

# UN POLICE

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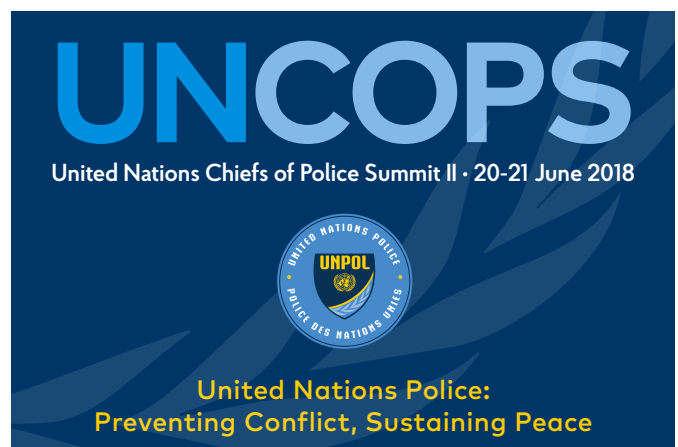
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# FOREWORD BY SECRETARY-GENERAL ANTÓNIO GUTERRES



Secretary-General António Guterres. | UN Photo

Since taking office, I have proposed a series of major reforms, including the “Action for Peacekeeping” initiative, aimed at improving the ability of the United Nations to prevent conflict and sustain peace. United Nations Police are at the heart of this endeavour.

A country’s police service is a critical institution. If fully representative, responsive and accountable to the community it serves, it can play a crucial role in peacefully managing conflict and resolving local grievances. Even before a conflict erupts, modest investments in strengthening rule of law institutions, such as police and law enforcement agencies, can help governments to protect human rights and address breakdowns in law and order. Specialized policing assistance, as part of the conflict prevention toolbox, can help avoid the need for larger-scale interventions down the road. In the same spirit, we are striving to better integrate policing expertise in conflict analysis, horizon scanning and early warning processes. United Nations Police capacities can also support United Nations envoys who are negotiating peace agreements and supporting regional mediation and dialogue efforts.

The future success of United Nations Police also depends fundamentally on increasing the participation of women police officers, both in numbers and in leadership positions. Experience shows that the presence of women police officers strengthens community relations, enables victims of crimes to feel confident about reporting abuses and serves as a role model of equality and empowerment. In line with Security Council resolution 2242, we are working towards doubling the number of women in United Nations Police to constitute 15 per cent of our formed police units and 25 per cent of our individual police officer corps by 2025. This effort complements my broader undertaking to achieve gender parity across the United Nations, at all levels.

From Liberia and Sierra Leone to Timor-Leste and elsewhere, police personnel and policing assistance have made immense contributions to peace and stability. United Nations Police is a formidable strategic asset. The second United Nations Chiefs of Police Summit (UNCOPS) is a timely platform for Member States, the United Nations and partners to consider how to realize its full potential.



# ENTRETIEN : LE CHEF DU DÉPARTEMENT MAINTIEN DE LA PAIX DE L'ONU

## Quel est le rôle de la Police des Nations Unies et quelle est sa contribution à la paix et à la sécurité ?

Cette année, le maintien de la paix des Nations Unies fête ses 70 ans. La Police des Nations Unies a joué un rôle essentiel en aidant des pays, du Cambodge au Libéria, du Mozambique à la Côte d'Ivoire, à rétablir la paix, pour ne citer que quelques exemples.

Chaque jour, plus de 11 000 policiers onusiens provenant de 88 pays contributeurs, qui sont déployés dans 16 missions et d'autres contextes, protègent des centaines de milliers de civils et travaillent en étroite collaboration avec les services de police de l'État hôte à conduire leur réforme, leur restructuration et leur développement.

Grâce à l'appui qu'ils offrent aux populations à risque et au soutien qu'ils apportent aux services policiers des États hôtes, ces agents illustrent jour après jour ce que signifie prévenir les conflits et maintenir la paix. Nous devons continuer à faire en sorte que nos opérations soient adaptées aux conditions du terrain et soient ainsi capables de faire face à l'ampleur des défis auxquels elles sont confrontées.

## Quels sont les principaux défis auxquels font face la Police des Nations Unies et le maintien de la paix en général ?

En 2017, 61 soldats de la paix des Nations Unies ont été tués, ce qui représente le nombre le plus élevé de ces deux dernières décennies. Parmi eux deux étaient des policiers des Nations Unies.

Ces événements et le rapport Santo Cruz révèlent que le drapeau bleu ne nous offre plus guère de protection contre les attaques de groupes armés criminels ou terroristes. L'Organisation des Nations Unies doit s'adapter à cette nouvelle réalité, pour mieux protéger les personnels, et mieux servir les populations civiles.

## Quelles actions ont été prises afin de remédier à ces obstacles ?

Nous continuons de prendre des mesures spécifiques afin d'améliorer et de renforcer le maintien de la paix.

En particulier, nous effectuons des revues indépendantes des missions de maintien de la paix permettant d'évaluer nos approches, nos capacités et les conditions nécessaires afin de mettre en oeuvre efficacement nos mandats. De plus, nous reconfigurons nos opérations afin de mettre en oeuvre un plan d'action visant à assurer une plus grande sécurité de nos soldats et policiers de la paix. Enfin, nous coopérons avec les États Membres sur l'élaboration d'un ensemble d'engagements mutuels sur des thèmes clés, notamment concernant les aspects touchant la Police des Nations Unies.

Comme l'a mentionné le Secrétaire général lors de son lancement de l'initiative « Action pour le maintien de la paix » (A4P), ces efforts doivent permettre tout d'abord d'identifier les moyens de renforcer nos engagements collectifs. En deuxième lieu, ils nous permettront de renforcer notre contribution aux processus de paix et à la protection des civils. Ils sauront aussi faciliter un meilleur séquençage des mandats de maintien de la paix afin de mieux répondre aux besoins des pays hôtes. Finalement, ils permettront d'adapter nos opérations aux conditions changeantes que l'on retrouve sur le terrain.

## Quel futur pour la Police des Nations Unies ?

L'ensemble de nos actions pour renforcer la Police des Nations Unies s'inscrivent dans le cadre de nos efforts visant à aider les États Membres à bâtir des services de police efficaces, représentatifs et responsables qui répondent aux normes professionnelles les plus élevées. La police des Nations Unies doit aussi s'adapter, à l'instar du maintien de la paix dans son ensemble, aux nouvelles conditions d'intervention. Cela nécessite des déploiements plus rapides, en





Under-Secretary-General for Peacekeeping Operations,  
Jean-Pierre Lacroix | UN Photo

ligne avec les besoins, des recrutements plus efficaces et une capacité de direction plus forte. Nous souhaitons également déployer davantage de femmes dans nos composantes police, car elles apportent une contribution spécifique et crucial au maintien de la paix.

Nous sommes fermement déterminés à rendre le maintien de la paix, y compris la Police des Nations Unies, plus efficace, mais nous ne pouvons réussir sans le soutien et l'engagement des États Membres. Ils sont des partenaires indispensables dans tous les aspects de nos missions, que ce soit sur le plan du soutien politique qui est essentiel ou sur le plan de la fourniture des effectifs, des équipements et des ressources financières dont elles doivent disposer.

Toutes les pièces de cet ensemble complexe doivent s'intégrer et tous les partenaires auront leur rôle à jouer. Le Conseil de sécurité, l'Assemblée générale, le Secrétariat de l'Organisation des Nations Unies, les pays contributeurs de contingents militaires et de police, les États hôtes, les contributeurs financiers et les organisations régionales doivent poser un regard honnête sur les questions suivantes et y apporter les réponses nécessaires : Est-ce que les mandats des opérations de maintien de la paix sont en adéquation avec les réalités du terrain, les ressources financières et humaines sont-elles suffisantes, bénéficient-elles du soutien politique nécessaire et d'une approche réaliste pour assurer leur succès ? Le maintien de la paix n'est pas l'outil adapté pour toutes les situations, mais lorsqu'il est correctement appliqué, équipé et soutenu, le maintien de la paix est une solution qui fonctionne.

C'est pourquoi afin de faire vivre ce partenariat avec les États-membres, nous organisons ce second Sommet des chefs de police (UNCOPS). Cela offrira aux États-membres, aux experts internationaux et aux partenaires régionaux une occasion d'échanger leurs vues, de s'accorder sur les mesures d'amélioration, et de démontrer leur soutien aux composantes police des Opérations de maintien de la paix.

Tous les jours, aux quatre coins du monde, les citoyens sont en attentes de services de police qui soient plus inclusifs, représentent mieux l'équilibre des genres, plus responsables et aux service des citoyens. Cela est aussi vrai pour la police des Nations Unies, et je suis déterminé à aider nos bérets bleus à répondre aux demandes de ceux qu'ils servent.

# FROM THE DESK OF THE POLICE ADVISER

Our mission is to enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations to realize representative, responsive and accountable police services that serve and protect the population.

United Nations Police officers around the globe build and support or, where mandated, act as a substitute or partial substitute for host-State police capacity to prevent and detect crime, protect life and property, and maintain public order and safety in adherence to the rule of law and international human rights norms.

To realize the Secretary-General's vision of utilizing United Nations Police as a strategic asset to prevent conflict and sustain peace, we are working closely with Member States, professional policing organizations, United Nations and other partners, to implement five strategic objectives:



United Nations Police Adviser  
Luís Carrilho | UN Photo

## First, tailored mandates:

Policing ought to be integral to the mandates and decision-making structures of United Nations peace operations and United Nations presences in post-conflict and other crisis situations. As highlighted in resolutions 2185 (2014) and 2382 (2017), clear, credible and achievable mandates for policing-related activities, matched by appropriate resources, are essential for United Nations Police to realize their mandated tasks. This requires consistent inclusion of police knowledge and expertise within the integrated planning mechanisms and sustained engagement between the General Assembly, the Security Council and the Secretariat.

## Second, compliance with the United Nations police doctrine:

The Strategic Guidance Framework for International Police Peacekeeping has contributed to a clearer understanding of what United Nations policing peacekeeping entails. Once fully implemented, it will allow United Nations Police to be more professional in how they design the police components to fulfil mandates of missions, how they recruit and train, and how they provide effective command and optimal management to implement police assignments.

## Third, enhanced United Nations policing capacities and capabilities:

Building on the first United Nations Chiefs of Police Summit, or UNCOPS, the generation of United Nations policing assets needs to increasingly focus on the effective delivery of all the aspects that United Nations Police are mandated to undertake and to adapt to increasingly volatile environments. In line with the Secretary-General's A4P Initiative and the Plan of Action of the Report on Improving the Security of United Nations Peacekeepers, this requires agility, training, readiness, equipment, technology, doctrine, leadership, discipline, interoperability, welfare, support aspects, operational behavior, mindset and gender balance, as well as the absence of caveats.





Transferring responsibilities: Making history in Timor Leste, May 2009 | UN Photo

#### Fourth, a strengthened Police Division:

Concerted efforts are needed to further operationalize the responsibility of the Police Division of the Office of Rule of Law and Security Institutions (OROLSI) of the Department of Peacekeeping Operations (DPKO) to facilitate coordination and information sharing of policing and other law enforcement aspects, as well as optimally utilize its Standing Police Capacity and other existing strategic capacities. Reinforced partnerships, including implementation arrangements, building on comparative advantages of development partners, as well as with regional and professional policing organizations and granting access to recent innovations and technology, is key to, ultimately, improve police performance.

#### Fifth, broader presence of United Nations Police:

As the Secretary-General pointed out, rights-based, gender-responsive and thereby effective and efficient policing is the answer to most contemporary threats to peace and security. When it comes to the current settings to which United Nations Police deploy, these have experienced a breakdown of law and order prior to our arrival. Conversely, the establishment or re-establishment of policing and other rule of law functions has been a key criterion for United Nations peace operations to withdraw. To operate across the entire peace continuum, from conflict prevention to peace sustainment, we require additional resources and innovative frameworks of interoperability. UNCOPS provides an excellent platform to discuss how these can be realized.

**Luís Carrilho**  
**Police Adviser and**  
**Director of the Police Division**









**FOCUS  
ON THE  
FIELD**



# IMPROVING PERFORMANCE: PERSPECTIVES FROM THE ASG OF OROLSI

I am exceptionally proud of the United Nations Police personnel who undertake the essential work of establishing and fostering the rule of law in different countries, often in extremely challenging conditions. Day in and day out, our police peacekeepers stand on the frontlines separating conflict from peace – chaos from calm – and their commitment and sacrifice in the service of our host-state communities is truly commendable and widely recognized.

Recent developments, however, have forced all of us to take another frank and critical look not only at achievements but also at capability gaps in some areas of United Nations Policing. I would like to reconfirm that undoubtedly the large majority of men and women who proudly wear a blue United Nations beret are highly qualified and deeply committed to the cause of sustaining peace and preventing different kinds of conflict. At the same time, as part of a continuous process of strategic improvement of our results-focused work in the field, we have taken another hard look at areas where we can do better. In particular, the Report on Improving the Security of United Nations Peacekeepers (“Cruz Report”) has singled out a number of performance deficiencies, which had directly impacted the safety and security of our peacekeepers, particularly in high-risk environments.

The Action Plan to implement the recommendations from the Cruz Report places heavy emphasis on assessing and improving the performance of uniformed units. Simultaneously, the recently launched Action for Peacekeeping (A4P) initiative provides a framework for renewing peacekeeping as a global partnership. In this regard, A4P is highlighting “Performance” as one of the five “Ps” that comprise its main focus areas, along with Politics, Partnerships, People, and Peacebuilding and Sustaining Peace.

## What does this mean for United Nations Police?

Both Member States and the Secretariat have their roles to play, with regard to improving the performance of United Nations peacekeeping. This includes military, police and civilian components alike. As far as policing is concerned, we in DPKO can move quickly to make improvements in two key areas. First of all, we should be assessing police capabilities more systematically and consistently. Secondly, we must hold the United Nations Secretariat, police-contributing countries (PCCs), formed units and individual officers more accountable when standards are not met.

In the area of assessment, the Cruz Report recommended the inclusion of performance history in joint capabilities studies. There is also an urgent need to rapidly mainstream and strictly implement police performance assessment criteria, in the areas of pre-deployment training, command and control, conduct and discipline, sexual exploitation and abuse (SEA), and the utility and condition of contingent-owned equipment, among others.

In its recent resolution 2382 (2017) on United Nations policing, the Security Council urged the United Nations Secretariat to define clear standards for the effective performance of United Nations Police in missions, including preparing officers for deployment. To achieve this, we must do better in managing expectations with PCCs related to posture, mindset, training and equipment. It goes without saying, we are only as effective as the quality of the police men and women who serve under the United Nations flag. This is why it is critical that PCCs provide officers who are well-trained and well-equipped, with regard to the mission mandate and the political and security environment.

In the area of accountability, we must more clearly define the actions that the United Nations Secretariat and missions should take related to management, deployment, rotations, repatriations and mission re-employment.





Assistant Secretary-General for Rule of Law and Security Institutions, Alexandre Zouev | UN Photo

This includes the development of guidance for the rapid replacement of police contingents and commanders who lack the capacity to fully and consistently implement the respective tasks deriving from the mission's mandate.

In addition, the United Nations Secretariat must be more forthcoming from the outset about what we realistically can achieve, and we must ensure that host States have the assistance and capacity to assume the primary responsibilities expected of them, especially regarding protection of civilians and other humanitarian challenges.

The Police Division has developed the Strategic Guidance Framework for International Police Peacekeeping as a doctrinal foundation and policy architecture to bring coherence across missions in their mandated activities. As we move forward, it is the responsibility of the Secretariat to ensure it continues to develop guidance that reflects evolving, actual needs on the ground. It is the responsibility of our missions to put this guidance into practice, and it is the responsibility of PCCs to consider such guidance when selecting and preparing their officers for United Nations service.

All of this goes back to one of the guiding principles behind A4P: that the success of the peacekeeping enterprise is a shared responsibility among all stakeholders. The central task of improving the performance and accountability of United Nations policing will require the collective commitment of the United Nations Secretariat, Member States, especially PCCs along with Formed Police Units and individual officers who serve with the United Nations Police in different PKOs and SPMs. OROLSI stands ready to advance this effort.

**Alexandre Zouev**  
**Assistant Secretary-General**  
**for Rule of Law and Security Institutions**

# LEADERSHIP: UNITED NATIONS POLICE COMMISSIONERS

## MINUJUSTH

Police Commissioner  
**Georges-Pierre Monchotte**



Assisting the national authorities in developing the Haitian National Police operational and institution capacities.

## MINUSCA

Police Commissioner  
**Roland Zamora**



Supporting the CAR authorities in restoring public safety and law and order, providing a secure environment as well as participate in police reform.

## MINUSMA

Police Commissioner  
**Issoufou Yacouba**



Supporting the Malian Security Forces in stabilizing and protecting civilians, as well as assisting in the development of a transnational organized crime strategy.

## MONUSCO

Police Commissioner  
**Awale Abdounasir**



Assisting the Congolese Police in stabilizing and restoring state authority, protecting civilians and supporting the electoral process.

## UNAMID

Police Commissioner  
**Priscilla Makotse**



Supporting the protection of civilians, facilitating humanitarian assistance and creating a protective environment.

## UNMISS

Police Commissioner  
**Unaisi Bolatolu-Vuniwaqa**



Creating conditions for delivery of humanitarian assistance, monitoring and investigating human rights.

## UNMIK

Senior Police Adviser  
**Carsten Twelmeier**



Monitoring and reporting on security issues, liaising with non-recognizing countries, running an INTERPOL National Crime Bureau, supporting law enforcement agencies.

## UNFICYP

Senior Police Adviser  
**Ann-Kristin Kvilekval**



Supporting the maintenance of public order, as well as assisting investigations of violations in the buffer zone and facilitating confidence-building measures.

## UNISFA

Senior Police Adviser  
**Mary Gahonzire**



Supporting protection of civilians, facilitating humanitarian assistance and strengthening the capacity of the Abyei Police Service agencies.

## UNSON

Police Commissioner  
**Lucien Vermeir**



Providing strategic policy advice on peacebuilding and state-building to federal and sub-federal authorities on building up effective and efficient police organizations.

## UNAMA

Senior Police Adviser  
**Upendra Bagheli**



Advising the Mission on policing and providing strategic advice and support to the Ministry of Interior Affairs to strengthen the capacity of the Afghan National Police.

## UNIOGBIS

Senior Police Adviser  
**Vance Gariba**



Providing strategic and technical advice and support to combat drug trafficking and transnational organized crime in close cooperation with UNODC, as well as promoting human rights.

## UNSMIL

Senior Police Adviser  
**Ayed Alhamad**



Providing strategic advice and assistance to the Ministry of Interior (reform, capacity-building) and coordinating international assistance to the Libyan Ministry of Interior.

## UNOCA

Senior Police Adviser  
**Irene Gaga**



Carrying out good offices, cooperating with ECCAS, enhancing linkages and reporting to Headquarters on developments of sub-regional significance.





# UNITED NATIONS POLICE IN LIBERIA: EFFECTIVE CONTRIBUTION TO LASTING PEACE

On 31 March 2018, the people of Liberia and the United Nations Mission in Liberia (UNMIL) realized a significant milestone by transitioning responsibilities vested in the Mission back to Liberia. UNMIL was established by Security Council resolution 1509 (2003) to support the implementation of the ceasefire agreement and the peace process; protect civilians; support humanitarian and human rights activities; and assist in national security reform, including national police training and the formation of a new, restructured military. Since the establishment of UNMIL, more than 16,000 United Nations Police from 52 police-contributing countries have been deployed to Liberia.

## Support to stabilization, security and transition

Over the lifespan of the Mission, the role of UNMIL Police evolved. The initial focus was to support the Liberia National Police (LNP) to stabilize and manage the fragile security situation throughout the country. While jointly working with LNP, UNMIL Police conducted public reassurance patrols and assisted with addressing disturbances and public order management. With improving conditions and increased capacities of the Liberia security agencies, UNMIL Police focused on building and strengthening the LNP's leadership capabilities and election security preparation. Liberia national authorities would eventually address national security concerns without the assistance UNMIL Police.

## Building national law-enforcement capacity

In 2003, Liberia national authorities were limited in their capabilities to conduct vital police functions and address national security issues. To build LNP's capacities and strengthen Liberia's law enforcement institutions, UNMIL Police ensured that vetting and recruitment was a priority. It supported the re-opening of the LNP Training Academy, conducted training courses, and mentored their national counterpart. These efforts covered all aspects of policing, including leadership development, management, human rights, professional standards and performance, command and control, communication, crime prevention, investigation, community-oriented policing and human resources management. UNMIL Police provided substantial support to reforming LNP and the Liberia Immigration Service, resulting in new legislation building on the reform efforts. Internal management systems, including human resources and fleet management, were also enhanced and, in some measure, decentralized by deploying specialized skilled officers.

To enhance crime prevention awareness, community-oriented policing increased. With the reactivation of the 911 emergency call system and the reinforcement of operation centres, LNP's communication, incident management and command and control capacities broadened. UNMIL Police also partnered with relevant agencies, and assisted with implementing the Integrated Border Management and Security System and the National Integrated Border Management Security Strategy, which included providing essential equipment at key border entry points.

## Supporting security for elections

In 2017, members of the Security Council congratulated the Liberian people, the Government of Liberia, political leaders, civil society organizations and the media for the "peaceful conduct of October 10 presidential and House of Representative elections". Members of the Security Council also commended UNMIL for its support to election preparations. Before the elections, undertakings were prioritized and UNMIL Police established a National Election Security Task Force that ensured effective planning, coordination and appropriate delegation of command authority. The elections concluded with no substantive reports of security incidents or allegations of human rights abuse by Liberia security agencies.



Indian Police Officers commended for their contribution to UNMIL and peace in Liberia, January 2013 | UN Photo

## Responding to Ebola outbreak

The protracted 27-month period of the Ebola outbreak in Liberia created unprecedented challenges for the people of Liberia. Posing a significant threat to Liberia's peace, security and stability, an urgent shift in UNMIL and national authorities' priorities was critical. UNMIL Police assisted Liberia's security agencies with risk management, staff safety and wellness strategies. Nearly all of the 1,428 UNMIL Police deployed during the outbreak remained in Liberia to assist their counterparts with implementing the Government's state of emergency plan. UNMIL Police also provided substantial security support to Liberia's health and humanitarian services as they worked together to stop the spread of Ebola.

## Gender responsive policing

In 2007, for the first time, an "all-female" Formed Police Unit (FPU) participated in a United Nations peace operation. Through annual rotations, the all-female Indian FPU served UNMIL for 10 years, and provided critical policing support to Liberia's security services. Due to their dedication, professionalism and motivation, their contribution gained worldwide attention. In 2016, women participation in Liberia's security sector increased up to 17 per cent, compared to 6 per cent before the arrival of the all-female FPU. Moreover, by delivering mandated undertakings, the all-female FPU strengthened LNP's operational readiness and improved relations with LNP and the national community.

Despite Liberia's turbulent past, the LNP and Liberia's law-enforcement agencies, demonstrate a high level of professionalism and commitment to ensuring the safety and security of their citizens. UNMIL Police played a considerable role in this transition.



We are grateful for all PCCs who provided their police officers for UNMIL over the last 14 years, and express our deepest and most sincere condolences to the families of those UN police officers who lost their lives while on assignment with UNMIL.

~ UNMIL Police Commissioner Simon Blatchly

# SERIOUS AND ORGANIZED CRIME (SOC)

Serious and organized crime (SOC) poses a grave threat to countries throughout the world and undermines stabilization efforts in post-conflict and crisis situations. Often coupled with widespread corruption and other transnational menaces, law enforcement and justice systems face significant challenges from extremist groups and spoilers of peace.

To address SOC, law enforcement services must be equipped with effective techniques and expertise needed to conduct complex investigations.

Because SOC directly impacts the success of United Nations peace operations, the United Nations Police Division has formed a team of serious and organized (SOC) experts to support United Nations Police in their efforts to develop and enhance the capacities of host-States to address transnational threats, including SOC.

Security Council resolution 2185 (2014), underscores:

- ❶ “the important role that United Nations Police Components can play in building the capacity of host-State policing and other law enforcement institutions, as mandated, to address organized crime, particularly through support in the areas of border, immigration and maritime security and crime prevention, response and investigation”.
- ❷ “notes the important role that United Nations Police Components can play, where mandated in strengthening the rule of law in conflict and post-conflict situations, by inter alia, providing operational support to host-State policing and other law enforcement institutions including through technical assistance, co-location, training and mentoring programs, in the context of broader efforts to strengthen the rule of law and reform the security sector, where mandated”.

## United Nations SOC Team activities

The United Nations SOC Team provides systematic approaches, lessons learned and expertise on capacity-building; fosters inter-operability across field missions; and collaborates closely with strategic partners including, the United Nations Office on Drugs and Crime (UNODC), United Nations Development Programme (UNDP) and INTERPOL.



SOC Team conducts joint training on INTERPOL databases | UN Photo



## Defining Serious and Organized Crime

The UN Convention against Transnational Organized Crime (UNTOC), by General Assembly resolution 55/25 of 15 Nov 2000, is the main international instrument in the fight against transnational organized crime.

- ① Art.2a defines an organized criminal group as “a group of three or more persons... existing for a period of time; acting in concert with the aim of committing at least one crime punishable by at least four years’ incarceration; in order to obtain, directly or indirectly, a financial or other material benefit”.
- ① Art.2b defines serious crime as “constituting an offense punishable by a maximum deprivation of liberty of at least four years...”
- ① Art.3 defines a transnational crime if it is committed in more than one state; or prepared, planned, directed or controlled in another state; or involves an organized criminal group that engages in criminal activities in more than one state or if it has substantial effect in another state.

To ensure direct engagement with United Nations Police Division, SOC Focal Points have been established in all United Nations peacekeeping missions. The Focal Points exchange advice on good practices and common challenges to bolster individual and collective efforts to address transnational crime. SOC activities also include:

- ① Assisting United Nations Police Components to develop, implement and review strategies related to SOC;
- ① Providing recruitment, in-service training and mentoring advice;
- ① Supporting the formulation of strategic initiatives for mission start-ups and transitions;
- ① Strengthening United Nations system-wide engagement and information-sharing on SOC-related activities.
- ① Providing knowledge hub mechanisms and developing guidance in accordance with the Strategic Guidance Framework for International Police Peacekeeping.

Amid evolving challenges, the United Nations SOC Team is a dedicated team of experts committed to providing support to United Nations police components in its efforts to build and enhance capacities to address transnational threats, including serious and organized crime.



SOC engages with Special Representative of Interpol to the United Nations, Emmanuel ROUX | UN Photo



# EN FRANÇAIS

## POLICE DES NATIONS UNIES: PROGRAMME DE MENTORAT EN HAÏTI

Crée par la résolution 2350, la MINUJUSTH dispose d'une composante police d'un effectif de 1 275 membres, dont 295 policiers individuels (Individual Police Officer/IPO), 29 civils (19 internationaux et 10 nationaux), ainsi que sept Unités de Police Constituées (Formed Police Units/FPU), avec un effectif total autorisé de 980 agents. La réduction considérable du nombre de policiers par rapport à la mission précédente MINUSTAH a suscité des efforts d'adaptation. Cela a conduit à un changement du paradigme du soutien fourni à la Police Nationale Haïtienne.

Sous l'autorité du Chef de la composante Police et en accord avec le Directeur Général de la Police Nationale Haïtienne (PNH), un modèle alternatif a été conçu pour assurer une transition harmonieuse vers la MINUJUSTH accompagné d'une proposition d'une nouvelle approche en matière d'échange de connaissances et de renforcement des capacités. Ce programme est connu sous le nom de «Programme de conseil et d'accompagnement» (MAP). L'expertise des IPOs est ainsi mise au bénéfice de la Haute hiérarchie de la PNH. Le MAP incarne le fondement de la nouvelle approche de la Police des Nations Unies à l'égard de la PNH. Il se caractérise par le déploiement d'UNPOL en colocation avec les officiers supérieurs en charge de la gestion des principaux services de la police haïtienne. Ces efforts permettent de renforcer leur exercice de commandement et de contrôle, la planification opérationnelle et la gestion des ressources humaines, administratives et logistiques.

Les IPOs seront présents de façon quotidienne pour fournir un soutien immédiat ainsi que des conseils sur les différentes situations et besoins. Les travaux réalisés dans le cadre du PAM doivent être conformes aux objectifs énoncés dans le Plan de développement stratégique de la PNH 2017-2021.

Les IPOs déployés pour diriger le MAP sont sélectionnés en fonction de leurs grades, leurs responsabilités, leurs compétences y comprises pédagogiques et leurs expériences dans les domaines respectifs, ainsi que de leurs capacités linguistiques en français et / ou en créole.

La mise en œuvre du PAM s'est déroulée en quatre phases successives :

**1. Phase I "Projet pilote"** : elle s'est déroulée au Cap-Haïtien du 10 mai au 25 juin 2017. Cette phase a servi de test pour l'ensemble du processus. Son évaluation a permis au Comité de gestion et d'évaluation (CGE) de procéder aux corrections nécessaires avant sa mise en œuvre dans les autres départements.

**2. Phase II** : au cours de la première quinzaine de juillet 2017, le programme a été mis en place dans les départements du Nord (Nord-Est, Nord-Ouest, Artibonite et Plateau Central).

**3. Phase III** : réalisée entre le 1er et le 25 août 2017, le programme a été mis en œuvre dans les départements du sud (Sud, Sud-Est, Grande Anse et Nippes).

**4. Phase IV** : entre le 1er et le 25 septembre 2017, le programme a été exécuté dans le département de l'Ouest.

Le comité de gestion et d'évaluation aura pour tâche la mise en œuvre et la gestion du programme. Le CGE a pour mission le contrôle du déroulement du travail dans tous les domaines, la priorisation des résultats à atteindre, l'identification et la recherche des solutions aux problèmes émergeant dans le processus de dissémination, tout en recommandant des actions stratégiques au besoin. En outre, des rapports semestriels sur l'avancement du programme seront soumis par le Comité de Gestion et d'Évaluation au Chef de la Composante Police et au Directeur Général de la PNH.



# UN POLICE

# WANTED

SKILLED POLICE OFFICERS



REWARD: PEACE AND SECURITY



# POLICE RECRUITMENT: ACHIEVEMENTS AND CHALLENGES

## -Ata Yenigun, Chief of Selection and Recruitment Section (SRS)

The growing importance of United Nations Police for international peace and security has been emphasized by Member States through the first United Nations Chiefs of Police Summit (UNCOPS), Peacekeeping Summits, and Security Council resolution 2382 (2017). Following the report of the High-level Independent Panel on Peace Operations, the subsequent report of the Secretary-General on the future of United Nations peace operations (2016) and the recommendations proposed by the reviews of the Police Division, the Police Division is undertaking initiatives to refine its recruitment practices.

### A. Recruitment Initiatives

**Review of recruitment procedures:** After consultations with Member States and United Nations mission personnel, the Police Division is implementing the revised standard operating procedure (SOP) for the selection, assessment and deployment of formed police units (FPUs). The amendments are aimed to enhance the effectiveness of United Nations Police recruitment processes that will allow a timelier, more harmonized, targeted recruitment of all categories of United Nations Police. While the SOP for individual police officers (IPOs) undergoes review, increasing the representation of women remains a key priority.

**Recruitment streams based on mission requirements:** To enhance efficiency in the deployment of qualified personnel with the requisite skills, the Police Division is developing separate recruitment streams. The adjustments, aligns with the Strategic Guidance Framework for International Police Peacekeeping and address the recommendations made by the External Review of the Functions, Structure and Capacity of the United Nations Police Division (PD Review). Concrete information on skill sets and the number of police personnel required for mandated implementation is shared with police-contributing countries (PCCs) for compliance and adjustment of their internal selection mechanisms.

**Coordinated recruitment:** Field missions will continue to play a leading role in the recruitment process through participation in Selection Assistance and Assessment Teams (SAAT) and Formed Police Assessment Teams (FPAT); including reviewing applications; screening; and joint interviews with the Police Division.

**Gender-responsive recruitment:** Department of Peacekeeping Operations (DPKO) launched a multi-pronged strategy to improve gender balance. With women comprising almost 20 per cent of all IPOs and 7 per cent of FPUs to date, United Nations Police is virtually meeting its goal to increase the participation of female individual police to 25 per cent by the end of 2025, and 15 per cent of all FPUs by 2028. This is possible only with the support and nominations of skilled female police officers by Member States.

**Use of information technology in police recruitment:** To increase the effectiveness and transparency of the recruitment process, the Police Division implemented a computerized human resources system (FSS/HERMES) to manage all information on specific individual skills and cross-checking of relevant data (conduct and discipline, medical and human rights certification) of IPOs for mandatory clearances. DPKO and Department of Field Support (DFS) continue to build new features in HERMES, including a new module on FPUs. DPKO is also developing a new section of the Police Division website devoted to recruitment issues (procedures, guidelines, required skills, requirements, job descriptions, selection campaigns, etc.). Potential candidates and Member States can find information on available vacancies with the improved outreach.

**Specialized Police Teams:** To address gaps of police expertise, the Police Division has introduced the deployment of Specialized Police Teams. Drawing particularly from experiences in peace operations, the “specialized team package approach” has proven to be an effective mechanism in boosting the capacity-building endeavor.



United Nations, Chief of Selection and Recruitment Section conducts recruitment assessment of Chinese Police, 2017 | UN Photo

ours of United Nations Police (UNPOL). A new campaign has been initiated, including lessons learned from the first phase.

**Senior Police Leadership Roster:** To streamline the procedures to identify qualified candidates for senior leadership positions, the Police Division initiated a second campaign of the Senior Police Leadership Roster (SPLR). Aside from fresh nominations from Member States, former heads of police components (HOPCs) and senior officers may be considered for SPLR. The SPLR will be used to complement Standing Police Capacity deployment and address expected vacancy for temporary to long-term deployment. Candidates selected for SPLR will remain available for deployment for a period of 24 months.

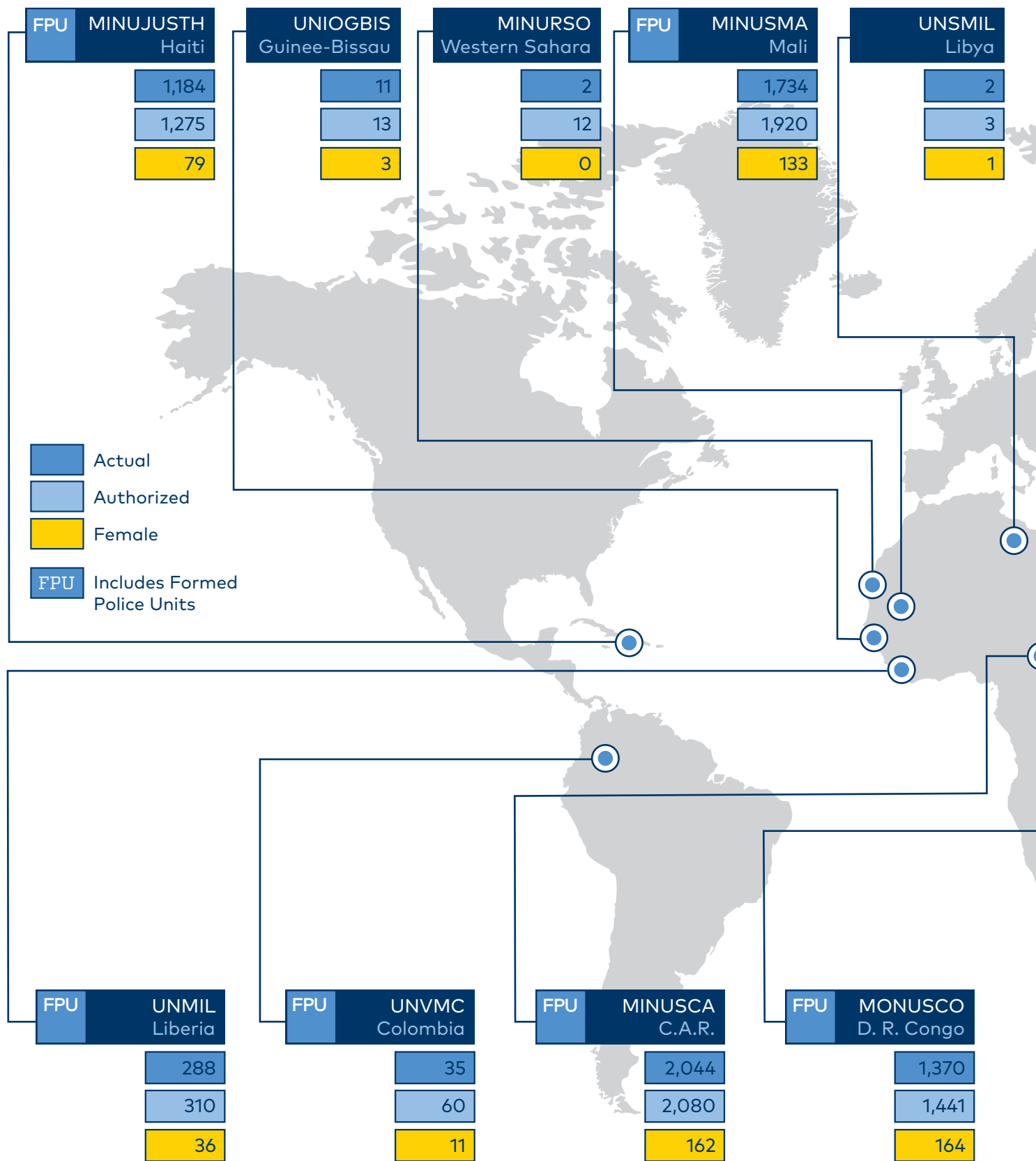
**Emphasis on francophone capacity:** Sustaining a high number of French-speaking officers and units remains a challenge. The Police Division is working closely with partners including the Organisation Internationale de la Francophonie to improve the nomination and recruitment processes. Significant inroads have been made in our efforts to recruit francophone police officers to serve in MINUSCA, MONUSCO, MINUSMA and MINUJUSTH. Peacekeeping Capability Readiness System: The majority of United Nations Police officers serving in United Nations peacekeeping operations are deployed as part of a formed police unit (FPU). The FPUs comprise of 160 United Nations Police, who are trained and equipped to act as a cohesive unit, capable of accomplishing policing tasks in high-risk environments. For faster deployment of FPUs, the Peacekeeping Capability Readiness System (PCRS) was implemented to establish a standby arrangement.

## B. Challenges

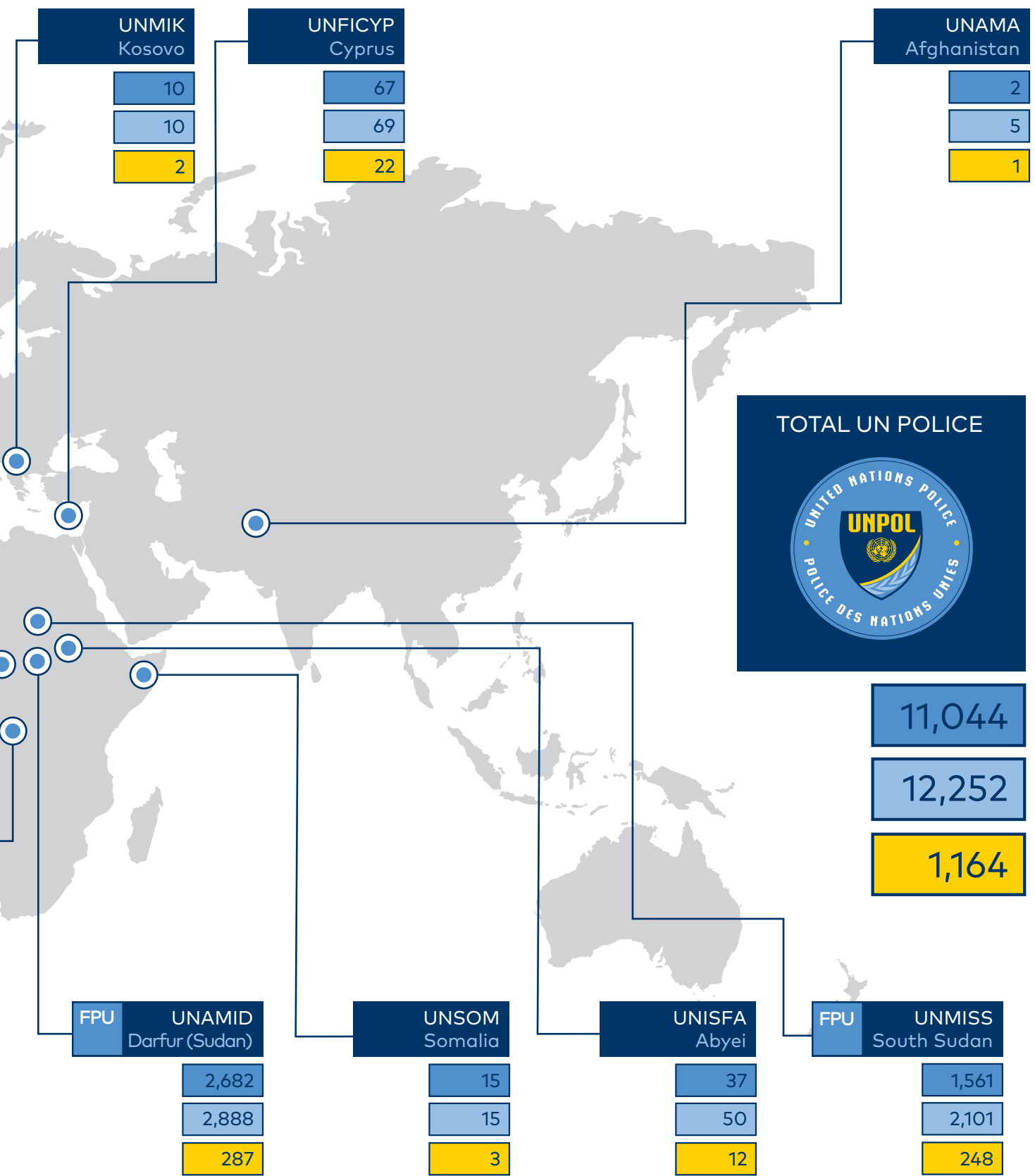
Improving the performance of United Nations Police remains a shared responsibility of Member States, the secretariat and the individuals who serve as United Nations Police. The evolving operational environment, including increased threat levels for police peacekeepers, requires specific policing expertise. Recruitment of well-trained, well-equipped and qualified officers remains a serious challenge, affecting the overall per-



# ACTUAL / AUTHORIZED / FEMALE DEPLOYMENT OF UN POLICE IN



# PEACEKEEPING AND SPECIAL POLITICAL MISSIONS (JANUARY 2018)







United Nations Police Division conducts assessment of Rwanda's formed police personnel, Republic of Rwanda, 2017 | UN Photo

formance of United Nations Police Components in the field. Securing the requisite female officers as well as francophone and Arabic-speaking officers, is particularly difficult.

The generation of United Nations policing assets focus on effective delivery of all aspects of mandated undertaking and adapt to increasingly volatile environments. This requires agility, training, readiness, equipment, technology, doctrine, leadership, discipline, interoperability, welfare, support aspects, operational mind-sets and behaviour, gender balance, as well as the absence of caveats.

The commitment of Member States is essential to developing and maintaining a high calibre United Nations Police workforce and rapid deployment capabilities, particularly during the start-up of new missions and transitions. Given the changing nature of conflict and operating environments, the demand for specialized expertise including investigations, forensics, technology, transnational organized crime and violent extremism experts has grown. Increasingly, peacekeeping operations require less traditional policing and more highly trained mentors, advisers and experts to carry out specialized capacity-building functions.

### C. Conclusion

United Nations Police play a leading role in peace operations, particularly with peacekeeping, capacity building and development. To overcome challenges and to recruit skilled police officers, coordinated efforts with the United Nations Police, Member States, and field missions is compulsory. With emphasis on increasing the participation of female police officers, women will in turn become more visible. Unless women police officers are well represented in national police institutions, deploying more female police officers will remain a challenge. UNCOPS summit therefore provides an opportunity to formulate a response, through a strengthened United Nations Police, to address the unforeseen challenges that police operations may face.

# UNITED NATIONS POLICE AT A GLANCE

more than **11,000** Police Deployed in **16** missions [11 DPKO  
5 DPA]

- Peacekeeping
- Special Political Mission



they come from **88 COUNTRIES**

and **10%** are female

of **1,164** women, **544** are in Formed Police Units and **601** are individually deployed

There are **54** Formed Police Units in **6** peacekeeping operations

Figures as of January 2018



# THE STANDING POLICE CAPACITY

More than a decade ago, the United Nations established its Standing Police Capacity (SPC) to assist with the start-up of new peacekeeping operations. To date, **SPC rapidly deploys police experts to United Nations peace operations who are specialists in several key areas, including police reform and restructuring, information and communication technology, investigations, budgeting and gender advisory services.**

SPC experts are capable of serving in multiple capacities and have received assistance requests from intergovernmental and regional organizations in non-mission settings. SPC also provides operational assessments for United Nations Police Components and often supports the implementation of complex policing-related activities that integrates human rights schemes in law enforcement mechanisms.



## Mission support

SPC has made numerous contributions to international peace and security. In 2018, SPC provided substantial support to the United Nations Mission in Liberia (UNMIL) and assisted with transition undertakings and draw-down efforts. In light of UNMIL's drawdown, critical staffing gaps were anticipated. To address the gaps, two SPC experts with substantial surge capacities were deployed and provided continuity to the orderly departure of the UNMIL Police Component.

Before the withdrawal of UNMIL, SPC developed strategic priorities of key activities for the Liberia National Police (LNP) and Liberia Immigration Service (LIS). SPC also provided support to capacity building and assisted the joint LNP, LIS and United Nations Police Steering Committee with a "self-assessment" retreat. The findings of the retreat were incorporated into the LNP and LIS strategic development framework.

Sierra Leone has grappled with internal conflicts and the uncertainty of national elections has challenged its stability. In light of Sierra Leone's history, representatives of the United Nations Development Programme recognized the urgent need to strengthen public safety and security before the country's 2018 elections, thus, they requested the assistance of SPC. Subsequently, SPC deployed experts who were skilled in election security and data analysis. The experts provided strategic election security strategies, conducted conflict mitigation training and risk assessments for Sierra Leone's security sector institutions.

One of the major achievements supported by SPC was the establishment of a fully functioning National Situation Room in Sierra Leone. The National Situation Room provides vital data analysis and information that strengthens Sierra Leone's early warning mechanisms.

## SPC's deliverables

To date, Haiti, Chad, the Central African Republic, Liberia, Somalia, Sudan and South Sudan, and Sierra Leone, among others, have benefitted from SPC's dedicated support and expertise. By providing valuable training, expert assistance and advice, it has strengthened peace operations and national security institutions throughout the world. When deployed, SPC delivers positive police-related undertakings and fills critical gaps with readily available police experts, making SPC a vital tool in support of international peace and security.

# STANDING POLICE CAPACITY

SERVICE-ORIENTED ► VALUE-ADDING ► FLEXIBLE

**36** STAFF MEMBERS 

Budget/Fund Management

Community Policing

Gender

Human Resources Management

Information Technology

Investigations

Legal

Logistics



Police Analyst

Police Policy & Planning

Police Reform

Public Order

Team Leader

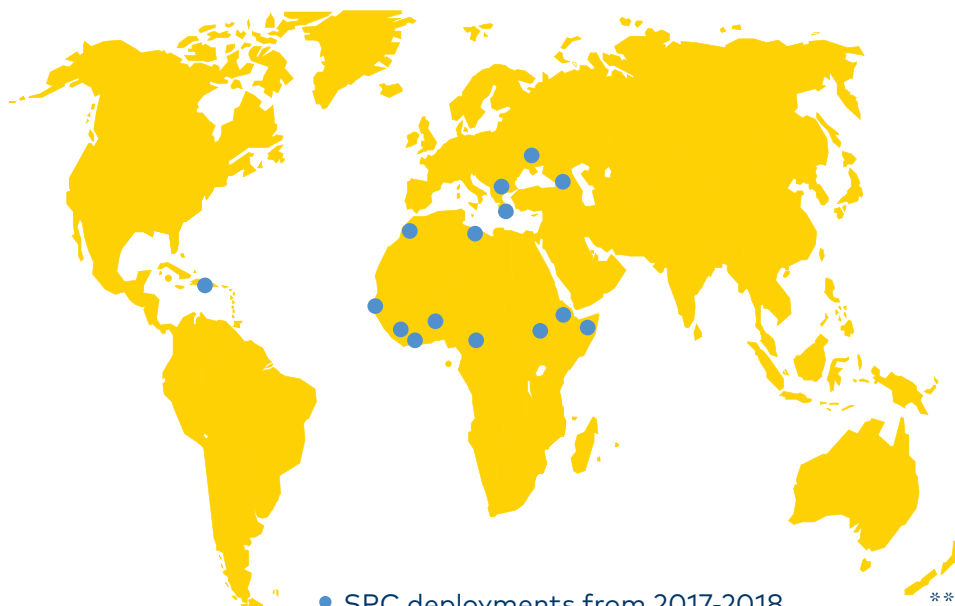
Training

Transnational  
Organized Crime

\*SPC members are multi-hatted and can serve in multiple functions in the field

Since 2007 the SPC assisted

**50**  
FIELD  
MISSIONS,  
UN COUNTRY  
TEAMS  
&  
GFP AND OTHER  
PARTNERS\*



• SPC deployments from 2017-2018

\* Includes the African Union and ECOWAS

\*\* The SPC also provides remote assistance and capacity building from its base in Brindisi, Italy



United Nations  
Peacekeeping  
[un.org/peacekeeping](http://un.org/peacekeeping)

The Standing Police Capacity (SPC) provides mission start-up assistance and expertise to ongoing peace operations.









**GLOBAL  
EFFORT**



# UNITED NATIONS POLICE GENDER STRATEGY: UPDATE

The goal of **gender parity** at all levels reflects United Nations core values. Upon taking office, the Secretary-General made a commitment to reach gender parity at the leadership level and across the organization. In September 2017, the Secretary-General launched a system-wide strategy on gender parity aiming to reach 50 percent representation of women among professional posts by 2028.

In January 2018, more than 11,000 United Nations Police were deployed to 16 United Nations missions; only 10 per cent comprised of females. Of the total 1,164 female United Nations Police, 544 were in formed police units (FPUs) and 601 were individual police officers (IPOs). The **participation of female police officers** in peacekeeping operations is **critical to operational efficiency** and has a direct impact on the sustainability of peace. As a result, the United Nations Police Division is committed to increasing the number of female police officers in peace operations and addressing the concerns and vulnerabilities of women, men, boys and girls in police related activities.

Efforts by the Police Division to increase the participation of female police officers in United Nations peace operations aligns with Security Council resolution 2242 (2015), which requests that the Secretariat double the number of women police within five years. The ability of the Police Division to reach its target depends on **police-contributing countries (PCCs)** nominating and deploying qualified female officers. Additionally, the Police Division developed a five-year **Gender Strategy and Action Plan** with the following priorities:

- ❶ Policy change
- ❶ Talent pipeline for senior female police officers
- ❶ Analytical study
- ❶ Female-only recruitment campaign for contracted professional posts
- ❶ All-female preparatory training for IPOs
- ❶ Prioritization of IPO female candidates
- ❶ All-female FPU train-the-trainers workshop
- ❶ Premium for mixed FPUs
- ❶ Effective external and internal communication strategies
- ❶ Partnership with UN Women on policy change within PCCs
- ❶ Increased accountability

In 2009, the United Nations Police Division launched a global effort to increase the number of **female police officers** that included three main action points: Reviewing national recruitment criteria and procedures; establishing generation incentives and creating a policy that includes a minimum of 20 per cent female police deployment.

## Recent accomplishments of the Police Division

The Police Division has made important strides toward gender equality.

- ❶ Adopted a five-year Gender Strategy and Implementation Plan focusing on special measures for increasing the representation of female officers in United Nations Police Components and ensuring a coherent implementation of gender mainstreaming throughout field missions.
- ❶ Developed a dedicated e-learning course on the United Nations Police Gender Toolkit: Standardised Best Practices on Gender Mainstreaming in Peacekeeping.
- ❶ Implemented an all-female training project to train and test female police officers on the basic requirements for deployment to peace operations.



Female Formed Police Officers  
engaging with children while  
patrolling neighborhoods in Haiti,  
April 2009 | UN Photo



- ❶ Provided international recognition to female police peacekeepers through an annual International Female Police Peacekeeper award service.
- ❶ Intensified outreach to female police associations at the national, regional and international levels through the International Association of Women Police (IAWP) and other organizations.

## Ongoing initiatives

- ❶ the Police Division established the United Nations police (UNPOL) Female Command Cadre as a talent pipeline to increase the nominations of female officers in leadership positions. In support of this cadre, a Female Senior Police Officer Command Development Course was launched with a target to train 200 female command officers. Three courses were held in Africa and Asia. The fourth course will be held in Belem, Brazil. To date, a total of 108 female command officers have been trained.
- ❶ Continuing the all-female Selection Assistance and Assessment Team (SAAT) project for IPOs, depending on funding availability.
- ❶ Undertaking an analytical study on recruitment processes for professional posts aimed at identifying the challenges for women in passing the shortlisting, interviews and selection process.
- ❶ Strengthening the standard operating procedures for the selection of IPOs and FPU (Formed Police Assessment Teams and SAAT) to include a specific provision to increase every nomination, deployment and rotation of IPOs to a minimum of 20 per cent females, with FPUs having a minimum of one female platoon (32 officers), fully integrated, including at the command level. Such units will be deployed as a priority.
- ❶ Prioritizing female SAAT-cleared officers' deployments and the re-deployment of female police peacekeepers within two years of their end of duty (in which their Assessment of Mission Service-SAAT clearance is still valid).
- ❶ Working with PCCs on a standby female FPU (together with the Peacekeeping Capability Readiness System).
- ❶ Developing an information recruitment package targeting female police officers to support PCCs. This will be disseminated through the "Women Police for Peace" campaign.
- ❶ Strengthening collaboration with UN Women to support police-contributing countries (PCCs).

# Police Women in Peace Operations

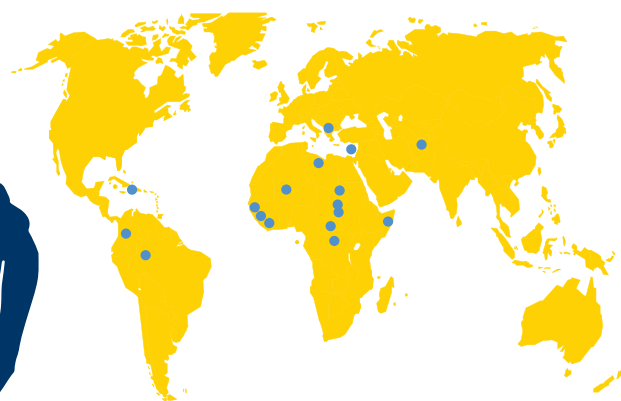
**1,164** police women from **75** countries  
serving in **15** UN peace operations<sup>1</sup>

Police women act as role models for gender equality, inspiring women and girls to advocate for their own rights and pursue careers in law enforcement

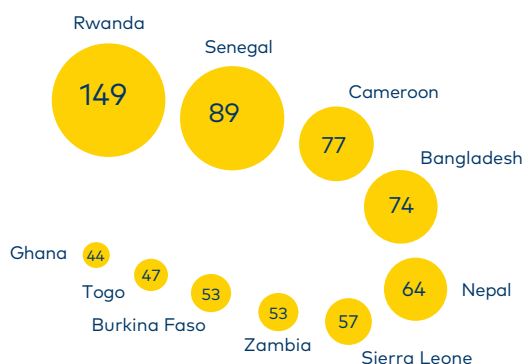
## Police women in Leadership positions<sup>2</sup>

- UNAMID (Zimbabwe)
- UNISFA (Rwanda)
- UNMISS (Fiji)
- UNOCA (Benin)
- UNFICYP (Norway)

## Police women deployed around the world



## Top 10 Female Police Contributors

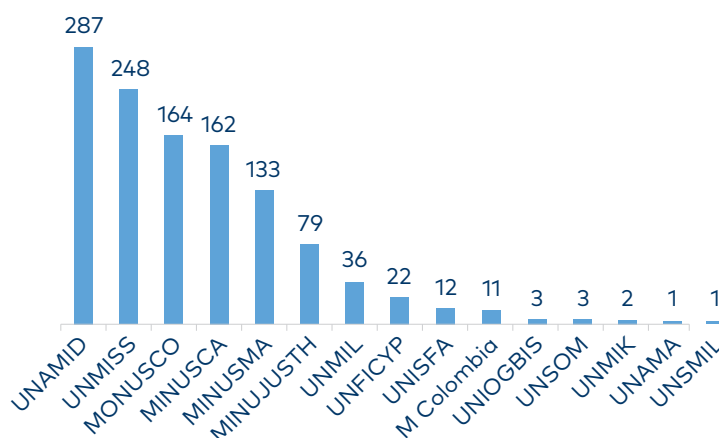


## Female police officers

- Provide a greater sense of security to women and children
- Improve access and support from law enforcement agencies to local women
- Help the UN address and respond to sexual exploitation and abuse

in addition to fulfilling the full spectrum of regular police activities

## Police women by mission<sup>3</sup>



<sup>1</sup> Figures are as of January 2018

<sup>2</sup> Ranks included: Police Commissioner, Deputy Commissioner and Senior Police Adviser at senior leadership position level

<sup>3</sup> Figures are as of January 2018

# MESSAGE OF LUÍS CARRILHO, ON SEXUAL EXPLOITATION AND ABUSE (SEA)

Dear Heads of Police Components and United Nations Police Officers,

I take this opportunity as the new United Nations Police Adviser and Director of the Police Division to remind all of my fellow United Nations Police officers of the importance of the Secretary-General's **Zero Tolerance Policy for Sexual Exploitation and Abuse (SEA)** by all United Nations Police officers.

I would like to underline the Secretary-General's strategy to improve the Organization's system-wide approach to preventing and responding to sexual exploitation and abuse, presented in his report to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/71/818, issued on 28 February 2017).

The Secretary-General's strategy has **four key areas** of focus:

- (i) putting victims first;
- (ii) ending impunity;
- (iii) engaging civil society and external partners; and
- (iv) improving strategic communications for education and transparency.

Therefore, I count on your continued engagement to implement the Secretary-General's strategy in your capacity as United Nations peacekeepers in protecting the most vulnerable. In coordination with the Conduct and Discipline Teams (CDT) of your respective missions, United Nations Police components should update their action plans on SEA prevention. United Nations Police commanders, including formed police unit commanders, should be empowered to implement these action plans in their respective areas of responsibility and units, as well as report and be evaluated on the implementation thereof.

During my recent trips to the field missions, I have encouraged heads of police components to make full use of the components' inspection and evaluation units in the implementation of SEA prevention measures.

Lastly, I would like to remind you of the critical importance for each United Nations Police officer to comply with his/her obligation to report SEA allegations in a timely manner.

The Secretary-General is expecting accountability at all levels and I count on you to maintain the highest level of professionalism, discipline and dedication to the rights of the people we serve.

Thank you.

Luís Carrilho

**ZERO TOLERANCE**  
FOR SEXUAL EXPLOITATION AND ABUSE

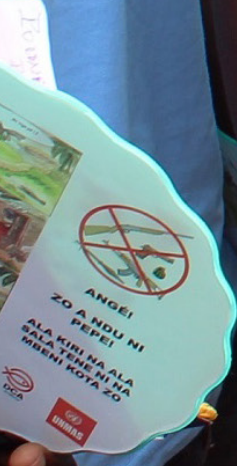
Honouring  
our values







JOURNEE INTERNATIONALE  
DES CASQUES BLEUS  
DES NATIONS UNIES  
Investir dans la paix



Wachar: SH-Lab





**POLICE IN  
ACTION**



# UNCOPS

United Nations Chiefs of Police Summit II • 20-21 June 2018

## UNITED NATIONS POLICE: PREVENTING CONFLICT, SUSTAINING PEACE

This key event for police leaders will consider how to support the integral work of United Nations Police in fostering peaceful and inclusive societies by protecting communities and strengthening police services around the world.

### Context

Violent conflict and global challenges, including organized crime, and extremism conducive to terrorism, affect the safety, security and livelihoods of communities. These challenges undermine rule of law institutions, as well as the ability of police to prevent, detect and investigate crime, protect persons and property, and maintain public order.

United Nations Police are a cost-effective and strategic asset of the global community's response to prevent the outbreak and resurgence of conflict, and to address crisis and fragility. In the field, UN Police are a critical component of UN peace operations and other UN presences, assisting host States, with more than 11,000 UN Police officers working to strengthen criminal justice systems in line with Sustainable Development Goal 16. With their multiple areas of expertise and language skills, UN Police provide gender-responsive support to host State policing operations, for instance, investigations and border management. They also assist host State police services and other law enforcement agencies in reforming and developing their institutions. UN policing is based on international human rights law and serves communities through the strategic use of criminal intelligence.

To effectively deliver mandated tasks, UN Police are guided by host State priorities and cooperate with UN partners, along with regional and professional policing organisations. Drawing on respective comparative advantages, UN policing thereby contributes to national, regional and international efforts to dismantle criminal supply and demand chains, and tackles the drivers of conflict and violence, such as social exclusion, injustice and inequality. Officers returning from UN policing assignments are equipped with new skills, experiences, perspectives and approaches to address transnational phenomena and asymmetric threats at home.

### Rationale

The Secretary-General has launched cross-pillar reforms to support people in need more effectively. Recommendations put forward are of critical relevance for UN policing, which has been moving to the centre of international peace and security discussions and engagements. UN Police have played an instrumental role in enabling the drawdown and closure of missions in Timor-Leste, Côte d'Ivoire and Liberia and the transition in Haiti towards police peacekeeping. The centrality and impact of UN Police has been recognized in the Peacekeeping Leaders' Summits and United Nations Chiefs of Police Summit 2016, and is enshrined in Security Council resolutions 2185 (2014) and 2382 (2017), report of the General Assembly Special Committee on Peacekeeping (A/72/19) and the Report of the Secretary-General on UN policing (S/2016/952). The Strategic Guidance Framework for International Police Peacekeeping is the reference document for UN Police activities. These also highlight pressing needs, such as adequate resources and the agility



and capacity to adapt to changing conflict dynamics. The Summit provides an opportunity to formulate a response to transnational threats and risks through a strengthened UN Police.

## Objectives

The Summit will provide a unique platform for national Chiefs of Police, key partners and senior UN representatives to discuss how to:

- ① Maximise the value of UN Police to contribute to preventing and addressing global peace and security challenges.
- ① Leverage the complementarity between UN and national policing efforts in addressing the impact of transnational threats.
- ① Resolve relevant national policing challenges through an exchange of lessons learned and best practices from UN policing.
- ① Optimally leverage skills and knowledge acquired by officers returning from UN deployments at home.
- ① Overcome gaps and generate smart police capacity and capabilities to increase impact through improved performance.
- ① Maintain this critical networking platform in the future.

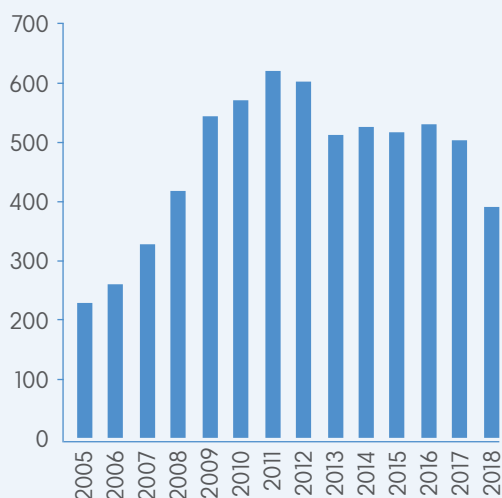
## Outcomes

Building on agreed outcomes of UNCOPS I, key results of UNCOPS II will be:

- ① A common vision for UN police's contribution to preventing conflict and sustaining peace and for effectively employing this strategic asset.
- ① A chair's note detailing participants' expectations and political, financial, in-kind and any other commitments.
- ① Stronger strategic partnerships among Member States and relevant regional and international policing partners.
- ① A reinforced UN commitment to maximize and safeguard entrusted resources.
- ① A gap list of operational policing requirements and Member States' commitment to refine and broaden the support to UN Police.
- ① A roadmap for concrete follow-up actions and initiatives on UN policing.

The conclusions of the Summit will inform the Secretary-General's **report** on UN Police, to be published in November 2018.

Police personnel costs in million US\$\*



Approx.

**\$400 million**

police personnel and police equipment cost of \$6.9 billion peacekeeping budget.



**129 countries**

contributed police since 1990

\*Year refers to the year in which the budget is ending, i.e. June 2018 for the 2017-18 budget | Figures as of January 2018



# STRATEGIC GUIDANCE FRAMEWORK FOR INTERNATIONAL POLICE PEACEKEEPING

## What is the SGF?

The Strategic Guidance Framework for International Police Peacekeeping (SGF), UNPOL's doctrine, defines what United Nations policing is. It aims to enhance the effectiveness of UN police peacekeeping through more consistent, harmonized approaches to the provision of public safety, police reform and support to host-State police services, and to enable the more sophisticated recruitment of staff with the necessary specialized skills and competencies to meet contemporary peacekeeping demands and challenges.

Initial consultations on the SGF with policing and peacekeeping experts nominated by their national administrations took place throughout 2012-2013 along five regional groupings: Asia-Pacific (in Indonesia, with support from Australia); Americas (in Argentina); Euro-Atlantic (in Ukraine); Middle East and South Asia (in Jordan); and Africa (in Ethiopia, in cooperation with the African Union).

The regional consultations led to the identification of four core pillars of a United Nations police component: police capacity-building and development; police command; police operations; and police administration.

External partners involved in the SGF process have included the African Union, European Union, Institute for Security Studies (ISS), International Association of Chiefs of Police (IACP), International Forum for the Challenges of Peace Operations (Challenges Forum), INTERPOL, Norwegian Institute of International Affairs (NUPI) and Organization for Security and Co-operation in Europe (OSCE). All told, representatives of more than 125 United Nations Member States, international and regional organizations, think tanks and academics have participated in the SGF consultative process.

The regional consultations fed into the development of the first output of the SGF, the DPKO-DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions, which went into effect in February 2014. For the first time in the history of United Nations police peacekeeping, the mission of the United Nations Police and what core functions and organizational structure should comprise police peacekeeping were defined.

With the “what” of United Nations police peacekeeping defined, the Police Division has developed more in-depth guidance on the four core pillars identified in the policy, i.e., the Guidelines on Police Capacity-Building and Development, Guidelines on Police Operations, Guidelines on Police Command and Guidelines on Police Administration.

The Police Division further surveyed field missions on their guidance gaps and priorities and reached out to all 193 Member States with a request to nominate national experts to participate in doctrinal development groups to develop guidance materials. As a result of this collaboration, UNPOL has been able to produce guidance on community-oriented policing; mission-based police planning; monitoring, mentoring and advising; and donor coordination and fund management. Guidance on intelligence-led policing and integrated border management is being finalized.

## Benefits of the SGF

UNPOL is a diverse organization. United Nations sources police officers from over 80 countries. Their backgrounds and knowledge are different. As a result, UNPOL needs a coherent doctrine defining what UNPOL does and how it approaches its tasks. It allows UNPOL to offer consistent service to the host-State.

The SGF clarifies UNPOL needs and requirements to police contributing countries, PCCs. It helps define the Police Component's structure and resource requirements, including human resources. As a result, the Police Division can have a more targeted recruitment drive and supply better personnel aligned with the host-State police's needs.

## STRATEGIC GUIDANCE FRAMEWORK FOR INTERNATIONAL POLICE PEACEKEEPING



### Implementing the SGF

The United Nations General Assembly and the Security Council have been supportive of UNPOL's efforts to develop global police doctrine. In its Resolution 2382, the Security Council requested to promote and support the finalization and operationalization of the Strategic Guidance Framework for International Police Peacekeeping.

To this end and since taking up his position in November 2018, the United Nations Police Adviser has conducted dedicated VTCs with the missions, offering them assistance and support when it comes to SGF implementation and operationalization.

### Significance of SGF

The SGF is the first-ever global police doctrine. UNPOL worked collaboratively with police and other law enforcement agencies across the globe to arrive at a common understanding of police peacekeeping. The doctrine enjoys considerable international legitimacy. The Police Division consulted a wide audience: Member States, regional partners, academics and practitioners. The result is a framework that encapsulates the very best of what we have learned about police peacekeeping in recent decades.

The SGF signals a new era in the evolution of United Nations police peacekeeping. For the first time, United Nations Police can rely on a common frame of reference while benefiting from diverse experiences and expertise. The SGF will strengthen and support the full range of mandated activities, from protecting civilians to building sustainable capacity of host-State institutions.

The Secretary-General has commended the United Nations Police Division on this groundbreaking effort, which is the product of years of determination and hard work and has called on the Police Division to put this framework into action to advance the cause of global harmony and peace.





# UNITED NATIONS POLICE PUBLICATIONS

## STRATEGIC GUIDANCE FRAMEWORK FOR INTERNATIONAL POLICE PEACEKEEPING

The first output of the Strategic Guidance Framework for International Police Peacekeeping (SGF), the **DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions**, went into effect in February 2014. With the ‘what’ of UN police peacekeeping defined in the form of the Policy, the next step was to define the ‘how’. This was accomplished through the development of subsidiary guidelines on the four core pillars of a UN police peacekeeping component: police administration, police capacity-building and development, police command and police operations.

### GUIDELINES ON POLICE ADMINISTRATION

**The Guidelines on Police Administration form the fourth and final pillar of the SGF, but this area may be the most critical for success.**

Police administration is the backbone of UN policing. Many UNPOL come to peacekeeping missions with extensive experience in capacity-building, or operations, or command in their home countries.

But performing administrative functions within the unique environment of a UN police component may be the most challenging to comprehend. Yet, without efficient and effective systems to process payroll, manage vehicles, promote staff welfare, assess performance or ensure appropriate conduct, peacekeepers cannot perform any of their mandated tasks.

The workshop for the development of these Guidelines took place in Brindisi, Italy, at the base of the Standing Police Capacity from 19-21 July 2016. Organized by the United Nations in cooperation with the Government of Italy and the Center of Excellence for Stability Police Units (CoESPU), the event brought together 45 participants from 32 Member States, regional and international partners, think tanks and government agencies, as well as senior administrative officers from six UN missions.

The Guidelines are considered a kind of ‘handbook’ on police administration within a United Nations context. They provide Heads of Police Components (HOPCs), Police Chiefs of Staff (Police COS) and other senior staff with a clearer understanding of what police administration entails and how it fits within the everyday functioning of a United Nations field mission. The Guidelines empower police personnel serving in the component’s Administration Pillar to create and sustain an enabling environment for the conduct of a police component’s mandate-related activities.

With a view to harmonizing police practice across field missions, the Guidelines provide direction on broader administration-related matters, including the general structure of a police component, the development of its strategic plans, and coordination with the chiefs of other component pillars and police planning personnel.

### GUIDELINES ON POLICE CAPACITY BUILDING AND DEVELOPMENT

**Reforming, restructuring and rebuilding police and other law enforcement institutions in post-conflict and fragile states goes to the core of United Nations policing, which is why the development of Guidelines on Police Capacity-Building and Development was a top priority for the Police Division.**

Since 2003, almost all new peacekeeping mission mandates have included police capacity-building and development.

To develop the Guidelines, the United Nations, Norwegian Institute of International Affairs and the Challenges Forum co-organized a **thematic consultation in Oslo, Norway**, in March 2014 which brought together more than 100 experts from Member States, regional and sub regional organizations, academia and think tanks to discuss what police capacity-building and development entails.

The Guidelines emphasize that police capacity-building and development is a long-term effort that must reach all levels of an institution, from individual police personnel, to groups or units of individuals within an organization and whole institutions. For each level, the Guidelines refine the five key areas of support around which police capacity-building and development activities—including the provision of material support; training initiatives; monitoring, advising and mentoring; and the strengthening of accountability and oversight—should be based. They will enable the United Nations police to better design, implement, monitor and evaluate police capacity-building and development projects and programmes. In practice, the Guidelines will help police components determine which capacity-building and development activities, areas and training objectives to prioritise.

## GUIDELINES ON POLICE COMMAND

**The Guidelines include principles for any UN police commander tasked to lead officers from different countries with very different policing styles and provide guidance for the unique challenges this operating environment presents in the context of collaborating with the host-State police service and other elements of the operation.**

To develop the guidelines, almost 100 experts from Member States, think tanks and partner organizations including the African Union, joined current and former UN police commissioners in Pretoria, South Africa in October 2014 to discuss various aspects of police command. The workshop was organised by the United Nations together with the Institute for Security Studies in Pretoria, the Swedish National Police and the support of the Swedish Ministry of Foreign Affairs.

The guidelines complement the existing DPKO-DFS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (2008) with more detail for police commanders. They address managing human resources; capacity-building for transferring policing and law enforcement responsibilities to the host-State police; the zero-tolerance policy to sexual exploitation and abuse; human rights protection and employing intelligence-led policing strategies. The guidelines also include approaches on working with community members, including women, as full partners in policing activities; and facilitating the full participation of women and girls in decision-making, planning, implementation and oversight.


The aim of the Guidelines is to outline specific roles and responsibilities of United Nations police components – from the tactical-level police officer to the Police Commissioner – so each can conduct their work more effectively.

## GUIDELINES ON POLICE OPERATIONS

**The United Nations police are frequently tasked with an operational support role to the host-State police service and other law enforcement in addressing threats such as serious and organised crime, terrorism and corruption.**

In some cases, however, the United Nations police are also authorised to assume partial or full executive policing responsibility, such as conducting investigations, special operations and maintaining public order while the host-State police and other law enforcement agencies regain functional self-sufficiency.

By defining a standardised set of principles and concepts the Guidelines on Police Operations assist mission planning and operations for United Nations police operations amid an expanding portfolio of tasks. The guide-



lines also detail the linkages with other mission components, as well as informing host-state police with a clear overview about how the United Nations police implements mission mandates.

The thematic consultation for the development of these Guidelines took place in Langfang, China, in June 2014. Organised by the United Nations and the Ministry of Public Security of the People's Republic of China, the event brought together experts from Member States, regional and subregional organisations as well as academia and think tanks.

The document includes guidance on conducting investigations, using criminal intelligence, or supporting the host-State police and other law enforcement in the conduct of these roles and responsibilities. The guidelines outline procedures for special operations and ensuring public safety, based on United Nations policing strategies that are oriented towards serving the community. As United Nations police peacekeeping differs fundamentally from domestic policing, the guidelines offer access to the approaches, concepts and principles for how United Nations police conducts operations.

## **RELATED POLICY AND GUIDANCE DOCUMENTS**

### **MANUAL ON MISSION-BASED POLICE PLANNING IN PEACE OPERATIONS (2017)**

UN police in field missions have identified operational planning for UN police components (hereinafter referred to as “Mission-based police planning”) as an area that needs key guidance. The work conducted at the Headquarters and in-mission planning processes, including the development and review of the concept of operations, need to address issues in a consistent manner. The Policy on Integrated Assessment and Planning (IAP) adopted in April 2013 applies to UN-wide planning processes; however, it does not specifically address the planning processes and requirements in terms of component-specific strategies. The Policy Committee of the Secretary-General has asked the lead Departments (and its components) to address the challenges identified in the area of planning through Department-level policies and component-level guidance. Further, the DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions reiterates the need, among others; of defining the core functions and fundamental principles that shall serve to guide, UN police planning (and deployment) processes and inform other mission components as to how United Nations police are to approach the implementation of their mandated tasks.

### **MANUAL ON POLICE MONITORING, MENTORING AND ADVISING IN PEACE OPERATIONS (2017)**

The Manual on Police Monitoring, Mentoring and Advising in Peace Operations provides practical advice for United Nations police on what to monitor in the host-State police, what areas of police activity to pay special attention to and how to effectively turn monitoring results into programmatic activities/ targeted United Nations responses/interventions. The advising and mentoring parts of the manual describe how these activities can be performed on the basis of latest advances in peer-to-peer learning and adult education practices with a particular emphasis on the global knowledge transfer and on-the-job training ‘know-how’ in the police and other law enforcement agencies.

### **MANUAL ON COMMUNITY-ORIENTED POLICING IN UN PEACE OPERATIONS (2018)**

The UN Police Manual on Community-Oriented Policing in United Nations Peace Operations spells out the fundamental principles, concept and approach to community-oriented policing for United Nations police. The Manual is designed to assist police components in the fulfilment of their mandated community-oriented policing role principally in providing operational and capacity-building support to host-State police and other law enforcement agencies, as well as whenever UNPOL is mandated to undertake interim policing and other law enforcement duties.



# UNITED NATIONS POLICE CONTRIBUTING COUNTRIES (JANUARY 2018)

COUNTRY	MALE	FEMALE	TOTAL	COUNTRY	MALE	FEMALE	TOTAL
Argentina	21	4	25	Madagascar	15	3	18
Austria	0	1	1	Malawi	68	24	92
<b>Bangladesh</b>	<b>720</b>	<b>74</b>	<b>794</b>	Malaysia	22	0	22
Belgium	1	0	1	Mali	50	4	54
Benin	182	0	182	Mauritania	277	0	277
Bhutan	19	2	21	Montenegro	4	1	5
Bosnia & Herzegovina	30	7	37	Mongolia	1	1	2
Brazil	6	3	9	Namibia	41	21	62
Bulgaria	3	0	3	<b>Nepal</b>	<b>601</b>	<b>64</b>	<b>665</b>
<b>Burkina Faso</b>	<b>341</b>	<b>53</b>	<b>394</b>	Netherlands	5	1	6
Burundi	1	0	1	Niger	56	20	76
Cameroon	292	77	369	Nigeria	300	47	347
Canada	14	5	19	Norway	22	5	27
Cape Verde	1	0	1	Pakistan	141	0	141
Chad	23	5	28	Paraguay	1	0	1
Chile	5	2	7	Poland	1	0	1
People's Rep of China	149	4	153	Portugal	7	1	8
Colombia	7	2	9	Republic of Korea	3	3	6
Congo	124	17	141	Romania	33	5	38
Costa Rica	1	0	1	Russian Federation	28	10	38
Côte d'Ivoire	78	9	87	<b>Rwanda</b>	<b>901</b>	<b>149</b>	<b>1050</b>
Cuba	1	0	1	Samoa	9	1	10
D.R.Congo	7	0	7	<b>Senegal</b>	<b>1157</b>	<b>89</b>	<b>1246</b>
Djibouti	163	8	171	Serbia	2	0	2
<b>Egypt</b>	<b>827</b>	<b>0</b>	<b>827</b>	Sierra Leone	30	57	87
El Salvador	5	1	6	Slovakia	4	3	7
Ethiopia	49	1	50	Solomon Islands	4	0	4
Fiji	25	6	31	South Africa	0	4	4
Finland	16	5	21	Spain	5	2	7
France	27	2	29	Sri Lanka	21	0	21
Gambia	33	16	49	Sweden	28	17	45
Germany	24	3	27	Switzerland	6	0	6
<b>Ghana</b>	<b>333</b>	<b>39</b>	<b>372</b>	Thailand	6	3	9
Guatemala	2	1	3	<b>Togo</b>	<b>438</b>	<b>44</b>	<b>482</b>
Guinea	42	30	72	Tunisia	177	13	190
Hungary	3	0	3	Turkey	27	2	29
<b>India</b>	<b>577</b>	<b>12</b>	<b>589</b>	Uganda	21	5	26
Indonesia	169	16	185	Ukraine	39	4	43
Ireland	7	5	12	United Rep. of Tanzania	37	34	71
Italy	2	0	2	USA	8	1	9
<b>Jordan</b>	<b>756</b>	<b>30</b>	<b>786</b>	Uruguay	2	1	3
Kenya	22	3	25	Yemen	3	0	3
Kyrgyzstan	20	0	20	Zambia	96	53	149
Lithuania	0	1	1	Zimbabwe	55	28	83

 Top ten police contributing countries (PCCs)

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## United Nations Police: Preventing Conflict, Sustaining Peace



### The Police Division

Office of Rule of Law and Security Institutions (OROLSI)  
Department of Peacekeeping Operations (DPKO)  
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