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**Speaking notes of Ambassador Abdallah Wafy,
at the United Nations Chiefs of Police Summit (UN COPS)
3 June 2016
UN Headquarters, New York, General Assembly Hall**

Key role for UNPOL at pivotal time for UN peacekeeping

- I am very pleased to be here at this very important COPS-summit which comes at a critical time for UN policing. I feel at home, as a former Inspector General of Police in my home country, Niger. Today, I have many other hats, though. Not only am I a former Police Commissioner with the UN, a former Deputy SRSG, I am currently the permanent representative of Niger, a Police Contributing Country. I have been asked to speak, not from these roles, but as Co-Chair of a Panel tasked with undertaking an independent review of the UN's Police Division. We handed in our report to the Secretary General on Tuesday.
- I will take this opportunity to brief you on the outcomes that will be of most interest to you, as PCCs, host states and national Police Commissioners.
- **The first point I would like to make is one that is not always recognized by the UN itself.** It is the breakdown of law and order that is the most significant sign that a country is facing major difficulties. Similarly, it is the breakdown of law and order that often trigger UN engagement. Equally, it is the establishment of the core functions of the police and minimum capacity within the criminal justice chain that provides the basis for stability, enabling the United Nations to reduce and eventually withdraw its peace operation.
- However, what we see too often, is that the central role of the police in this regard is not fully acknowledged. Often the role of the military takes precedence. This is unfortunate. The Review Team is clear in advising that there needs to be parity between the military and the police in peacekeeping, both at headquarters and in the field. Similarly, the military deployment model has far too long also influenced the way police officers are deployed and operating in peacekeeping missions. This has prevented police components in many missions from getting the right capacities to enable them to fulfil their mandate.
- **We have already heard that almost 14000 UNPOL are deployed to 18 missions undertaking extremely demanding mandates** ranging from Protection of Civilians, reinforcement of Rule of Law and the reform, development and institution-building of host nations police services;

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All current police mandates have Rule of Law and institution-building, often phrased as reform, restructuring and rebuilding national police institutions and services at the centre. This has become the core objective, highlighting the importance of the UN police role, and your role as Police Contributing Countries. Yet, as the Panel found, the current operating model is not fit for purpose to deliver what countries need. We are therefore proposing a paradigm shift, and a new operating model for UN Police. I will revert to this in a minute.

First, a few words about process:

Through the Review process, we engaged with and had in-depth dialogue with Police Components from 10 different DPKO and Political Missions, had 2 longer field missions to MINUSCA (CAR) and MINUSTAH (Haiti) and interviewed over 300 practitioners, both here in New York, Brindisi and most importantly, in the field. We covered virtually all missions that deploy police officers. At the same time, we also engaged with host states. Through in-depth discussions with six of them, we got clear feedback on what they needed, and to which extent UNPOL was able to deliver these capacities. It is on the basis of this overall feedback that we needed to review the UN's Police Division and its work.

- While there is a need in the immediate aftermath of crisis for boots on the ground, as things stabilise in the countries, they need specialised skills to help build their police capacity and transition as swiftly as possible towards nation-building. Host states' clear message to us was that they only need a larger number of individual police officers and formed police units at the outset, to calm the situation down. When things have stabilised, they need help with building their police institutions and their national police service. They requested more specialists, more teams who have additional capacities, and more and longer training.
- The traditional role of UNPOL was a monitoring one, deploying large numbers of police officers to monitor ceasefires and peace agreements. This is also the characteristic of the current way of doing business. Things have started shifting, however, with more specialized teams being deployed and some innovations from the field. These have been registered and supported by the Police Division here in New York. Also a more field-led recruitment processes has been implemented by UNMIL in Liberia and MONUSCO in DRC.

As peacekeeping and peace operations have expanded in scope over the last 2 decades and moved from this monitoring function, to a more operational role on protection of civilians, and to advising on the reform, restructuring and development of police institutions. However, this evolution has occurred without a significant change in approach or the type of resources being made available to UNPOL. Institutional development is a long term process, and cannot happen with mentoring and co-location alone. It is also difficult to reform and rebuild a police service with a large number of rotating individual police officers.

- **As a result, the current operating model for UNPOL is falling short on delivering on its commitments to host-States and risk jeopardizing the UN's ability to fulfil its objectives.**

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To Succeed, UNPOL Needs the Right Operating Model

First of all, such a results-oriented operating model needs to be field-focused, building on the needs of the host nations first and foremost; it needs to build on a real partnership between UNPOL and the host state police whose evolving needs should proactively inform UNPOL's decisions and operations. The UN's support needs to be tailored to the country context, and be flexible enough to change as the situation evolves.

- **Recruitment must become results-driven:** The police capacity required to fulfil mandates on providing protection differ from those required to assist with police reform and institutional development. The Panel is therefore proposing a new deployment and recruitment model where we distinguish between two streams:
 - Protection – and the deployment of FPU's and Police Protection Officers, and
 - The Reform and development stream, where the focus is the development of institutions and the police service, and where special capacities are required on longer rotations, preferably two years.

This does not imply that only internationally advanced police expertise is needed. Specialized expertise can often be police officers with a background from similar processes in their home countries. Many of you have conducted these processes in your own countries, as I have in mine. We are foreseeing a 3 -5 year transition period for countries to adapt to this new system, and where assistance should be provided.

- In addition, numerous additional competencies and experience, over and above direct policing expertise, are required for successful police institutional development. As uniformed personnel, we sometimes disregard the role and the need for civilian experts. We need to acknowledge that they have an important role to play. Civilian experts are also essential for reform and restructuring purposes. As you will all know, a police organisation does not function without an effective system of human resources, or effective financial management or ability to plan strategically. Similarly, if one does not make sure that oversight institutions, such as the Ministry of Interior, are supported with capacity, reforming the police will not succeed. We recommend that the Police Division focuses also on recruiting civilian experts through the normal secondment system to United Nations police components.

Your role as National Police Commissioners and Police Contributing Countries is key

- We are living in world of change, and in the field of police and security, more than ever. The police review report will now be considered by the Secretary General and by his senior managers, and we will await the outcome of this process.
- In any scenario, however, it is clear to us that **status quo is not an option**. Status quo will not deliver for the countries that are now in crisis, and for your colleagues who are up against

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enormous challenges. It is our collective job to assist them. We need to own up to the challenges of today and tomorrow.

- As a former Inspector General of Police, my message to you is this: Please recognise the benefits for your organisations of having your police officers serve in UN missions, not only to the individual officer, but also to your service and to the country concerned. However, as a former Police Chief I also know that you will only send your best people to assist others when you know their competence is fully and effectively utilized, and where they can be of true assistance to the country in need. That is why these reforms are needed. That is also why change is imperative. As Police Chiefs I hope you will be ready for that.
- And finally, let us all remember this: **Security is now a global concern. One country's security challenge is another country's problem. Your assistance, through the UN, will not only help others. It may help you.**