

Increasing the United Nations Police Performance Capacity

a) Background

Building on United Nations policing performance priorities as outlined in Security Council resolution 2436 (2018), reports of the Special Committee on Peacekeeping Operations (A/72/19 and A/74/19), Action for Peacekeeping (A4P and A4P+), the Action Plan to Improve the Security of Peacekeepers, the Secretary-General's vision for the Police Division¹, and recent evaluations, the Police Division has established the United Nations Police (UNPOL) Performance Task Force to support enhanced decision-making based on personnel and unit performance. The work of the Task Force has revealed the need to strengthen the Police Division's capacity to (i) develop and maintain UNPOL data collection and information management processes related to performance; (ii) obtain and vet incoming performance data for accuracy, reliability and consistency; (iii) track and monitor the implementation of recommendations made during pre-deployment and verification visits of formed police units (FPUs) and assessments of individual police officers (IPOs) and Specialised Police Teams (SPTs); (iv) undertake quantitative data analyses and integrate the results in knowledge management tools; and (v) share relevant performance analyses with key stakeholders, including police-contributing countries (PCCs).

This project aims to increase the capacity of the Police Division to comprehensively address performance-related aspects to (i) systematically support Police Division sections in the analysis and information management of UNPOL performance data; (ii) support the integration of these data into existing tools (e.g. HERMES); (iii) contribute to Member State support mechanisms like the UNPOL Training Architecture Programme; (iv) complement UNPOL inputs to performance management systems like the Integrated Peacekeeping Performance Management (IPPAF); and (v) facilitate monitoring and follow-up on performance-related recommendations with key internal and external stakeholders. Once the enhanced training regime is fully implemented, it is expected that all IPOs will be deployed in their specialized roles. It will also allow for the monitoring, evaluation and reporting on their performance against transparent and commonly agreed criteria, as well as analysis to inform further training and guidance needs. As all the guidance and training materials to be produced requires translation into French, the need to ensure requisite capacity will be key for the success of the project. It will be equally important to ensure full interoperability between the newly developed online training materials and the Police Division human resources system to track officers' compliance with training requirements.

The proposed Police Performance Capacity, comprising two officers based in the Police Division, would support the work of the Task Force through the Deputy Police Adviser and Chief of the Selection and Recruitment Section to improve enhance performance-related areas, follow up on remedial actions as necessary, and take measures to recognize outstanding performance. The capacity would work with all key partners of the UNPOL Training Architecture Programme to ensure that newly developed training requirements are fully embedded into new performance mechanisms. It would also be responsible for supporting the Police Division in fulfilling its reporting responsibilities related to performance and accountability, including to the legislative bodies, as well as to recommendations of reviews, evaluations and audits, including from the Office of Peacekeeping Strategic Partnerships (OPSP), as well as the administration of the proposed workshops.

¹ Reports of the Secretary-General on UN policing (S/2016/952, S/2018/1183 and A/74/223).

b) Main proposed outcomes, outputs and activities

Outcomes	Outputs	Proposed Activities
Accurate, complete, consistent, timely, unique and valid quantitative and qualitative data, prior to and post deployment, are collected to improve timely and transparent analysis.	Data related to recommendations of pre-deployment visits as well as various assessments are captured for analysis.	Collect, organize in a systemic manner and monitor the implementation of recommendations made during pre-deployment and verification visits of FPU as well as assessments and reviews of IPOs, including SPTs, performance.
Systematic performance analysis is used to make data-driven decisions.	As close as possible to real-time analysis is made to inform stakeholders.	Conduct and facilitate qualitative and quantitative analyses through the management of UNPOL performance data and integrate them in knowledge management tools to provide UN policing advice and assistance for decision-making by DPPA, DPO and DOS leadership.
Performance aspects are mainstreamed in the work of UNPOL and the Police Division.	Facilitation of reporting on recommendations to relevant stakeholders, including Member States, to ensure follow-up and accountability and to incentivize good performance.	Follow-up with key stakeholders responsible for rectifying reported areas requiring improvement or remedial actions, commending outstanding performance, and other appropriate measures.
	Analyzed performance informs training and guidance needs.	Develop and transmit feedback in order to facilitate improved training standards, and for validating that revised training is being delivered to these standards. Incorporation of newly designed mandatory police training requirements into the job descriptions and vacancy announcements.
Improved alignment to national pre-deployment processes by PCCs; and operational application by field missions of any changes introduced into the FPU Policy and FPAT/AOC SOP by the ongoing FPU review.	Heads of Police Components (HOPCs) are conversant with the revised FPU Policy and FPAT/AOC SOP and can link them to improving performance. Vacancy notices include language where the possession of a numbered UN certificate in a given specialism will	Conduct one in-person workshop to be delivered by UN-certified instructors for serving HOPCs/senior officers deployed in missions on the performance and accountability regime for FPUs.

	be considered “highly desirable”.	
	Member State FPU trainers are familiar with the 2020 FPU Policy and AOC/FPAT SOP.	Two in-person workshops sponsored by donors to be delivered by UN-certified instructors to train Member State FPU trainers on the 2020 guidance as well as prepare them for ongoing FPU performance assessment, evaluation and validation.
FPAT, AOC and PCC training is harmonized with the Performance Assessment and Evaluation Review (PAER).	Report and action plan created based on assessment of the PAER.	Draft a report with lessons learned and recommendations for any needed improvements to the PAER, as well as an action plan to ensure that PCC training and the pre-deployment assessment (FPAT SOP) address the systemic findings and recommendations of the PAER.
IPOs are accurately assessed regarding mission readiness and performance.	IPO pre-deployment assessment has updated SOP. In-mission evaluation policy, standards, and procedures created.	Update and refine the SOP on IPO pre-deployment assessments, to reflect all the newly designed pre-deployment courses developed within the UNPOL Training Architecture Programme. Develop an in-mission evaluation policy, standards and procedures for IPOs.

(c) **Implementation Timeline:** 12 months.

(d) **Implementation of the A4P commitments and the A4P+ priorities:** The project advances the implementation of A4P and A4P+ by bolstering the Police Division’s capacity to improve the performance and accountability of UN police peacekeepers, foster better trained and equipped uniformed personnel, thereby improving safety and security and strengthening accountability to peacekeepers, and reinforcing capabilities and mindsets.

(e) **Gender aspects:** The Police Division Gender Affairs Officer reviews all initiatives with a view to ensuring gender considerations are reflected and support the operationalization of gender-responsive policing in line with Security Council resolution 1325 (2000) and successor resolutions and the third report of the Secretary-General on United Nations policing (S/2018/1183) to further advance the Women, Peace and Security Agenda.

(f) **Risk mitigation:** The COVID-19 pandemic and associated restrictions on travel, rotations and deployments will be mitigated through the utilization of technology, including virtual fora. Retaining the proposed performance capacity once the requested XB funds subside will be a priority through advocacy with Member States on the benefits of this capacity and requests for additional regular and XB support. Non-compliance with proposed inclusions of performance-related considerations in United Nations policing will be addressed through monitoring and advocacy by the Police Division leadership.

(g) Proposed Budget

Item	Brief Description	Total
Personnel	Salary for 2 P-4 posts for 12 months	\$449,400
Workshops	Travel and accommodation costs for 3 trained and certified UN staff per workshop for 3 workshops (1 for missions, 2 for Member States)	\$31,941
Programme Support Costs (13%)		\$62,574
Total		\$543,915