

Form Project Proposal Submission

Strengthening and sustaining knowledge management support to United Nations police components in peacekeeping and Special Political Missions

- (a) Brief description of the project
(i) Objective of the project:

To strengthen and sustain knowledge management support to UN police components in UN peace operations, the Police Division is seeking funds to facilitate the preparation, consolidation, management and dissemination of information, knowledge and lessons for the benefit of the over 11,000 UN police officers, Member States, associated training materials and to reinforce the information available for political decision-making in the proposed Institutional Support Pillar in the Department of Peace Operations (DPO) and the Operational and Peacebuilding teams in DPO and the Department of Political and Peacebuilding Affairs (DPPA).

- (ii) Why the project is necessary and how it relates to the Department's mandate and its high-level priorities?

Due to the nature of United Nations police, composed of police officers from 90 Member States, identifying, consolidating, managing and disseminating information and knowledge is a central element to further professionalize UN policing. Since 2009, the Police Division developed the Strategic Guidance Framework for International Police Peacekeeping (SGF) together with Member States, which provides guidance on the UN's approach to policing to UN police components and other partner entities. However, to translate the guidance into effective training materials, insufficient capacities exist to analyse and distil lessons, good practices and assess 'how' UN policing successfully overcame challenges, in line with the existing guidance or informing new or revised doctrine.

Secondly, insufficient capacity exists to collect information on selection and recruitment processes, Member State pre-deployment preparatory efforts, including training, and subsequent performance of UN police officers, to draw lessons, formulate and promulgate good practice. Both tasks will inform the development of training materials and feed into the accountability framework of UN police, as well as provide more transparency on increasing performance, in the spirit of A4P initiative, and based on the recommendations of General Crus report.

The 'sharing and exchange of knowledge' on policing issues was underlined by Security Council resolution 2167 (2014). Similarly, the Secretary-General welcomed DPKO-DFS efforts to strengthen the UN police knowledge management (KM) capacity in his report on UN policing (S/2016/952). The Secretary-General thereby responded to the External Review of the Functions, Structure and Capacity of the Police Division, which recommended that the Police Division "should be structured and resourced to collect, analyse, archive and disseminate lessons from UNPOL missions" (para 115), "build cross-mission networks to share experiences and promising practices" (para 117) and "identify a small team to monitor and analyse the trends and challenges influencing policing in peace operations" (para 118).

Strengthening and sustaining knowledge management support to UN police components, as recommended by the External Review and the Secretary-General, will be essential to align UN policing with the Secretary-General's 'cross pillar approach', proposed in his internal review of the UN peace and security architecture (A/72/525), and Secretary General follow up report (A/72/772). The strengthened emphasis on regional operational

teams will require policing expertise to be more easily accessible, in particular good lessons and information on performance for effective political decision-making.

Finally, the Secretary-General's Action for Peacekeeping (A4P) initiative calls for supporting effective performance and accountability by all peacekeeping components. Strengthening and sustaining knowledge management support to UN police components will help to achieve such outcomes.

(iii) What is the expected impact of the project and what are their success factors?

Considering itself a learning organization, the Police Division is committed to improving the performance of UN police and headquarters backstopping support thereto. In April 2017, the Police Adviser and Under-Secretary-General for Peacekeeping Operations adopted the UN police knowledge management strategy, entailing refined processes for the identification, capturing, sharing and implementation of good practices, as well as a governance structure that is almost entirely resourced through existing capacities. The strategy, if implemented, will assist with identifying, capturing, sharing and implementing the knowledge and experiences of UN police personnel, who rotate continuously, as well as feeding into the ongoing work on strengthening accountability and measuring impact.

(b) Expected Outcomes, Outputs and Proposed Activities

The proposal will help facilitate the following activities:

- a. To provide secretarial support to the UN police Knowledge Management Committee, which comprises members of the Police Division and of UN police components;
- b. The identification of examples and appraising the impact of UN guidance on UN policing practices with respect to performance, accountability and/or compliance;
- c. The coordination of the identification and generation of three lessons or other knowledge/ information products per year, in line with the priorities of the Police Division, the Institutional Support pillar of DPO and DPPA;
- d. Facilitate the inclusion of lessons in revised guidance and policy revision cycles, as well as feeding into the development of training courses and materials;
- e. Regular updates of a publicly available list with all relevant guidance, lessons, evaluations and audits, with facilitation of making them available, as possible with UN rules and regulations;
- f. In addition to existing training materials, establishment of a resource kit for UN police components with templates, lessons, knowledge products that can be shared, accessed and amended by knowledge management focal points;
- g. Coordination and dissemination of a UN police newsletter which provides updates about lessons, information and guidance materials, building on the existing newsletter, shared by the Department of Policy, Evaluation and Training (DPET);
- h. The dissemination of public versions of the knowledge/information products to promote UN policing and its impact on the ground on the UN police

(c) Implementation Timeline¹

Ideally, proposed P-3 post would be established for a minimum period of one year, commencing in 2018/19.

¹ Determine whether the project will be implemented in a calendar year or longer and whether there are any dated events that may limit the timing of the funding. For instance, the project will fund a conference already schedule and therefore the funds are required before the conference. There is no need to provide a detailed timeframe of events.

(d) How does this project relate to internal (DPKO and DFS) and external United Nations partners (ie. DPA, DM, etc)?

The requested position is within the Front Office of the Police Adviser, Police Division, OROLSI, DPKO which is responsible for the knowledge management issues. Police Division is the representative of DPKO within the GFP on policing. The project has been consulted within DPET and with the respective UN partners.

(e) How gender aspects been included in the design and implementation of the project?

PD strongly encourages applications from qualified female candidates for the Police Knowledge Management Officer post in question

(f) Brief explanation of any risks that the implementation of the project may face and how to mitigate them.

Availability of qualified, certified, experienced officers in active service for contract, as such this post will be open not only to current but also ex-police officers with relevant experience, qualifications, skills and experience.

(g) Proposed Budget (for one year)

The deployment of three KM products annually, the support of the Committee and facilitating alignment of strengthening KM support to UN Police components with procedures at UN headquarters in a sustainable manner, requires funding in three main areas:

- a. Travel costs for deployment of staff to conduct lessons
- b. Translation and maintenance of UN police website the six official UN languages
- c. Funding for a position at the P-3 level for one year

Costs	US\$
Travel costs (5 missions per year, with approximate 10,000 USD for each mission)	50,000
Funding of one position at P-3 level to facilitate knowledge management support, project management and coordination	204,795
Initial translation and maintenance of UN police website in 6 official languages as resource hub for international police peacekeeping	15,000
Project Support Costs (13%)	35,073
Total	304,868