *Exploring the Repatriation of Finnish Civilian Crisis Management Personnel and Introducing a Conceptual Framework of the Repatriation Process*, University of Kuopio, June 2009, p. 10. See at http://epublications.uef.fi/pub/urn_nbn_fi_uef-20090104/urn_nbn_fi_uef-20090104.pdf.
- [5] Ministry of Administration and Interior, *The Institutional Strategic Plan of the Ministry of Administration and Interior 2014-2016*, Bucharest, 2014, p. 12. See at <http://www.old.mai.gov.ro/Documente/Strategii/PSI%202014-2016.pdf>.
- [6] The Lisbon Treaty, Provisions on the Common Security and Defence Policy, Article 42, 2007. See at http://eeas.europa.eu/csdp/about-csdp/lisbon/index_en.htm.
- [7] Ministry of Administration and Interior, *The Institutional Strategic Plan of the Ministry of Administration and Interior 2014-2016*, Bucharest, 2014, p. 12.
- [8] As an example, we mention the situation existing in EULEX Kosovo during December 2008 – May 2011, when the Special Police Department (SPD) didn't have any Romanian representatives in senior positions, despite the fact that the national contingent of

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gendarmes (115 policemen), subordinated to SPD, consisted of almost ¼ of the international personnel.

Regarding this issue, some SNEs have stated that the impartiality of the decisions taken that time for assigning missions by the SPD HQ to the Romanian gendarmes could be put under the question mark.

[9] Danut Maftai, *The way several European countries achieve some national strategic and security objectives by involving the national experts seconded to international organizations. Case study: Great Britain and the Netherlands*. The "Public Security Studies" journal (ISSN 2284-8592), „Alexandru Ioan Cuza" Police Academy of Bucharest (Romania), Volume III, Special Edition, May 2014, p. 324.

[10] According to the European Commission Decision no. C (2008) 6866 of 12.11.2008, article 7 („Laying down rules on the secondment to the Commission of National Experts and National Experts in professional training"), the SNE shall carry out his duties and conduct himself solely with the interests of the Communities in mind. See at [https://ec.europa.eu/jrc/sites/default/files/c\(2008\)6866.pdf](https://ec.europa.eu/jrc/sites/default/files/c(2008)6866.pdf)

[11] Ministry of Administration and Interior, *The Institutional Strategic Plan of the Ministry of Administration and Interior 2014-2016*, Bucharest, 2014, p. 12.

[12] As we have seen, among the last tragic incidents happened, where SNEs were victims, was the one in Bamako, northern Mali, on the 3rd of October 2014. A convoy of MINUSMA peacekeepers from the Nigerian contingent was the target of the attack and around nine UN policemen were killed. See at <http://www.smh.com.au/world/alqaeda-links-behind-deadly-attack-on-un-peacekeepers-in-mali-20141004-10q6mu.html>.

Earlier, at the end of May 2014, two teams of OSCE observers (totally 8 individuals) were kidnaped by rebels in east Ukraine (Donetsk and Lugansk area). Fortunately, they were release all afterwards. See at <http://www.bbc.com/news/world-europe-27265927>.

[13] Ministry of Administration and Interior, *The Institutional Strategic Plan of the Ministry of Administration and Interior 2014-2016*, Bucharest, 2014, 2014, p. 11.

[14] We have to mention the incident happened in Kosovo on 10.02.2007, when UNMIK international police had to use force against the armed and violent protesters. Two protesters died and others were wounded. So far, the local media has published hundreds of articles where the reality has been distorted repeatedly by diminishing the protesters' fault and highlighting the exclusive „culpability" of Romanian gendarmes, disregarding the fact that, for maintaining the order, national contingents belonging to more participating countries took part at the operation. Despite the fact that the main reason of that propaganda was to force Bucharest to recognize the independence of Kosovo, its outcome has been a negative image of Romania both locally and internationally.

[15] As an example, during 2008, sensitive files issued by more UNMIK international policemen (one Romanian) investigating a corruption case were published partially in local media. Being an important case, the local criminal groups wanted to intimidate the international investigators.

[16] We present two cases of policemen, UNMIK investigators within the organized crime department, originating from Western countries. During 2008 – 2009, the two policemen were sent intimidation messages from the local criminal groups: one of them got by email pictures with his family in front of his house, and the other's wife received a „visit" from a so-called colleague of her husband that went to her to „offer" some flowers „sent" by the policeman.

One year later, according to local media, EULEX prosecutors involved in investigating cases connected to organized crime activities got also intimidation messages.