

## Improving Performance through Capacity Development of Police-Contributing Countries

- **Brief description of the project**

- Objective of the project

Improving performance, capabilities and mindsets is an integral part of the Secretary-General's Action for Peacekeeping (A4P and A4P+) initiative. Security Council resolution 2436 (2018), reports of the Special Committee on Peacekeeping Operations (A/72/19 and A/74/19), the A4P Declaration of Shared Commitments, the Action Plan to Improve the Security of Peacekeepers, the Secretary-General's vision for the Police Division, and recent evaluations emphasize the need to have clear performance standards for all United Nations civilian and uniformed personnel in peacekeeping. In its efforts to fulfill these objectives, the Department of Peace Operations (DPO) together with other Secretariat departments as well as field missions has developed the Integrated Peacekeeping Performance and Accountability Framework (IPPAF), and to this end, the Police Division has established the United Nations Police (UNPOL) Performance Task Force to support enhanced decision-making based on personnel and unit performance. This project aims to enable the United Nations Police to continue implementing the requirements of the IPPAF as well as recommendations of the comprehensive reviews of peacekeeping operations and the report of the Action Plan to improve the security of UN peacekeepers.

- Why is the project required?

United Nations Police components deploying to today's complex, asymmetric peace settings must be more agile, nimble and flexible in their operational postures, which requires the appropriate training, equipment and operational readiness. It is the responsibility of police-contributing countries (PCCs) to provide the requisite pre-deployment training to their units and personnel and to ensure that units that are to be deployed to UN peace operations are fully equipped and trained to implement mandates as authorized by the Security Council. However, Formed Police Units (FPU) that have been initially assessed in their national settings often arrive unprepared and under-equipped to implement mandates in mission settings, so they require additional training to be able to operate securely. Even units that arrive well-trained and well-equipped require practice to adapt to the situation and retain readiness to deter, counter and mitigate threats. Member States, including Security Council members and police-contributing countries (PCCs), expect DPO to increase efforts aimed at measuring and improving police performance, including by strengthening pre-deployment preparations and improving operational capabilities during the assessment and evaluation phases. In addition, there is a specific need to strengthen PCC-specific FPU data collection and information management processes related to performance; track and monitor the implementation of recommendations made during pre-deployment and verification visits of formed police units (FPUs) and share relevant performance analyses with key stakeholders, including PCCs through Police Division senior management and Heads of Police Components (HOPCs) so that PCC capabilities are strengthened through a data-based strategy. The PD Performance Task Force requires dedicated support capacity to address performance issues related to FPUs at a micro level.

- What is the expected impact of the project?

It is expected that at the conclusion of this project, police peacekeepers being deployed to asymmetric environments will be able to improve their performance while staying safe and secure. PCCs will comply with the Statements of Unit Requirements to incorporate recommended actions regarding contingent-owned/UN-owned equipment shortfalls. Police-contributing countries will be assisted in their national capacities to improve the operational readiness, capabilities and mindsets of their officers due to be deployed to UN peace operations. The guidance developed from this project will guide PCCs on the standardized modalities for readiness and deployment and the police

components of peace operations on the performance assessment and management of FPU, Individual Police Officers (IPO) and Specialized Police Teams (SPT). FPU PCCs will be better informed through regular feedbacks on metadata on their deployed units.

- **Expected outcomes, outputs and proposed activities**

<b>Outcomes</b>	<b>Outputs</b>	<b>Proposed Activities</b>
Improved performance capabilities of deployed and to be deployed FPU.	<p>Successful implementation of the Standard Operating Procedures on the Assessment and Evaluation of Formed Police Unit Performance.</p> <p>PCCs assisted to improve the performance of their units, currently deployed, as well as part of their Assessment and Advisory Visit (AAV) towards their readiness to be accepted to the Rapid Deployment Levels (RDL) of the Peacekeeping Capability Readiness System (PCRS) for future missions.</p> <p>100% of deploying units based within PCCs are suitable for the respective mission environment.</p>	<p>One validation/ training support per high-risk mission (4).</p> <p>Ten assessment and training support visits to Member States.</p> <p>One workshop on revised standards as well as to prepare Member State-based experts for ongoing FPU performance assessment, evaluation and validation process.</p>
Improved and updated guidance and standards which match operational requirements for Member States' police peacekeepers.	<p>Revision of performance evaluation standards for IPOs and SPTs in coordination with Member States.</p> <p>Policy and guidance development, project management, evaluation and reporting.</p> <p>FPU PCCs better informed on their deployed units to address gaps and strengthen performance.</p>	<p>Validation and outreach on the Revised FPU Policy as well as the AOC/FPAT SOP in coordination with Member States.</p>

- **Implementation Timeline**

12 months from the receipt of funds.

- **Explain how the project will further the implementation of the A4P+ priorities.**

Ensuring the highest level of peacekeeping performance, capabilities and mindsets is an integral part of the Secretary-General's Action for Peacekeeping (A4P and A4P+) initiative. The Police Division remains committed to helping Member States provide well-trained and well-equipped police

personnel, including through targeted assistance with pre-deployment preparations. The project aims to advance A4P+ priorities by ensuring that performance data is used to inform planning, evaluation and deployment decisions and reporting; to communicate to Member States all operational and technical requirements; to provide effective field support to peacekeeping operations; and to work with Member States to generate the necessary specialized capabilities.

- **How have gender aspects been included in the design and implementation of the project? How does it help the Department to implement their women, peace and security and gender parity commitments?**

The PD Gender Adviser reviews all materials used in the assessment of units to ensure gender considerations are reflected and support the operationalization of gender-responsive policing in line with Security Council resolution 1325 (2000) and successor resolutions, and the third report of the Secretary-General on UNPOL (S/2018/1183) as part of the Women, Peace and Security Agenda.

- **Brief explanation of any risks that the implementation of the project may face and how to mitigate them.**

Having the experience of implementing a predecessor project at the height of the COVID-19 pandemic, the Police Division will be able to apply valuable lessons learned to mitigate potential risks. Hybrid assessments, combining remote and in-person elements, enabled the continuation of work during lockdown and travel restrictions. Rather than deploying expert trainers to several different countries, increasing the potential risk of exposure, they were assembled in a central location to conduct their activities. While the likelihood of another pandemic on the scale of COVID-19 is unknown, the same lessons may be used in the event of outbreaks of unrest or instability in target Member States.

- **Proposed budget**

<b>Item</b>	<b>Brief Description</b>	<b>Total Amount</b>
Travel	Performance Assessment and Evaluation Team (PAET) visits to four PKOs (2 deployments per year each involving 2 PD personnel)	\$169,400.00
Travel	Deployment of PD FPU experts to assess, validate and provide limited training to deploying FPUs and Member State trainers based on assessed gaps to 10 PCCs per year (includes assessments for PCRS)	\$204,920.00
Programme	Workshop (in a central location) to train Member State trainers on revised standards as well as prepare them for ongoing FPU performance assessment, evaluation and validation	\$129,965.00 <sup>1</sup>
Personnel	Salary for P4 to support current efforts of undertaking PAETs and supporting FPU PCCs	\$256,425.00
Programme Support Costs (13%)		\$98,892.30
<b>Total:</b>		<b>\$859,602.30</b>

<sup>1</sup> Costs may be reduced if sponsoring Member State pays for travel, DSA or living expenses and accommodation for participants.