



## **Policy (Revised)**

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# **Formed Police Units in United Nations Peacekeeping Operations**

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Approved by: Alain Le Roy, USG DPKO  
Effective date: 1 March 2010  
Contact: Strategic Policy and Development Section, Police Division,  
OROLSI, DPKO  
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## **DPKO/DFS POLICY ON Formed Police Units in United Nations Peacekeeping Operations**

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### **A. PURPOSE**

1. This policy defines the conditions of deployment, the role – potential and limitations – and composition of Formed Police Units (FPUs) deployed in United Nations peacekeeping operations. The overarching goal is for FPUs to be safe, professional and proficient in the conduct of their assigned tasks. To that end, the policy outlines the conceptual basis and values that guide the deployment of FPUs and the command, control and cooperation arrangements that determine how they operate. It guides the conduct of FPUs in the field, providing a clear delineation of the tasks, the appropriate use of force and the values that underlie the United Nations approach. Clearer guidelines, codes of conduct and command and control arrangements will also facilitate United Nations Department of Peacekeeping Operations and Department of Field Support efforts to hold FPUs accountable for their actions in international service and – in the most serious cases – for misconduct, especially with regard to the use of force.

2. Technical guidance on implementation, operational techniques, as well as unit readiness and pre-deployment training standards, will be provided separately in forthcoming guidance documents.

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### **B. SCOPE**

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3. This policy applies to the SRSG/Head of Missions (HOM) and the police components of United Nations peacekeeping operations. A clear delineation of tasks and modus operandi will guide the Head of the Police Components (HOPC) in a United Nations peacekeeping operation as to how and when they can usefully call on their FPU capacity and what they can and cannot task them to do.

4. This policy provides Police Contributing Countries (PCCs) and other Member States with clear guidelines as to what is expected of the Formed Police Units that they are planning to contribute, and will be complemented by more specific job descriptions to assist in selection and recruitment.<sup>1</sup>

5. Personnel of the Department of Peacekeeping Operations, Department of Field Support and field missions involved in security, administrative, military and any other relevant activities for the operations of FPU should also be made aware of and comply with this policy.

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## **C. RATIONALE**

6. A revision of the existing United Nations DPKO Policy on Functions and Organization of Formed Police Units in United Nations Peacekeeping Operations (Ref. DPKO/PD/2006/00060, dated 09 November 2006) became necessary for a number of compelling reasons. The number of FPUs authorised and deployed has grown tremendously and the circumstances in which they are deployed are increasingly complex. The January 2008 Interim Report of the Formed Police Unit Review and Standards Team pointed to serious omissions in the procedures and practice of FPU deployment. In addition, the OIOS review of the Police Division called for more sophisticated doctrine development for international policing in August 2008.<sup>2</sup> This is based on an overall realisation that international policing differs fundamentally from domestic policing and that the unique nature of international deployment has not been adequately captured in previous guidance material. Finally, from September to December 2008, FPU Proficiency Testing and Training Teams conducted a comprehensive, in-mission assessment of all FPUs deployed, which revealed operational shortfalls partly resulting from a lack of guidance and clear standards for unit readiness.

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## **D. POLICY**

### ***D.1 Tasks and Composition***

#### **D.1.1 Definition of a United Nations Formed Police Unit (FPU)**

7. A United Nations Police component can consist of individual police officers (IPOs) and – where they are authorised and deployed – formed units. Both together form what is referred to as UNPOL.

8. United Nations FPUs are defined as cohesive mobile police units, providing support to United Nations operations and ensuring the safety and security of United Nations personnel and missions, primarily in public order management. As a coherent part of the United Nations police component, FPUs work in support of the establishment and

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<sup>1</sup> The exception is the job description of the new Deputy Chief of Operations for Formed Police Units which is included in Annex 2.

<sup>2</sup> OIOS Audit Report, *Management of UN Police operations. Development of a comprehensive doctrine will increase the effectiveness of UN Police operations* (26 August 2008), Assignment No. AP2007/600/01.

maintenance of safe, democratic and human rights abiding communities by delivering professional, responsive and more robust<sup>3</sup> policing in accordance with the mandate.

9. Formed Police Units are deployed under a Memorandum of Understanding (MOU) between the United Nations and the Police Contributing Country within the contingent-owned equipment system (COE) described in the COE Manual.

10. The recommended tour of duty for FPU is six months and not more than one year.

11. FPU are a tool that can and should be fine-tuned to support police operations in the context of peacekeeping operations. The exact composition, including number of units and addition of specialised capacities, equipment requirements, command and control arrangements and tasks of the FPU UNPOL component will be determined in the strategic assessment phase of the Integrated Mission Planning Process (IMPP). Specific tasking is detailed when component concepts of operation (CONOPS) are drawn up.

#### **D.1.2 Tasks & skills/necessary capabilities**

12. The primary objective in assigning tasks to FPU is to make the best possible use of their added value, which is derived from their ability to act as a cohesive unit and their special weapons and equipment which gives them a heightened robustness<sup>4</sup> compared to IPOs. FPU have three core tasks:

- (i) Public order management;
- (ii) Protection of United Nations personnel and facilities;
- (iii) Supporting police operations that require a formed response and may involve a higher risk (above the general capability of individual United Nations police).

13. Public order management in most cases will be in support of host state police, but FPU can also be called upon to act independently in accordance with the mission mandate and authority allocated therein. The primary focus of public order management is to facilitate the population's exercise of their fundamental rights without any disturbance or unjustified hindrance and to prevent assemblies from threatening or actually harming public safety. This is the most central competence of FPU and should be applied within a strict legal framework and with the minimum appropriate use of force, keeping in mind the principle of proportionality and the necessity of continued negotiation (see more below on use of force). The effective execution of this task depends on a sound threat assessment, as well as on information gathering and knowledge of local conditions, which should be sought through the information and analysis capacity of the mission and the FPU itself, and in cooperation with the host state police and other partners.

14. Protection of armed and unarmed United Nations police and other civilian mission personnel, as well as facilities and equipment can include protection of convoys, relocation or evacuation of staff and intervention where necessary for the protection of staff and in accordance with FPU capabilities. FPU may be involved in providing protection to military personnel (Military Observer team sites) or military units, particularly enabling units, which may have a limited capability to deal with the types of incidents to which FPU might typically respond. Specific tasks will be defined in each case in accordance with the provisions on

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<sup>3</sup> This does not preclude forthcoming policy development on Robust Peacekeeping and the Protection of Civilians. If necessary, the role of Formed Police Units in both may be revisited in light of future policy decisions.

crisis management arrangements stipulated in the DPKO/DFS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (15 February 2008, hereafter “Command and Control Policy”). These tasks should be a risk mitigation measure associated with a Security Risk Assessment. The assessment is conducted in accordance with the UN security management system Security Risk Management Model and presented to the Security Management Team of which the HOPC is a mandatory member. Static guard duties, which may reduce the operational intervention capability of an FPU, should only be provided by the FPU in exceptional cases and keeping in mind that an FPU should not be broken down further than its smallest deployable unit (see on structure and composition below). Close protection and VIP escorts for the benefit of the United Nations, international or national officials, may be provided – again keeping in mind the need to maintain the smallest deployable units intact and without prejudice to the presence of dedicated specialised units.

15. Supporting police operations that require a formed response and may involve a higher risk can include high-visibility patrols and joint patrols with individual United Nations police officers and/or host state police. Patrolling can be a preventive activity that builds popular confidence, but is also central to the FPUs’ need to familiarise themselves with local surroundings and gather information. Depending on whether or not other formed specialised capacity, such as Special Weapons And Tactics (SWAT) teams, canine units, etc, are deployed as part of UNPOL, other specialised assignments may be added.<sup>4</sup> Proficiency and skills for a particular task should be identified, tested and assessed by the Deputy-Chief of Operations for Formed Police Units (hereafter “Deputy-Chief Ops (FPU)”<sup>5</sup>) who advises the HOPC accordingly on availability and operational capacity (see sections D3.1 and D3.2. and Annex). Support should be of an interim nature and feed into UNPOL’s capacity building efforts to ensure that operational shortfalls among host state police are redressed.

16. In allocating further assignments to FPUs, especially with respect to the third core task, their added value as a formed unit should be of foremost importance. FPUs should not be treated as a reserve labour force and should not be broken down to the extent that they become inoperable (see below on smallest deployable unit). The Deputy-Chief Ops (FPU) should advise the HOPC on where that added value might be undermined due to an overload of non-essential assignments.

17. In accordance with mandated tasks, FPUs contribute to the protection of civilians by undertaking their core tasks of public order management, protection of United Nations mission personnel and facilities and support to higher risk police operations. Where the level of violence exceeds what can be addressed through these functions, or exceeds the available resources of the deployed FPUs, these situations are better addressed by the military peacekeeping forces, in accordance with their mandated tasks.<sup>6</sup>

18. Capacity-building is not one of the FPU’s core tasks, due to frequent rotations and the absence of a standardised approach. As a rule, if training experts on public order management are required, they should be recruited separately and serve with UNPOL capacity-building programmes in order to provide relevant long-term expertise to build sustainable host state capacity. However, FPUs under guidance and coordination of the FPU training officer may be made available for exercises and joint training with host state police. If

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<sup>4</sup> Close Protection Teams must be qualified to UN DSS training standards.

<sup>5</sup> Deputy-Chief of Operations for FPUs is the reconfiguration of the prior position of FPU Co-ordinator.

<sup>6</sup> This does not preclude forthcoming policy development on Robust Peacekeeping and the Protection of Civilians. If necessary, the role of Formed Police Units in both may be revisited in light of future policy decisions.

the mandate and the security situation allow for a diversion from the core tasks into capacity building and if an FPU has dedicated training capabilities, an FPU may support the United Nations police capacity-building programmes in the development of the host state police, mainly in the area of public order management, on a case by case basis.

19. All functions should be carried out on the basis of reliable intelligence or information and a subsequent threat assessment. As part of their contacts with host state police and other law enforcement agencies and the population, FPU personnel shall collect information of relevance in order to analyze security trends and prepare contingencies.<sup>7</sup> In accordance with the UN Police Gender Guidelines, the information gathering should include engaging with women's organisations. Information shall be shared with the Joint Mission Analysis Centres (JMAC), Security Information and Operations Centres (SIOCs) or equivalent mission-wide information analysis bodies.

### **D.1.3 Organisation/composition**

20. The composition and organisation of FPUs may vary due to mission-specific requirements as determined in the strategic assessment phase. However, this policy provides regulations for *minimum* requirements. A Formed Police Unit will consist of a minimum operational capacity and a command and logistics elements to make up an approximate total strength of 140. FPUs may also contain an additional discretionary national support element (NSE).<sup>8</sup> NSE personnel are beyond the number of agreed staff as per the MOU; PCCs will thus not be reimbursed by the United Nations for this capacity nor will personnel be rotated by the United Nations.

21. The *minimum* overall operational capacity is approximately 120 police officers. The operational capacity consists of inter-operable tactical sub-units (platoons). The recommended number of tactical sub-units (platoons) is four (4), the minimum number is three (3), consisting of approximately 30 officers each. If an FPU's operational capacity is made up of only three tactical sub-units, they will have to consist of approximately 40 officers each to reach the minimum overall operational capacity of 120. Specialised units may be added, but do not count towards the minimum operational capacity of 120.

22. Tactical sub-units are made up of sections, consisting of a *minimum* of ten (10) operational members per section.<sup>9</sup> The sections make up the smallest deployment unit and cannot be broken down further. They should only be deployed in their smallest formation for limited durations. This is critical in order to safeguard the added value of an FPU as a formed unit and particular attention should be paid to the risk environment. Defining the smallest deployable unit is also pivotal in the context of setting readiness standards and equipment requirements. As the smallest deployable unit, the sections have to be able to operate independently which entails specific command skills at the level of the section leader, as well as command experience and fluency in mission language.

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<sup>7</sup> This shall be coordinated with mission-wide information and analysis systems, particularly with respect to the protection of United Nations personnel and facilities

<sup>8</sup> An NSE is not a requirement but optional. The exact size and composition of the NSE will be determined by the PCC in coordination with the United Nations, normally during the MOU negotiations and can be articulated in the memorandum of understanding (MOU). The exact capacities and composition of the support element that should be included will vary depending on mission structure and mandate, as well as on which capacities are already provided in the police component or the mission as a whole.

<sup>9</sup> This means that no fewer than ten members of an FPU can be sent to respond to a given incident or location. Once at the incident/location, the responsible section leader can of course use the section in smaller formations in accordance with public order management tactics.

23. In addition to the operational capacity, the Command element includes the Commander, the Deputy Commander and sufficient capacity in information analysis, logistics, operations, communications and personnel. In order to ensure that all functions are covered at all times, the command element should consist of at least 12 staff members. The logistics element may vary in size but needs to have sufficient capacity in terms of trained craftsmen and personnel to provide all agreed services under the MOU to the FPU.<sup>10</sup>

24. Specialised capacities are another type of formed police unit. They are usually smaller units that serve a specific expert function and that vary in size depending on that function. Examples of specialised capacities are investigation or forensics teams, canine units or SWAT teams or close protection units. They may be provided in their entirety by a PCC or assembled and trained from several PCCs for a specific purpose.<sup>11</sup> See more on command relationship below.

25. The need for specialised capacities will be determined in the strategic planning process. If in accordance with mandated tasks, they may also be added at later stages at the request of the HOPC in consultation with the HOM.

## **D.2 Use of Force**

26. FPU's must always exercise their functions strictly according to the United Nations Security Council Resolution(s) and other official issuances applicable to the mission to which they are assigned. They must exercise their functions in strict accordance with international human rights and criminal justice norms and international policing standards.<sup>12</sup>

27. The use of force by FPU's is regulated by the Basic Principles on the Use of Force and Firearms by Law Enforcement Officials (hereafter "Basic Principles"), the Code of Conduct for Law Enforcement Officials (hereafter "Code of Conduct"), and mission-specific guidance, such as "Directives on the Use of Force and Firearms". In accordance with para. 1 of the Basic Principles, mission-specific guidance will be issued in each case to authorise FPU's to carry and use firearms, including the precise specifications of the firearms, and other items of police and law enforcement equipment. In accordance with the Command and Control Policy, a technical directive regulating the use of force for FPU's shall be issued at the commencement of a mission. It must cover all aspects raised in para. 11 of the Basic

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<sup>10</sup> This can include maintenance and repair of all contingent-owned equipment such as vehicles, generators, water treatment plants and weapons, and provision of agreed self-sustainment services, such as catering, minor engineering, medical level 1, laundry and cleaning, accommodation, and other.

<sup>11</sup> UNPOL Close protection units will not be multinational in composition.

<sup>12</sup> *As set forth inter alia in the relevant provisions of the following legal instruments: Universal Declaration of Human Rights (Adopted and proclaimed by General Assembly resolution 217 A (III) of 10 December 1948); International Covenant on Civil and Political Rights (adopted by the General Assembly resolution 2200 (XXI) of the United Nations on 16 December 1966; treaty in force since 23 March 1976); Convention Against Torture and Other Cruel, Inhumane or Degrading Treatment or Punishment (adopted by the General Assembly resolution 39/46 on 10 December 1984; treaty in force since 26 June 1987); Convention on the Rights of the Child (adopted by the General Assembly resolution 44/25 on 20 November 1989; treaty in force since 02 September 1990); Standard Minimum Rules for the Treatment of Prisoners (Economic and Social Council resolution 663(c) (XXIV) on Prevention of Crimes and Treatment of Offenders of 31 July 1957); Body of Principles for the Protection of All Persons Under Any Form of Detention or Imprisonment (General Assembly resolution 43/173 of 09 December 1988); Code of Conduct for Law Enforcement Officials (General Assembly resolution 34/169 of 17 December 1979); Basic Principles on the Use of Force and Firearms by Law Enforcement Officials (Eighth United Nations Congress on the Prevention of Crime and the Treatment of Offenders, welcomed by General Assembly resolution 45/121 of 18 December 1990).*

Principles on the circumstances of the use of force, its management and maintenance of equipment.

### **D.2.1 Principles of use of force**

28. The deployment and operations of FPU's will always be based on the principles of necessity, proportionality/minimum level of force, legality and accountability and all actions of FPU's will be aimed at the protection and preservation of human life, property, liberty and dignity.

29. The principle of *necessity* entails that "Law enforcement officials, in carrying out their duty, shall, as far as possible, apply non-violent means before resorting to the use of force and firearms. They may use force and firearms only if other means remain ineffective or without any promise of achieving the intended result." (para. 4, Basic Principles, see also Article 3, Code of Conduct)

30. The principle of *proportionality/minimum use of force* stipulates that "Whenever the lawful use of force and firearms is unavoidable, law enforcement officials shall:

- (i) Exercise restraint in such use and act in proportion to the seriousness of the offence and the legitimate objective to be achieved;
- (ii) Minimize damage and injury, and respect and preserve human life;" (para 5, Basic Principles, see also Article 3, Code of Conduct)

31. The principle of *legality* means that "Law enforcement officials shall at all times fulfil the duty imposed upon them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by their profession." (Article 1, Code of Conduct) Mission-specific guidance must include "rules and regulations on the use of force and firearms against persons by law enforcement officials" and must "keep the ethical issues associated with the use of force and firearms constantly under review." (para 1, Basic Principles)

32. The principle of *accountability* entails that "Where injury or death is caused by the use of force and firearms by law enforcement officials, they shall report the incident promptly to their superiors" and any "arbitrary or abusive use of force and firearms" shall be "punished as a criminal offence under their law". (para 6 and 7, Basic Principles) "Law enforcement officials shall respect the law and the present Code [of Conduct]. They shall also, to the best of their capability, prevent and rigorously oppose any violations of them. Law enforcement officials who have reason to believe that a violation of the present Code has occurred or is about to occur shall report the matter to their superior authorities and, where necessary, to other appropriate authorities or organs vested with reviewing or remedial power." (Article 8, Code of Conduct; see also paras 22-26, Basic Principles, on ensuring due process in disciplinary matters)

33. In the event of injury, death or property damage, the Command and Control Policy assigns the responsibility to investigate any use of force to the HOPC. In the event of injury or death to unarmed or otherwise vulnerable civilians during an incident involving the participation of armed FPU's, an internal inquiry or investigation is mandatory.

34. Exceptional circumstances do not warrant deviation from the Code of Conduct and the Basic Principles (para. 8, Basic Principles).

35. In accordance with the Basic Principles (para. 9), the *use of force in self-defence* demands that "Law enforcement officials shall not use firearms against persons except in



self-defence or defence of others against the imminent threat of death or serious injury, to prevent the perpetration of a particularly serious crime involving grave threat to life, to arrest a person presenting such a danger and resisting their authority, or to prevent his or her escape, and only when less extreme means are insufficient to achieve these objectives. In any event, intentional lethal use of firearms may only be made when strictly unavoidable in order to protect life.” This principle must be applied in strict accordance with the use of force as authorised by the UN Security Council, the mandated tasks and the capabilities of the FPU.

36. Self-defence is the use of such minimum force as is necessary and reasonable to protect oneself, one’s unit or other UN personnel against a hostile act or hostile intent.

### **D.2.2 Gradation of force**

37. Gradation of the level of response and early involvement to prevent possible escalation of the situation are the norm. Dialogue and mediation must be applied whenever possible. In accordance with the Basic Principles, an escalation in the level of force should only take place if preceding measures have proven ineffective or hold no promise to achieve an authorised objective. The use of force is the last resort, when all other means of peaceful de-escalation have failed. Forceful means are only to be introduced when they are strictly necessary for the maintenance of public order, so as to protect life and property and to prevent a serious deterioration of the situation into a more serious security.

38. Situations that the FPU might face can be roughly grouped in three levels of threat. More detailed tactics, such as continuum for the gradation of the use of force, including escalation and de-escalation, are described in training curricula and in mission-specific guidance:

<b>Situation</b>	<b>Threat level</b>	<b>FPU approach</b>
Regular, neutral and passive situation, such as during lawful and peaceful assemblies	Normal	Presence, dialogue, information and de-escalation
Noncompliant, resistant, evasive situation, but presents a non-deadly threat, such as during unlawful but non-violent assemblies	Serious	Show of force and, where all other means of peaceful de-escalation have failed, use of force in a reasonable and proportional manner, using only less-lethal means and weapons
Situation has escalated to present an imminent deadly threat or great bodily harm to police officers or third persons	Imminent	Application of proportional and reasonable use of lethal force

39. In every case, police and law enforcement officials must identify themselves as such. Any escalation in the use of force has to be preceded by clear warnings of the intent to use force and firearms and an effort to ascertain whether warnings have been understood.

### **D.2.3 Reporting and accountability**

40. The Code of Conduct and the Basic Principles demand prompt reporting in every instance when a firearm has been discharged or when injury or death has been caused.

While further reporting procedures and arrangements are to be defined in mission-specific guidance, incidence reports must be written and submitted – in the first instance – to the Deputy-Chief Ops (FPU) every time an FPU has been involved in an operation or action. Making reporting a routine activity lays the foundation for more accurate and nuanced reporting in more extreme circumstances.

41. Reporting should also feed into efforts to capture lessons learned by the information and analysis capacity of the mission and the FPU itself. Relevant staff in FPUs is encouraged to contribute to the mission-wide knowledge sharing system.

#### **D.2.4 Training and qualifications for the use of force**

42. In accordance with the Command and Control Policy, the HOPC is responsible for ensuring that police officers serving in an FPU shall be well-trained and familiarized with the technical elements of the directive on the use of force. Appropriate training will enable FPUs to deal with the difficult circumstances in line with a restrictive approach to the use of force while at the same time serving and protecting the lives of civilians. Readiness standards for FPUs to be deployed in United Nations peacekeeping operations will include regulations on the training required before authorising the use of firearms and what type of documentation must be submitted as evidence that training has been completed satisfactorily.

#### **D.2.5 Implications for equipment**

43. As described in the Basic Principles, the ability to use force appropriately and in accordance with international standards is contingent upon the availability of adequate equipment.

44. In order to feel secure to apply the absolute minimum force, police officers in FPUs must have adequate protective equipment, including items such as full body armour, helmets and shields. This is an essential prerequisite for the gradation of force and for an FPU to qualify for deployment in a United Nations peacekeeping operation.

45. Similarly, an FPU must have a range of weapons – and the skills to use them appropriately – in order to be able to escalate the level of force in a graduated manner, among them potentially less-lethal weapons that are defined as devices used to stop, control and restrain individuals while causing less harm than lethal force to the individual as well as the police officer and any nearby persons.

### ***D.3 Command, Control and Coordination***

#### **D.3.1 The command relationship for Formed Police Units**

46. This policy recommends one of the following three models for the command and control arrangements of the FPU component, to be determined in the strategic planning process. First, FPUs can form an operational reserve at the headquarters level to be deployed throughout the mission area on demand. Second, FPUs can be assigned an area of responsibility in accordance with the overall regional United Nations police structure and attached to United Nations police regional commands. Third, some FPUs in a mission area can be distributed to police regions and some be held back at the headquarters level as an operational reserve to reinforce the regional contingents when and where necessary. (Examples of organisational charts are included in Annex 1.) In all of these cases, primary command is vested in the HOPC and delegated to the Deputy-Chief Ops (FPU) (see below for details).

47. In accordance with the Command and Control Policy, the command relationship for FPU is defined as follows:

<i>Full Command (FULLCOM)</i>	FPU personnel will remain under the full command of the PCC. However, FPU shall not receive or transmit any operational directives or tactical commands from their National Authorities or their National Military command operating in the mission area or elsewhere.
<i>UN Operational Authority</i>	Operational authority is transferred by the member states to the United Nations, vested in the Secretary-General, under the authority of the Security Council, and executed by the HOM through the HOPC.
<i>Command</i>	The command of the FPU is vested in the HOPC or his/her delegates, the Chief Operations, the Deputy-Chief Ops (FPU) and Regional Commanders. The order for the operational engagement will only come from the HOPC or his/her delegates in consultation with the HOM.
<i>Operational Control (OPCON)</i>	The HOPC can delegate OPCON to the FPU Commander who will have operational control of his/her unit. In case of an operation that involves sections or platoons from more than one FPU or involves more than one FPU, the Deputy-Chief Ops (FPU) (or his/her delegate) assumes responsibility for operational control of all the units involved until the completion of the operation.
<i>Tactical Command (TACOM)</i>	The FPU Commander will have tactical command of the unit. In case of an operation, which involves units from more than one FPU, the Deputy Chief Ops FPUs (or his/her delegate) assumes responsibility for tactical command of all units involved until the completion of the operation.
<i>Tactical Control (TACON)</i>	The FPU Commander or the respective subordinate unit commanders are responsible for the tactical control of an operation or specific action.

48. If deployed as part of or attached to a national FPU, formed specialised units can be co-located with their national FPU. If specialised units are provided as a separate resource by another country, they can be deployed to hotspots or retained at central level to be dispatched where and when needed.

49. As the appropriate use of specialised capacities requires specialised command skills, specialised units shall be under the command and operational control of the HOPC or his/her delegates, the Chief Operations, the Deputy-Chief Ops (FPU) and Regional Commanders. In the execution of a specific task, specialised units are under the tactical control of whoever leads the operation or specific action, but remain under the tactical command of their commander. Where specialised units are dispatched to execute a task on their own, without involvement of other FPUs or individual UNPOL, tactical control is exercised by the commander of the specialised unit. The Deputy-Chief Ops (FPU) shall advise the HOPC on the capabilities, availabilities and potential limitations of the specialised units.

50. The FPUs, along with the individual officers in the United Nations police component, shall gather mission-related and relevant information and report directly to the responsible

cell/body in mission HQ. Mission HQ submits all necessary and important information directly to the subordinated police components for ongoing, anticipated and planned police actions including analysis and assessments. Details shall be defined by mission guidance on communication, information and reporting.

### **D.3.2 Role of the Deputy-Chief of Operations for Formed Police Units**

51. In missions where more than one FPU is deployed, the primary deputy of the Chief of Operations for the police component shall be the Deputy-Chief of Operations for Formed Police Units. The Deputy-Chief Ops (FPU) is the relevant person in the command and control structure for all matters related to the FPUs. While the Deputy-Chief Ops (FPU) is under the authority and command of the Chief of Operations, he/she also has a direct advisory role towards the HOPC. All FPUs are subordinated to the Deputy-Chief Ops (FPU), unless he/she delegates this authority to regional UNPOL commanders.

52. The specific tasks of the Deputy-Chief Ops (FPU) have to be clearly defined in the Operation Plan (OPLAN) of the respective mission. At a minimum, his/her responsibilities include the following (more detailed job description in Annex 2):

- Plans and coordinates all tasks and police actions/operations of the FPUs, based on orders issued by the HOPC or his/her delegates and within his/her delegated responsibility, including the provision of any kind of assistance required by the FPUs.
- Acts as an adviser to the HOPC and other senior staff at mission HQ on all topics related to FPUs, including on strategy and guidelines of the mission, that affect FPUs, their deployment, planning and staffing with due consideration of gender-related issues.
- Leads tactically units from more than one involved FPU in a given police operation.
- Coordinates and cooperates with other relevant key players in the mission area, including host state police, related to FPU activities, without prejudice to the responsibility assigned to other staff in the mission.
- Supervises and assesses the performance of FPUs, plans and organises appropriate regular and specialised training, in accordance with pre-deployment standards.
- Coordinates and manages administrative and logistical aspects of the FPUs in the mission.

53. To facilitate the tasks of the Deputy-Chief Ops (FPU), an FPU support office shall be established. The staff in this office is dedicated to supporting the Deputy-Chief Ops (FPU) in his/her responsibilities, including decision-making, planning, supervision, coordination, liaison, administration and information dissemination. The size and composition of the FPU support office depends on the mission size and structure, and the expected workload. Detailed arrangements should be stipulated in the OPLAN of the respective mission.

54. In large mission areas in which the police component as a whole follows a regional structure and a number of FPUs are deployed, it may be necessary to establish a representative of the Deputy-Chief Ops (FPU) (and his/her FPU support office) in each region.

### **D.3.3 Cooperation and coordination**

55. In accordance with the Command and Control Policy, the HOM is the senior UN Representative and has overall authority over the activities of the United Nations in the mission area and the HOPC reports to the HOM. The police component shall consult and coordinate the planning and execution of all major police operations and (re)deployments with their civilian and military component counterparts. There are joint integration and coordination structures that support mission-wide coherence at the operational level, which are not part of the command and control structures. They support integration of effort across the peacekeeping operation under the authority of the HOM.

56. Effective cooperation among different mission components and other partners is extremely important and a precondition for accomplishing mission goals. The tasks and responsibilities defined in the mandate will have implications for who the FPU's primary partner is going to be. The Deputy-Chief Ops (FPU) shall advise the HOPC on cooperation issues related to the deployment of FPUs and can be designated as the main point of contact by the HOPC. Details of cooperation and coordination shall be stipulated in mission-specific guidance.

57. The basic framework for cooperation within the United Nations police component – of which FPUs are a coherent part – is laid out in mission-specific regulations. FPUs can interact with other UNPOL components in the following three ways:

- FPUs can act autonomously, i.e. without a link to other components or units, directly subordinate to the Deputy-Chief Ops (FPU) or the HOPC.
- FPUs can be tasked to support other parts of the UNPOL component, subordinate to the regional commander.
- FPUs can be one tactical unit in a large scale operation with involvement of another part of the police component. The HOPC must clearly allocate tactical control in advance of an operation or police action.

#### ***Cooperation with host state police and other law enforcement agencies:***

58. The extent and limitations of cooperation with host state police will depend on the mandate of the United Nations police component as a whole and must be clearly delineated in mission-specific regulations. The primary responsibility for public order management lies with host state authorities and police.

59. The main areas of cooperation with host state police are planning and conduct of police actions/operations. They can cooperate in two main ways:

- FPUs share tasks with host state police in a certain region in specific fields of policing or for predefined actions, such as joint patrols. This should be clearly defined in mission-specific guidance.<sup>13</sup>
- FPUs are engaged alongside the host state police in the same incident at the same time, such as during demonstrations or public disorder.

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<sup>13</sup> Depending on the mandated tasks of individual UNPOL officers, they may also be present and/or involved in a given action/operation.

60. Joint actions should be pre-planned as requested by the chain-of-command in response to specific events or may arise at short-notice in response to unexpected situations involving potential or actual civil disorder.

61. Where FPU and host state police jointly conduct a police action, each unit is led by its own commander, unless United Nations police has an executive interim policing and law enforcement mandate and on that basis commands both – the international and the host state – units. In the latter case, the action shall be led by the FPU Commander or, where more than one FPU is involved, by the Deputy-Chief Ops (FPU) or his/her designated representative. The allocation of command has to be clarified with host state authorities either in general or prior to a specific action.

62. Joint training and exercises involving FPUs and host state police are encouraged.

***Cooperation and coordination with the UN military component:***

63. Where a situation escalates beyond the capacity of the United Nations police component, enhanced planning and coordination with the military component will be necessary. If mutual support operations to address situations of public order with FPU personnel and military forces, with or without other security personnel of the mission, are necessary, actions must be coordinated in order to avoid unhelpful interference, misunderstandings or collisions. The following arrangements below shall be in place and are in accordance with paragraphs 97-101 of the Command and Control Policy.

64. Situations of public disorder of a *non-military* nature: This generally refers to situations of public disorder where there is no sustained use of firearms or military weaponry. In such circumstances, the FPUs should have primacy in addressing such situations in support of or in cooperation with host state law enforcement agencies, as applicable. The HOPC or his/her delegates (Chief Operations, Deputy-Chief Ops (FPU) or Regional Commander) may request personnel of the military component and/or other security personnel of the mission to perform specific missions or tasks. In these situations, the United Nations Police Officer designated by the HOPC or his/her delegates at the location of the incident will exercise tactical control and have overall command. The assignment of military personnel must be coordinated with the Head of the Military Component (HOMC) or Sector or Battalion Commander, as applicable.

65. Situations of public disorder of a *military* nature: This generally refers to situations of public disorder where there is sustained use of firearms or military weaponry. In such circumstances, units of the military component should have primacy in addressing such situations in support of or in cooperation with relevant host state agencies, as applicable. The HOMC or sector/unit commander may request FPU personnel and/or other security personnel of the mission to perform specific missions or tasks. In these situations, the most senior Military Commander in location (at the site of the incident) will exercise tactical control and have overall command. The assignment of FPU personnel must be coordinated with the HOPC or his/her delegate (Chief Operations, Deputy-Chief Ops (FPU) or Regional Commander).

66. The above-mentioned arrangements should not result in any operational delays to address situations of public disorder. In this regard, standard operating procedures should be adopted by the mission and regular training and exercises, including simulations, should take place on a regular basis. Lessons learned in addressing such situations of public disorder as well as through exercises should be shared with the Police Division and the Office of Military

Affairs of the Department of Peacekeeping Operations for advice and evaluation. The above-mentioned arrangements must be applied in letter and spirit.

67. As a general rule, FPU shall not be placed under direct technical supervision or tactical control of another component. During crisis, a uniformed unit or sub-unit of one component may be placed temporarily under command of another component. Tactical control for police remains in the United Nations police chain of command. Where police and military units provide mutual support for each other in an operation, FPUs should strictly fulfil their tasks within means and capabilities, based on the mandate and the respective orders of the HOPC. In addition to the overall framework for police-military cooperation, the exact division of responsibility has to be defined for each joint action.

68. Modalities of cooperation and clear benchmarks that indicate when the transition is to take place shall be stipulated in mission-specific documents, developed in advance and approved jointly by the HOMC and the HOPC. These arrangements have to be reflected in the United Nations police component's SOPs and regulations on the use of force. Handovers in deteriorating and improving situations should also be prepared in advance with joint military-police exercises and training.

69. In mutually supportive operations with the military component, a police tactical area of operation and surrounding military security support zone will be established to define the respective tactical area of responsibility. Police operations are conducted under the tactical control of the designated police commander on the spot in the inner tactical area of operation. The police will not transfer primary responsibility for resolving 'rule of law' incidents to the military component unless the local threat reaches a level that is determined by the HOPC's delegate in location (at the site of the incident) to be beyond police capacity. In the surrounding security zone, the military component can be deployed to support the police operation. Both areas shall be defined in terms of time and space, as outlined in the operational planning documents, and the transfer of authority will be planned in advance. In such scenarios, a joint command post should be established where representatives of the police and military follow and tactically coordinate the operation.<sup>14</sup>

70. In accordance with the JOC/JMAC Policy and the Command and Control Policy, the United Nations police shall assign personnel to the Joint Mission Operations Centre, the Joint Mission Analysis Centre and the Joint Logistics Operations Centre (JLOC).

#### ***D.4 Weapons and Equipment***

##### **D.4.1 Types of equipment**

71. As indicated above, access and qualifications to use a broad range of police and law enforcement equipment with various types of ammunition and weapons is critical in order to enable FPUs to use force and firearms in accordance with the Basic Principles.

72. Forthcoming guidance for the deployment of FPUs will provide a list of standardised police equipment for FPUs, including similar technical specifications and numbers for firearms, shields, helmets, batons, etc. as well as a fixed rate of supply and re-supply of ammunition for in-mission training.<sup>15</sup> The purpose of the guidance will be to provide basic

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<sup>14</sup> The approach described is also known as the "Blue Box-Green Box" concept in which the "blue" and the "green" represent the police and the military respectively.

<sup>15</sup> See also list of standardised equipment in the COE Manual.

and standardised logistics and equipment for FPUs, insuring operational and logistics preparedness while enhancing the operational efficiency of FPUs. In addition, guidance will provide a more exhaustive but indicative list of additional equipment recommended to assist in meeting the demands of compatibility and interoperability.

73. The specific equipment needs for a given mission environment shall be assessed on the basis of the strategic planning process. A Memorandum of Understanding (MOU) between PCCs and the United Nations shall whenever possible be finalised prior to deployment and shall state the number of personnel as well as the required major equipment and self-sustainment capacity that the FPU needs to participate in a peacekeeping operation.

74. As the policy calls for handover to the military component when the threat level increases beyond police means, as a matter of principle heavy weapons systems and equipment typical of military operations should not be among the tools of an FPU. Inappropriate equipment shall be identified prior to deployment and if deployed rendered beyond use and repatriated at the earliest convenience.

75. As FPUs are deployed as contingents, PCCs are responsible for providing the FPU's police protection equipment.

#### **D.4.2 Costs and reimbursements**

76. Given that FPUs are self-sustained units, most of the equipment shall be Contingent-Owned Equipment of Police Contributors participating in Peacekeeping Missions (COE). Minor equipment and consumables (as defined by the COE Manual), associated with major equipment and agreed self-sustainment categories and provided by the PCC under the MOU, are and shall remain the property and responsibility of the contributing country. In exceptional cases, the UN will provide United Nations Owned Equipment (UNOE), where such equipment is deemed an operational necessity by DPKO/DFS but where PCCs have failed to provide it.

77. United Nations reimburses cost associated with preparing authorised equipment in adherence to additional standards defined by the United Nations for deployment to and repatriation from a mission under the wet or dry lease arrangements (such as painting, United Nations marking, repainting and winterising) in accordance with the established standard rates in the COE Manual. Likewise, the United Nations reimburses PCCs for personnel, major equipment and self-sustainment services provided in accordance with the established standard rates in the COE Manual up to the ceilings in the MOU.

78. During their period of assignment to the mission, the PCC is responsible for payment of any emoluments, allowances and benefits that may be due to its personnel under national arrangements.



#### **D.4.3 Verification and inspection of Contingent-Owned Equipment**

79. The main purpose of verification and control procedures in a DPKO field mission is to verify that the terms and conditions of the bilateral MOU have been met, and that necessary corrective measures are identified when required, for suitable action by mission or PCC. The United Nations is responsible, in coordination with the contingent or other delegated authority designated by the FPU Contributing Country, to ensure that the equipment provided by the government meets the requirements of the mission in accordance with the MOU. The costs of verification and inspection are to be borne by the mission.

80. The COE Manual provides all details on the COE verification and reporting process.

81. The United Nations is authorised to verify the status, condition and quantity of the equipment and services provided, in accordance with the COE Manual. The FPU Contributing Country shall designate a person, normally the logistics officer in the unit, who is the responsible point of contact for verification and control matters.

82. The Special Adviser to the HOPC<sup>16</sup> and his/her staff shall participate in the COE verification inspections on a regular basis to assess the operational capacity of the unit, to provide technical advice to COE inspectors, and to facilitate exchange of relevant information on inspection findings between the COE Unit in the mission and the mission Police Headquarters. The key focal point on COE/MOU field management in the mission is the COE/MOU Management Officer.

83. A principle of “reasonability” is to be applied when assessing the yielded results from the verification process, including whether positive steps have been taken towards fulfilment of the MOU, that is to say that the FPU Contributing Country and the United Nations have taken all reasonable measures to meet the spirit of the MOU, if not the full substance, and also taken into account the importance of the subject and length of period when the MOU has not been fulfilled. The guiding principle in determining “reasonability” is whether the material to be provided by the FPU Contributing Country as well as by the United Nations will meet its police functions at no additional cost to the United Nations or the FPU Contributing Country, other than those provided for in the MOU.<sup>17</sup>

84. The results of the verification process are to be used as a basis of consultative discussion at the lowest possible level in order to correct the discrepancies or decide corrective action, including adjustment of the agreed eligibility for reimbursement or renegotiation of the scope of the FPU contribution.

85. Types of mandatory COE inspections in the verification and control process include the following:

- Arrival Inspection immediately upon arrival;
- Operational Readiness Inspection, at least once every six months and any time the mission believes the equipment or services do not meet the standards;
- Repatriation Inspection.

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<sup>16</sup> The staff of the special adviser may either include a representative of the office of the Deputy Chief Ops (FPU) or should liaise closely with the relevant point of contact in that office.

<sup>17</sup> The principle of “reasonability” does not apply to medical equipment and services. All agreed medical equipment and services including spare parts, consumables, and personnel must be provided as per the standards in the COE Manual.

In addition, a mission may introduce other inspections and reporting, typically in the form of periodic inspections and spot checks and implementation of a standard contingent self-reporting scheme. In accordance with the COE Manual, it is mandatory in peacekeeping missions to establish a COE/MOU Management Review Board with participation of the mission's senior management, in particular the HOMC, the HOPC and the Director/Chief Management Section (D/CMS) to identify operational and logistics shortfalls and necessary remedial action.

86. The pre-deployment visit prior to deployment is undertaken to ensure that the police contributing country meets the operational requirements of the mission and deployment timings. Most importantly, the visits provide for transparency of deployment arrangements.

87. For minor equipment, spare parts and consumables, the question of whether a unit provides the wet lease services associated with the equipment and services provided will be an important factor in assessing the degree of compliance.

88. Specific logistics arrangements, such as initial provisioning, rations, POL, deployment and rotation of personnel, etc., will be described in the mission-specific PCC guidelines.

89. Minimum standards for living conditions have to be applied for rotations of six months or more as per the COE Manual. Equipment, skills associated with equipment and minimum standards for living conditions should fulfil requirements that are amenable to women's participation in FPU.

90. Guidance on equipment should also stipulate the number and qualifications of armourers and firearms instructors and of trained drivers for specific vehicles (such as APCs or water canons) attached to each FPU.

#### ***D.5 Training and Unit Validation***

91. Formed Police Units should be trained to a standard whereby they are competent in

- Police techniques in peacekeeping operations,
- Public order management and
- Firearms.

92. Whilst training remains the responsibility of the PCC, the United Nations provides the following guidance on the training that FPU shall receive prior to their deployment.

##### **D.5.1 Content of training**

93. All FPU staff should receive pre-deployment training based on the UN Peacekeeping Pre-deployment Training Standards for Formed Police Units which shall be approved by the Police Adviser/DPKO and Chief of the Integrated Training Service/DPET, in accordance with the Policy on Support to Military and Police Pre-deployment Training. (Until the Standards are formally approved, the Temporary Training Curriculum dated 21 April 2009 shall be used as the basis for pre-deployment training of FPUs).

94. The UN Peacekeeping Pre-deployment Training Standards shall be based on UN and DPKO/DFS doctrine and guidance on UN policing, and will be updated accordingly. New or updated Pre-deployment Training Standards will be communicated to Member States and

the C-34, and posted on the Peacekeeping Resource Hub (<http://peacekeepingresourcehub.unlb.org>) so that they are accessible to peacekeeping training institutions in a timely manner.

95. Police techniques in peacekeeping operations, Firearms and Public order management training should be conducted in accordance with the UN Peacekeeping Pre-deployment Training Standards for FPU (or the Temporary Training Curriculum until the Standards are issued). Firearms qualifications shall reflect the types of weaponry stipulated in the regulations on equipment.

96. All of this training shall be conducted prior to the FPU being proposed for deployment to the United Nations. All potential FPUs will be assessed to ensure that they are competent prior to their acceptance for deployment in accordance with the new assessment regime outlined in D.5.2 below.

#### **D.5.2 Assessment Regime**

97. All FPUs to be deployed to a United Nations peacekeeping operation will be assessed by a United Nations FPU assessment team on operational capacity and readiness, professional background of the unit and specific training received. For an FPU to qualify for international deployment in a United Nations peacekeeping operation, it must meet the following criteria:

- Command staff down to the smallest deployable unit of the FPU (Commander, Deputy Commander, Platoon and Section Commanders) will have a minimum of five years of police service in their home countries prior to deployment (this service need not necessarily be with the FPU). Non-commissioned ranks will have a minimum of two years of police service in their home countries prior to deployment.
- The operational component of the FPU and its command element should have been formed not less than six months prior to deployment.
- All members of the FPU will be assessed on their individual weapons handling and shooting skills in accordance with the current testing regime as detailed by the UN DPKO Police Division.
- All drivers within the FPU will be tested on their driving skills.
- The Command Staff down to the smallest deployable unit will be tested on their language skills and their understanding and practical application of the graduated use of force principles.
- The FPU (as a unit) will be tested on its public order management capacity in accordance with the current testing regime as detailed by the UN DPKO Police Division.

98. Only FPUs who have successfully completed this assessment regime – usually not more than 60 days prior to deployment – will be permitted to deploy to United Nations Missions. Unsuccessful FPUs will have to undergo retraining and retesting.<sup>18</sup>

99. More detailed skills requirements will be set out in forthcoming guidance on the implementation of the revised policy on FPUs deployed in United Nations peacekeeping operations. It will focus on the required skills at the command level of the smallest

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<sup>18</sup> The assessment regime is distinct from the Training Recognition process outlined in the SOP on Training Recognition. Training Recognition is not a substitute for assessment as outlined here.

deployable unit and the necessity of meeting requirements for minimum language and driving skills within each smallest deployable unit.

### **D.5.3 In-mission training regime**

100. All FPU members shall receive the initial mission induction training in-mission, including mandatory induction and additional induction requirements that may be added for FPUs. This should be at least one week in duration and take place within the first month of deployment.

101. All operational FPU members will have been tested as part of the pre-deployment assessment shortly before arrival. They shall then be re-tested in their weapon handling and shooting skills once every six months. This may be done in sub-units at intervals throughout the tour of duty.

102. The FPU shall be tested in its public order management capacity one month after deployment and then at four month intervals thereafter.

103. Every FPU shall have its own dedicated staff for internal training and a training regime.

104. The Deputy-Chief Ops (FPU) shall have the responsibility to oversee in-mission training and assessment of the FPUs. S/he shall ensure that such training is appropriately coordinated with the annual police training directive issued by the HOPC, and the overall mission training plan developed by the Integrated Mission Training Centre (IMTC).

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## **E. TERMS AND DEFINITIONS**

**Command:** The UN concept of Command corresponds with the notion of Operational Command and denotes the authority to direct, coordinate and control police personnel. Command has a legal status and denotes functional and knowledgeable exercise of police authority to attain police objectives or goals.

**Full Command:** The police authority and responsibility that covers every aspect of police operations and administration, including issues related to employment status, pay, benefits and allowances, as well as disciplinary matters. This exists only in national services.

**Operational Control:** The authority to perform those functions of command over subordinate police forces involving organising and employing commands and forces. Operational Control includes assigning tasks, designating objectives and giving authoritative direction to all individual personnel, units and sub-units within the police component necessary to accomplish the mission. This may be delegated to appropriate subordinate level.

**Police Component:** All UNPOL officers in a given mission, i.e. Formed Police Units and individual police officers (IPOs).

Public order management: Includes preventive activities, such as high-visibility patrolling and popular confidence-building, as well as crowd and riot control. In accordance with mandated tasks, this may include protection of public and private property.

Smallest deployable unit: The size of unit beyond which an FPU cannot be broken down when deployed to the location of a given incident.

Tactical Command: The authority delegated to a commander to assign tasks to forces under his or her command for the accomplishment of the mission assigned by a higher authority.

Tactical Control: The command authority over assigned or attached forces or commands or forces made available for tasking. Tactical control is limited to the detailed and, usually local direction and control of movements necessary to accomplish the assigned tasks. May be delegated to and exercised at the level of subordinate sector and/or unit commander.

United Nations Operational Authority: The authority transferred by the member states to the United Nations to use the operational capabilities of their national Formed Police Units to undertake mandated missions and tasks. This includes the full authority to issue operational directives within the limits of (1) a specific mandate of the Security Council; (2) an agreed period of time; and (3) a specific geographic area. This does not include responsibility for some administrative matters, such as pay, allowances and promotions.

Wet and dry lease: Under a wet lease arrangement, the contributing country maintains its own equipment. Under a dry lease arrangement, the United Nations or a third party maintain the equipment.

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## F. REFERENCES

### Normative or Superior References

- Code of Conduct for Law Enforcement Officials (General Assembly resolution 34/169, 17 December 1979).
- United Nations Basic Principles on the Use of Force and Firearms by Law Enforcement Officials (Eighth United Nations Congress on the Prevention of Crime and the Treatment of Offenders, welcomed by General Assembly resolution 45/121, 18 December 1990).
- DPKO/DFS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (15 February 2008).
- Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (COE Manual).

### Related Policies

- DPKO/PD/2006/00122 Directive for Heads of Police Components of Peacekeeping Operations (21 November 2006).
- DPKO/PD/2006/00015 Guidelines for Formed Police Units on assignment with peace operations (08 May 2006).

- UN DPKO Policy on Joint Operations Centres and Joint Mission Analysis Centres (01 July 2006).
  - DPKO/DFS Guidelines for Integrating Gender Perspectives into the Work of United Nations Police in UN Peacekeeping Missions (June 2008).
  - DPKO/CPD/DDCPO/2003/001, DPKO/MD/03/00994 Directives on Disciplinary Matters Involving Civilian Police Officers and Military Observers.
  - IMPP Guidelines: Role of the Headquarters – Integrated Planning for UN Field Presences (May 2009).
  - Guidelines UN Strategic Assessment (May 2009).
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## G. MONITORING AND COMPLIANCE

105. All missions with FPU's shall comply with this policy. The Police Adviser to the Department of Peacekeeping Operations shall monitor compliance with this document.

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## H. CONTACT

106. Chief Strategic Policy and Development Section, Police Division, Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations.

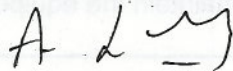
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## I. HISTORY

107. This policy supersedes the United Nations DPKO Policy on *Functions and Organization of Formed Police Units in United Nations Peacekeeping Operations* (DPKO/PD/2006/00060, 9 November 2006) and all previous DPKO/DFS policies on FPU's.

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APPROVAL SIGNATURE:



DATE OF APPROVAL:

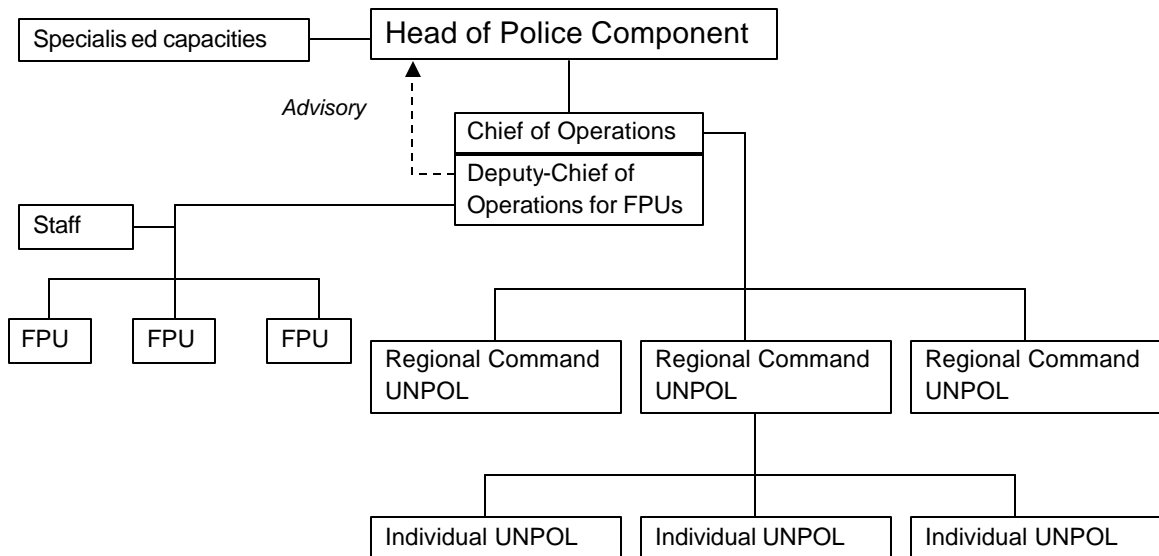
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# ANNEX 1: Examples of Organizational Charts

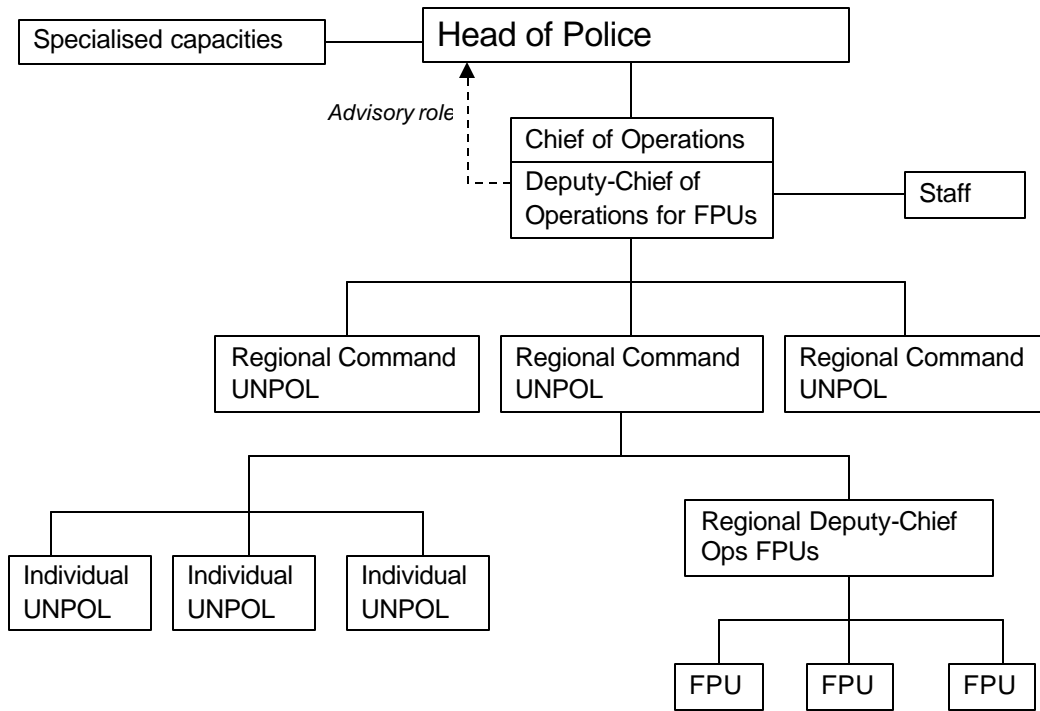
## Command and Control Models

Please note that these models are simplified examples of mission structures that are intended to illustrate the command relationship for FPUs rather than provide a complete representation of all UNPOL offices, units and positions. Structures may therefore vary in practice.

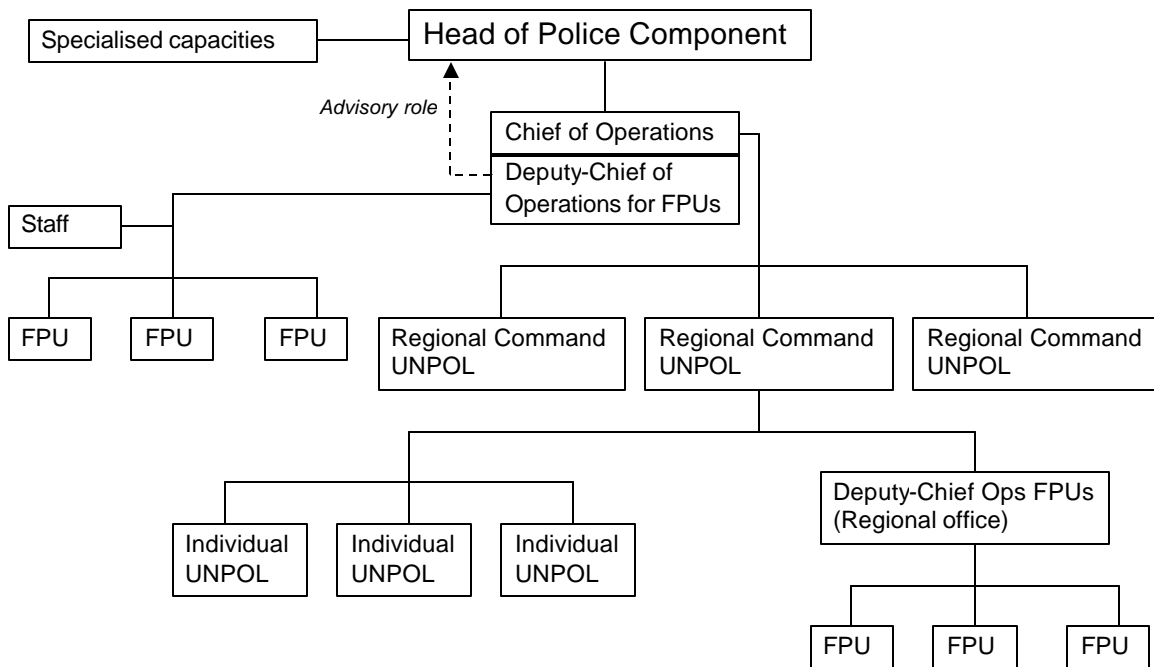
### Centralised Model



### Regional Model



### Mixed Model with Regional Deployment with Operational Reserve at Headquarters





**ANNEX 2:**  
**Job description for Deputy-Chief of Operations for Formed Police Units**  
**(and his/her support office)**

Overall responsibilities are to:

- Work under the direction of the HOPC.
- Act as an adviser to the HOPC on all issues related to FPU, including tasks, operations and administrative matters.
- Manage the Deputy-Chief Ops FPU support office.
- Fulfil the following requirements.

Operational responsibilities/functions are to:

- Monitor the arrival and the departure to/from the mission area of all the FPU.
- Develop a strategy and guidelines in order to facilitate the daily tasks of the FPU integrating gender considerations.
- Plan and coordinate all the operational activities of the FPU according to the mission mandate and the tasks outlined in mission-specific implementation plans (patrols, public order management, escorts, other special missions).
- Provide assistance to FPU commanders to clarify appropriate FPU tasks.
- Provide reports on the activities of FPU in the mission area as directed by the HOPC. Collect data on FPU activities including gender-related issues.
- Identify the strength and the weaknesses of the FPU.
- Evaluate and identify the level of competence of the units in public order management tactics and techniques, as well as monitor their overall performance.
- Designate as observer one member of the FPU support office to attend the scene of any demonstration in which one FPU is involved.
- Attend as operational commander and adviser, the scene of any demonstration in which more than one FPU are involved, unless authority has been otherwise delegated.
- Collect and submit to the concerned offices, all the information received from the FPU.

Administrative tasks, disciplinary matters, inspection and training are to:

- Inspect FPU upon arrival and regularly inspect FPU camps in order to assess living conditions, the storage, condition and re-supply of the anti-riot equipment, as well as the condition of other equipment and ensure that these are suitable to female members of the FPU.
- Propose improvements to the organisation and functionality of the FPU.
- Organise training on public order management, as well as on all other FPU tasks, in order to develop the operational capabilities of the FPU and ensure equal access to training opportunities for women as well as specific training if so needed.
- Schedule joint exercises involving at least two FPU.
- Report all decisions and activities that contribute to increasing FPU efficiency and capabilities.
- Coordinate the action of the police officers appointed in the support office of the Deputy-Chief Ops (FPU) and supervise their activity.
- Inform and report to the HOPC on all issues, activities or affairs relating to the FPU.
- Follow up any disciplinary investigations related to FPU personnel.

- Participate in any meeting or working group related to FPU activities or engagements.
- Execute any specific task requested by the HOPC.

With regard to cooperation and coordination with other United Nations partners, responsibilities are to:

- Coordinate all activities with the regional or district commanders or equivalent.
- Organise joint exercises, regular training and simulations with the military components in order to deal with any joint operation.
- Liaise with the international organisations involved in the mission mandate with regard to FPU matters in consultation with the HOPC and the HOM.

With respect to conditions of recruitment, a successful candidate will:

- Have at least 10 years of police experience
- Have at least 5 years of relevant experience in public order management
- Have experience as Commander or Deputy Commander of an FPU (desirable)
- Possess good inter personal skills
- Have experience in training and developing training projects (desirable)
- Have international experience (desirable).