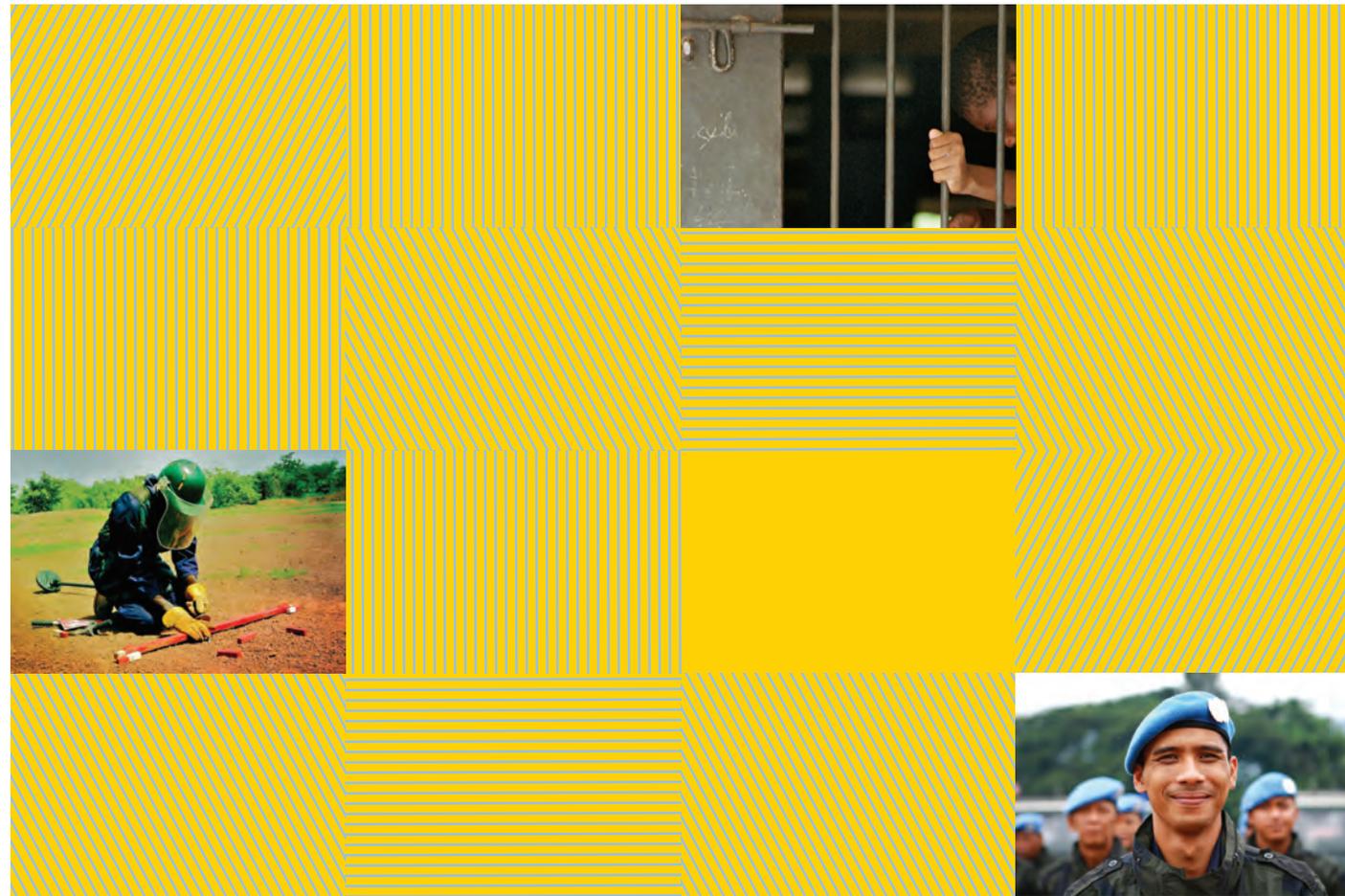


UNITED NATIONS POLICE



ON DUTY FOR

PEACE



UNITED NATIONS POLICE

ON DUTY FOR

PEACE

2008-2012

This publication is a succinct, five year overview of the activities and accomplishments of the United Nations Police Division.

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**BOXES AND CHARTS**



## PUT PLAINLY: POLICE PEACEKEEPING WORKS

In 2008 the Department of Peacekeeping Operations undertook a comprehensive review of the Police Division following a decade of unprecedented growth. This review, undertaken under the able guidance of Mr. Andrew Hughes, the United Nations Police Adviser from 2007-2009, offered a roadmap to ameliorate and consolidate the processes, work plans and organization of the Police Division and its field components.

By implementing the recommendations of this review with support from the Under-Secretary-General for Peacekeeping Operations Hervé Ladsous and his predecessor Alain Le Roy, the UN Police Division is becoming a streamlined centre of excellence for international policing.

There has been substantial progress. Success increases demand and UN policing continues to grow. This brochure describes and gives an overview of some of the milestones passed over the last five years.

It is the goal of the United Nations Police Division in the near future to be known as the leading organization able to provide professional advice about police reform and policing mandates. Specialized rosters will make it possible to send expertise to United Nations missions when and for as long as needed. Member States will develop expert groups that can deploy and rotate rapidly.

A pool of innovative senior police managers, who understand political dynamics and can work with mission leadership, will be available. At least 20 per cent of these leaders will be female.

The strategic guidance framework will be completed, giving clear parameters for international policing, strengthening training and enhancing delivery on the ground.

In his speech to the 4th Committee in November 2012, Under-Secretary-General Ladsous stated that peacekeeping saves lives, restores confidence, increases economic activity, and is versatile and cost-effective, and concluded: “Put plainly: peacekeeping works.”

As this publication demonstrates, so does police peacekeeping and the United Nations Police Division.

**Ann-Marie Orlor**  
Police Adviser  
Department of Peacekeeping Operations  
United Nations

# FOREWORD

# DEPLOYMENT OF UN POLICE

# TIMELINE OF UN POLICING

1948

Secretary-General Trygve Lie suggests establishment of UN Police service.

1960

UN Police deployed for the first time to United Nations Mission in the Congo.

1962-1963

UN Police experts carry out law enforcement in West New Guinea.

1964

UN Police deployed to Cyprus.

1964-1989

Seven new peacekeeping operations deployed, small role for UN Police.

1989

1,500 UN Police deployed to Namibia.

1992-1993

3,600 UN Police deployed to Cambodia.

1995-2002

2,000 police make up International Police Task Force in Bosnia and Herzegovina.

1999

UN Police have law enforcement mandate in UN mission in Kosovo.

Formed Police Units authorized and deployed.

2002

UN Police deployed to Liberia.

2005

CIVPOL (Civilian Police) changes name to UN Police (UNPOL).

2006

UN Member States approve establishment of a Standing Police Capacity.

2007

6,432 UN and African Union Police authorized for work in UN mission in Darfur.

2012

14,500 UN Police deployed. More than 16,000 authorized for deployment.



“The role of police in peacekeeping operations has expanded significantly over the past decade. Where once it was considered innovative for UN Police to help Governments build or restructure national police services, such mandates have become more common...United Nations Police play an invaluable role in post-conflict peacekeeping and peacebuilding environments.”

—United Nations Secretary-General Ban Ki-moon

**In 1960 the United Nations deployed its first police officers. It was a small contingent, deployed under the auspices of the military in the United Nations Operation in the Congo (ONUC). Between 1964 and 1989 peacekeeping was not a growth industry and the United Nations only deployed seven new peacekeeping operations. After 1989, however, the number and size of United Nations peacekeeping deployments grew exponentially as did the role and mandates of UN Police.**

The 1990s saw United Nations Police deployed to Angola, Bosnia and Herzegovina, Cambodia, Croatia, El Salvador, Haiti, Mozambique, the former Yugoslav Republic of Macedonia and elsewhere. In 1999, the United Nations Security Council authorized two large police components: 4,500 UN Police were sent to the UN mission in Kosovo (UNMIK); 1,640 officers deployed to Timor-Leste. More recently, the largest police contingent to date was authorized for the African Union/United Nations Hybrid Operation in Darfur in 2007

with over 6,400 UN Police. The number of deployed UN Police continued to grow from 9,500 in July 2007 to a record 14,727 in March 2011—a 55% increase in just four years. Since then the number has remained steady at over 14,000. The Department of Peacekeeping Operations is authorized to deploy more than 16,000 police.

## EXPANDING MANDATES

Not only have the numbers increased, but UN policing duties have expanded. Moving beyond the early mandates of monitoring and reporting, modern UN policing duties fall into three general categories:

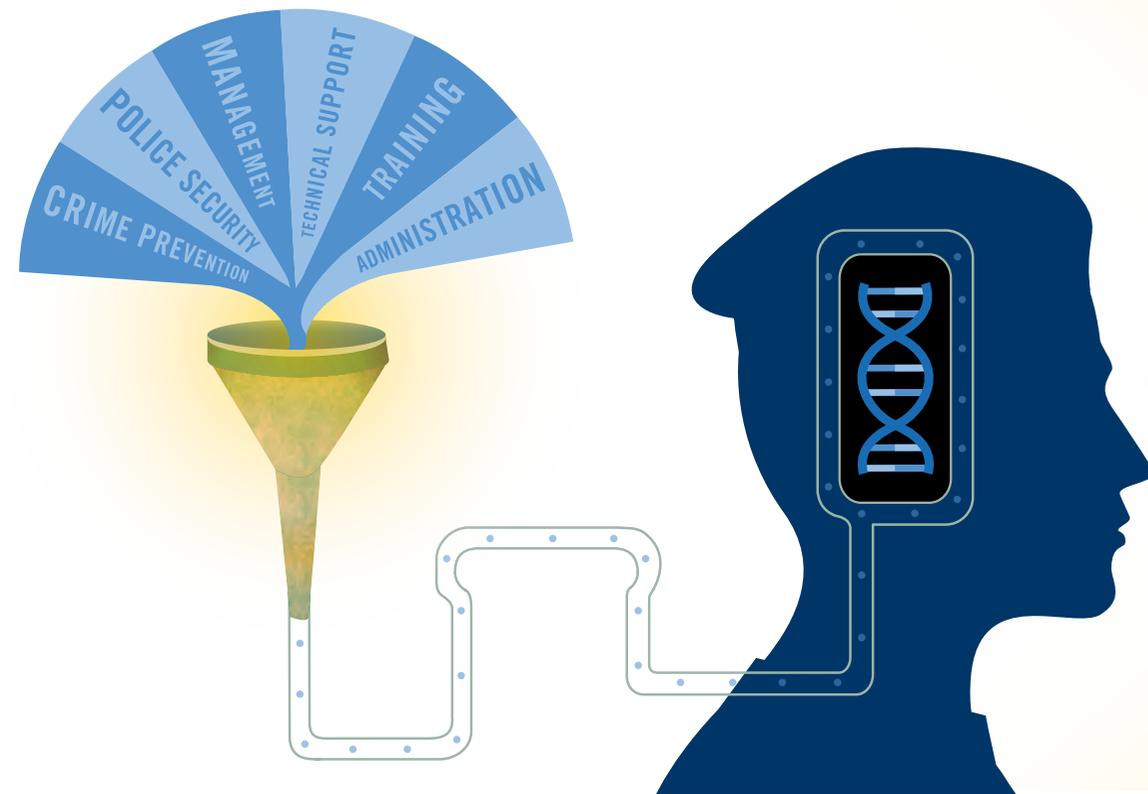
- i) *support for the reform, restructuring and rebuilding of host-state police and other law enforcement agencies;*
- ii) *operational support to host-state police and other law enforcement agencies, including through the deployment of Formed Police Units; and*
- iii) *interim policing and other law enforcement.*

Many recent mandates also include specific reference to promoting and protecting human rights and the protection of civilians.

UN Police play an important role in implementing mission-wide tasks—ranging from protecting civilians, strengthening the rule of law to building peace—and the evolution of UN Police deployment mirrors and is an instrumental part of modern peacekeeping.

Several reports and reviews were drafted to capture the implications of the evolution of UN peace operations in general and UN police in particular and to recommend how to perform mandated tasks more effectively and efficiently. The conclusions they drew were similar and taken to heart by the UN Police Division: greater focus on planning, more engagement with Member States, more emphasis on partnerships, capability-driven approaches and the need to approach peacebuilding more strategically.

Not only have the numbers increased, but UN policing duties have expanded.



THE

UNITED NATIONS  
POLICE DIVISION



“Through the newly established Global Focal Point for justice, police and corrections in rule of law, UNDP and DPKO are committed to building on each other’s comparative strengths to improve the quality, effectiveness and timeliness of UN support in post-conflict and crisis situations. We have heeded the call from Member States for greater coherence in the UN rule of law work...”

—Jordan Ryan, Assistant Administrator, UNDP

The Police Division provides strategic planning and operational support for United Nations Police components in peace operations. It develops policy and guidance on international police peacekeeping and undertakes selection, recruitment and deployment of qualified staff.

The Police Division is part of the Office of Rule of Law and Security Institutions (OROLSI) in the Department of Peacekeeping Operations (DPKO). The Police Division was called upon to act as the global lead for policing and law enforcement within the UN system from 2007 until 2012, and is now part of the Global Focal Point (GFP) for Police, Justice and Corrections Areas in the Rule of Law in Post-conflict and Other Crisis Situations.

## POLICE DIVISION STRUCTURE AND STAFFING

# 104

### TOTAL POLICE DIVISION STAFF

Office of the Police Adviser

9 STAFF, incl. Deputy Police Adviser

Selection and Recruitment Section

16 STAFF

Mission Management and Support Section

13 STAFF

Strategic Policy and Development Section

16 STAFF

IOT

10 STAFF

Standing Police Capacity

40 STAFF

# STANDING CAPACITY



"[UN Police] must be professional and adaptable, acting as teachers, guidance counselors, mentors and colleagues. They are ambassadors for the United Nations as well as for their own countries. They must uphold the values of the Organization and defend the human rights on which it is founded."

—Susana Malcorra,  
Chef de Cabinet, United Nations

Since the birth of peacekeeping in the 1940s, there has been talk of standing capacities. The need to deploy rapidly, to respond to short-term or unforeseen needs for reinforcement and the need to participate early in mission planning processes were clear challenges that the United Nations had to address. It was not, however, until 2005 that the Special Committee on Peacekeeping Operations and the Heads of State and Government participating in the September World Summit took the unique step of calling for and in 2006 endorsing the creation of a Standing Police Capacity (SPC). On 15 August 2006, the creation of the SPC was approved by the General Assembly in its A/RES/60/268.

### ON DUTY, ON CALL

Since its establishment in 2007 with an initial capacity of 27 staff members, the SPC has been deployed in support of a variety of missions and other partners. It has two core functions: to provide the start-up capability for the police component of new UN peace

operations; and to assist existing UN peace operations by quickly providing advice and expertise. The SPC deployments have been critical in setting up missions in Chad, Guinea-Bissau, Iraq, South Sudan and Libya. They also quickly reinforced missions in Côte d'Ivoire, Somalia, Timor-Leste and the Democratic Republic of the Congo to name but a few. Following the earthquake in Haiti in January 2010, the SPC deployed immediately with a large team to shore up the MINUSTAH police component and assist in the disaster response effort. If specifically directed by the Police Adviser, the SPC may also conduct operational assessments and evaluations of existing UN police components, which they have done for Burundi, Afghanistan, Darfur, the Sahel and other areas. In addition, the SPC has provided expertise to other UN partners, such as the Department of Political Affairs and UN agencies, funds and programmes.

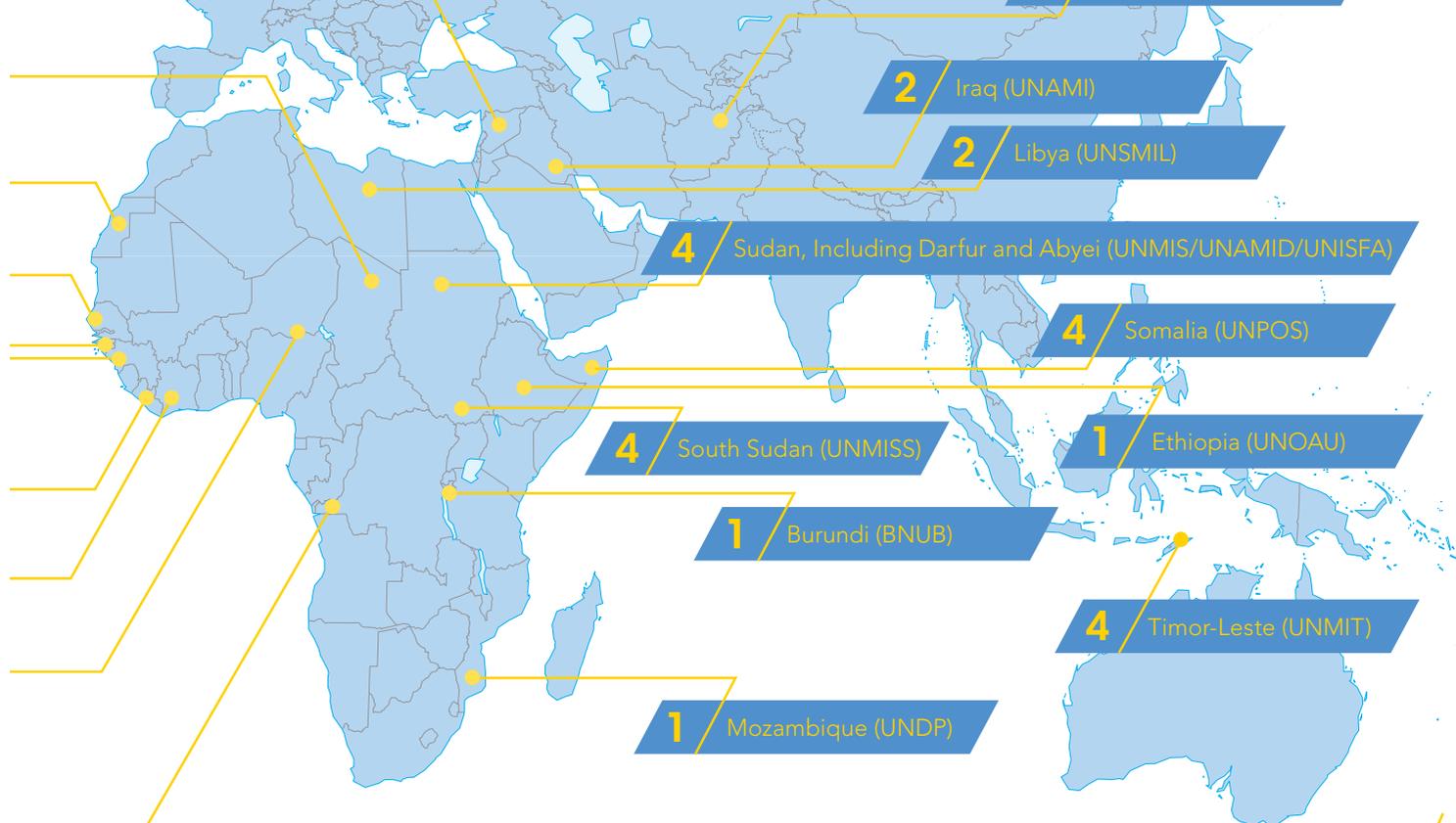
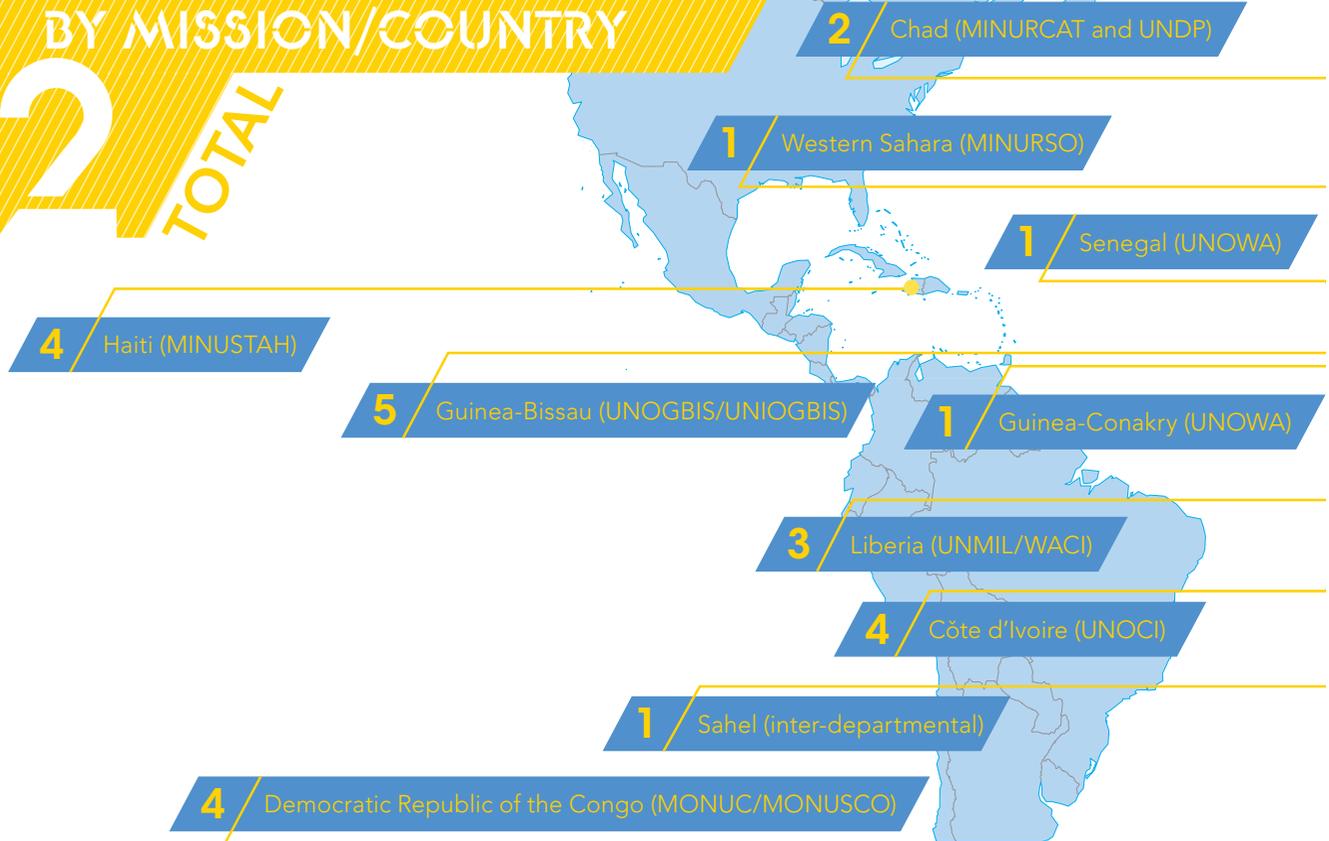
In recognition of its important role, the SPC was strengthened with 14 additional staff members in 2010. The Police Division continues to explore the future potential of the SPC – making use of its flexibility,

responsiveness and expertise in support of the whole spectrum of mandated tasks assigned to UN police components. In 2010, standing capacities were also created in the area of justice and corrections in order to promote a coherent approach in the rule of law. The Justice and Corrections Standing Capacity (JCSC) is stationed together with the SPC in Brindisi, Italy.

# NUMBER OF SPC DEPLOYMENTS BY MISSION/COUNTRY

# 52

TOTAL



# ROLL CALL



The 2008 Police Division review recommended strengthening the selection and recruitment capacity, its doctrinal and planning capacities and its expertise in specific areas of policing. In 2009-10, the General Assembly agreed to an additional 19 posts, including experts in recruitment, transnational organized crime and criminal information analysis. The Police Division also recruited police planners and developed specialized training for police planning and thereby enhanced its ability to conduct strategic planning and provide strategic advice.

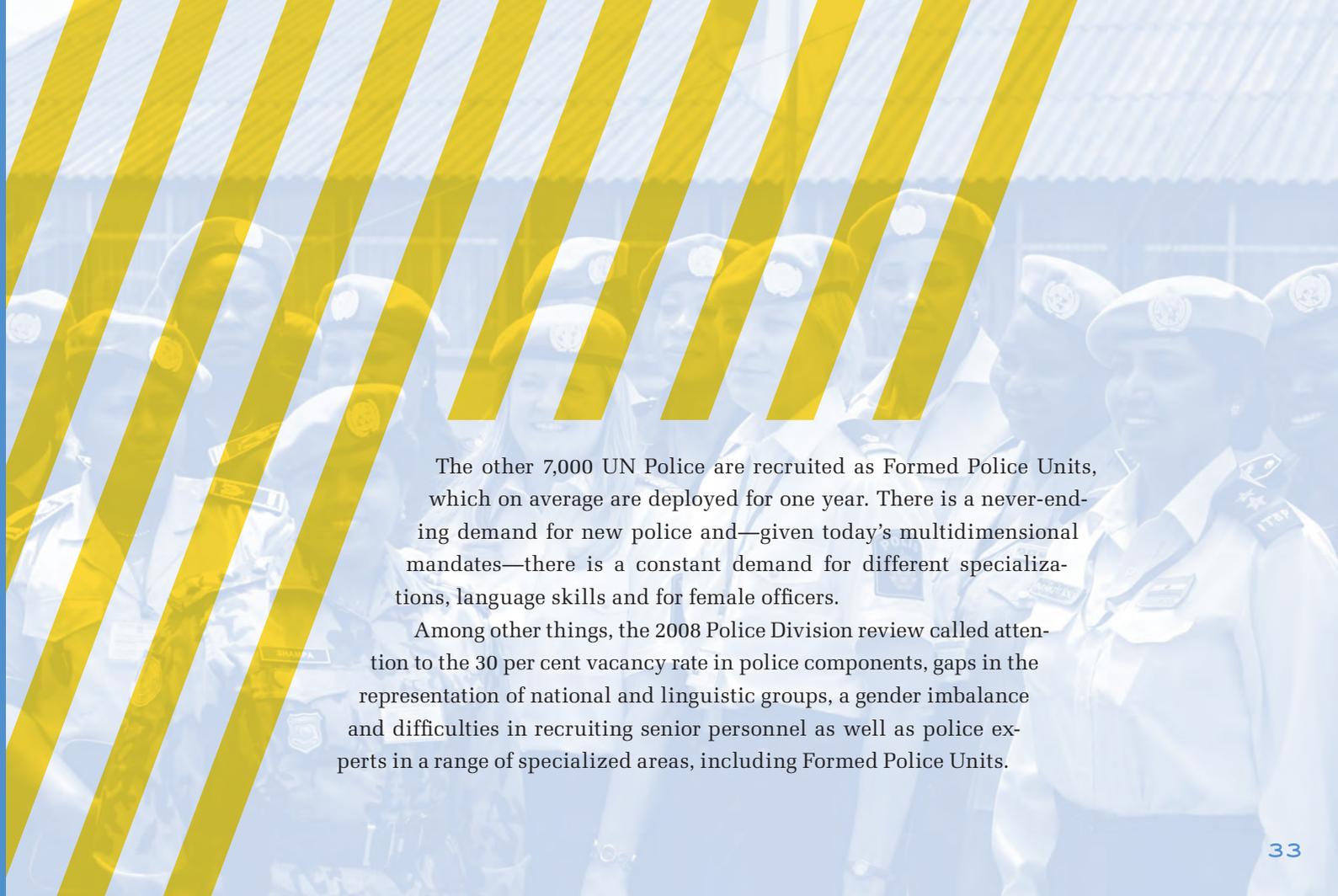
In the context of the Integrated Mission Planning Process (IMPP), Police Division planners have been able to play a central role in defining responsibilities and priorities, strengthening accountability and creating the first ever standardized template for UN Police Concepts of Operations. Another essential step was the successful creation of a dedicated section to recruit, select, deploy and rotate highly qualified and trained

staff in the missions. In line with the concept of intelligence-led policing, more steps are being taken to reinforce the area of criminal information analysis—both at headquarters and through the establishment of Serious Crime Support Units in the field. This creates a virtuous circle for the future, where better information allows better planning, which means more effective mandate implementation and greater safety of staff. Today the Division is staffed with 104 posts (91 Professional and 13 General Service).

# MILESTONES

# MAKING SELECTION AND RECRUITMENT MORE EFFICIENT

The work involved in selecting and recruiting the more than 14,000 UN Police is enormous. **More than 7,100 United Nations Police officers are recruited individually and are deployed for six to 24 months.** Each one must be assessed, interviewed and evaluated. At the same time, more than 40 police specializations that could be used in peacekeeping operations were identified.



The other 7,000 UN Police are recruited as Formed Police Units, which on average are deployed for one year. There is a never-ending demand for new police and—given today's multidimensional mandates—there is a constant demand for different specializations, language skills and for female officers.

Among other things, the 2008 Police Division review called attention to the 30 per cent vacancy rate in police components, gaps in the representation of national and linguistic groups, a gender imbalance and difficulties in recruiting senior personnel as well as police experts in a range of specialized areas, including Formed Police Units.

# PROFESSIONAL SERVICE

The newly established Selection and Recruitment Section has been able to **reduce the vacancy rate in UN Police field deployments and increase the representation of national and linguistic groups**. It has worked towards faster and more flexible deployments and better information sharing and reporting to Police Contributing Countries and field missions.



The Police Division has revised the systems for pre-deployment and selection assessments for individual police officers and Formed Police Units (FPUs) and **increased the number of assessment visits to UN Member States from 24 assessment visits and 7,147 police officers evaluated in 2009, to 81 assessment visits and the evaluation of 17,190 in 2011.** The number of Formed Police Units evaluated has also almost doubled in 2012. To address remaining issues, the Police Division developed a Plan of Action on Standards and Performance that outlines how it will further enhance the selection process, promote outreach, address misconduct and raise the standards and performance of FPUs.

To better serve the complex recruitment procedures, **a dedicated electronic Human Resource Management System is being developed.** This system will make the

process of screening, interviewing, categorizing and deploying of officers more efficient. It will simplify the process for Member States and facilitate clearer communications. The Police Division will be able to follow the deployment of UN Police, throughout their tour of duty, recording the important information generated, like appointments, discipline, training and their appraisal for further deployments and/or employment. The new Standard Operating Procedure on Assessment of Individual Police Officers for Service in United Nations Peacekeeping Operations and Special Political Missions (February 2012) and the Standard Operating Procedure on Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations (September 2012) have been developed in order to assist Police Division and Member States to meet the challenges of recruiting individual police officers and formed units that are sufficiently qualified to implement the increasingly complex mandates of UN missions effectively.



“The role of UN Police continues to evolve, with an increasing demand for specialized capacities to fulfil mandates to protect civilians, as well as to create or strengthen national capacity to address challenges, particularly those related to community-oriented policing, transnational organized crime and border management. Support for national police development is often central to our ability to hand over security tasks to national authorities.”

—Hervé Ladsous, Under-Secretary-General,  
Department of Peacekeeping Operations

# CENTRE OF EXCELLENCE

Given that most police missions today focus on institutional capacity building of police and other law enforcement agencies, the main challenge is **to attract adequate numbers of staff with the requisite police-related expertise in change management, organizational development, finance and administration.**



In addition to expertise, UN police components need officers who can transfer knowledge effectively, including interpersonal skills, language skills—in particular French—and cultural sensitivity, which are frequently hard to find. On top of the general skills, complex mandated tasks call for skilled personnel in more specialized areas, such management, administration, police operations, crime management, training and technical support. The Police Division has and will continue to take the steps necessary to meet this demand and ensure effective delivery on mandates.



“In the past, a UN Police officer was simply thrown at any assignment, from the physical protection of the victims of genocide to the creation of the high-grade policy papers. But often, monitoring and reporting would suffice. Today, our operational and legislative base is much stronger, as are the skills of serving UN Police officers. We have developed a course to train UN Police mentors to work with national counterparts. And the DPKO inaugural class of UN Police planners graduated this year, after the Department had developed the world’s first template for planning future international police peacekeeping missions.”

—Dmitry Titov, Assistant Secretary-General for Rule of Law and Security Institutions, Department of Peacekeeping Operations

# FORMED POLICE UNITS—REVIEW AND REMEDY

The security landscape in which peacekeepers deploy has changed considerably over the last two decades, resulting in an increased reliance on police components and constantly evolving policing roles in UN peace operations. **One feature of this development has been the rise of Formed Police Units (FPUs) from two units deployed in 1999 to 54 deployed today and 57 authorized.**

## KEY DOCUMENTS

MARCH 2010

Revised DPKO/DFS Policy on Formed Police Units in United Nations Peacekeeping Operations issued.

MARCH 2010

UN Standardized Pre-deployment Training Curriculum for Formed Police Units approved at the third FPU Doctrine Development Group meeting in Dhaka, Bangladesh.

AUGUST 2012

Standard Operating Procedure on Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations adopted.



The rapid growth has at times come at the expense of quality, and the performance of FPUs remains a matter of concern for this Headquarters as well as for Members States.

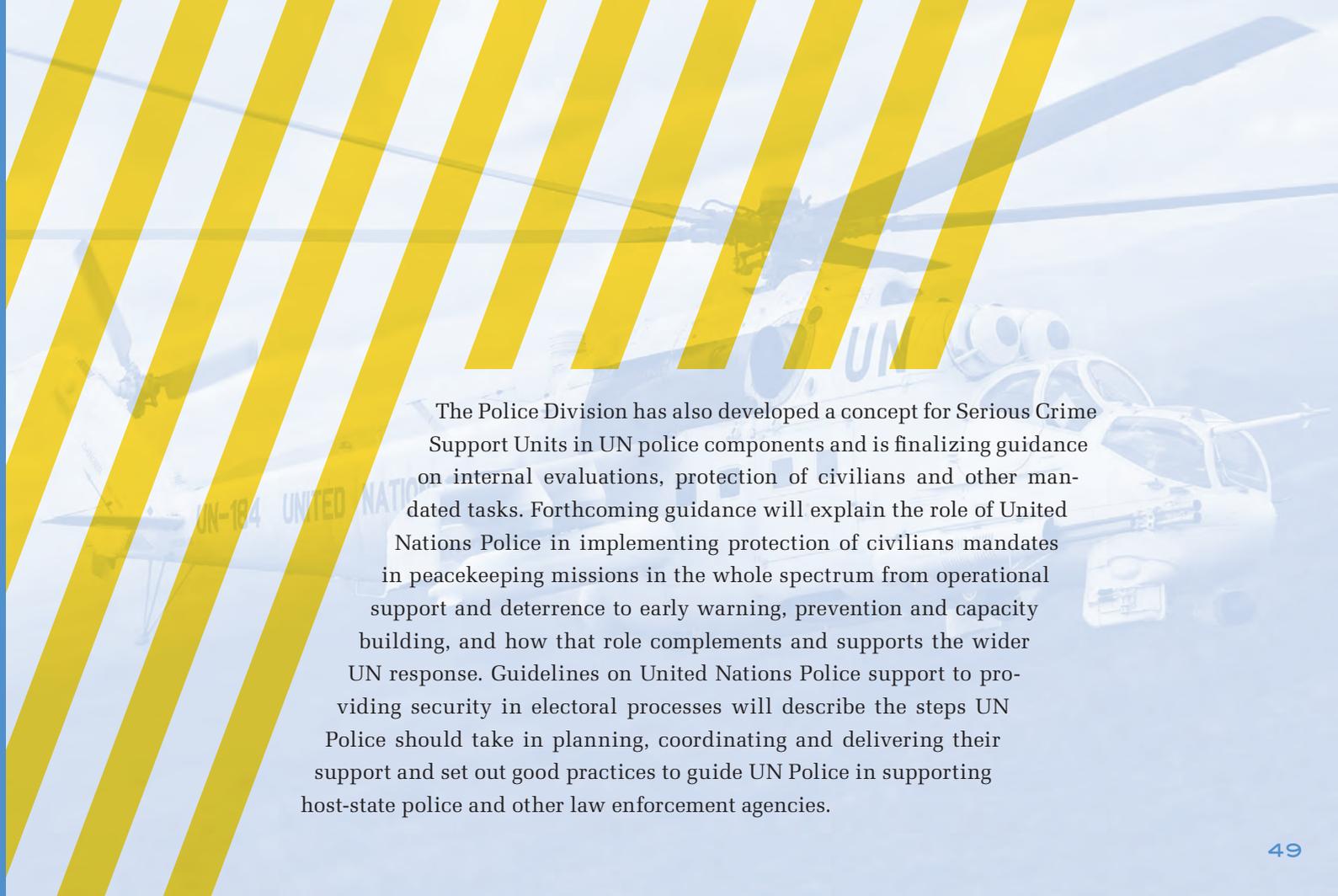
Recognising the challenges, the Police Division launched a unique comprehensive review in 2008 that took a closer look at the activity and operational capacity of FPUs. An ambitious multi-track process followed the assessment which had unearthed considerable operational deficiencies. Steps included deploying mobile training teams, revising the FPU Policy, developing and rolling-out a standardized pre-deployment curriculum, as well as revisiting recommended rotation cycles, reviewing standards for operational readiness

and strengthening inspection and training regimes in-mission. The process was also remarkable due to the wide participation of Member States which established an effective model for engaging with Member States that was replicated in other key Police Division initiatives.

Despite these measures, underperformance of some FPUs persists and ranges from an overall lack of capability due to insufficient or inadequate equipment and/or training, to command and control deficiencies and police-contributing countries' caveats on the engagement of their units. The Police Division is working closely with Member States to address these issues.

# GUIDANCE: CORNERSTONE OF PROFESSIONALISM

The process of developing a **solid foundation of guidance for professional UN policing** is well underway with briefings and regional meetings with Member States and presentations to the community of national police leaders, police and peacekeeping training institutions, practitioners, research institutes and think tanks.



The Police Division has also developed a concept for Serious Crime Support Units in UN police components and is finalizing guidance on internal evaluations, protection of civilians and other mandated tasks. Forthcoming guidance will explain the role of United Nations Police in implementing protection of civilians mandates in peacekeeping missions in the whole spectrum from operational support and deterrence to early warning, prevention and capacity building, and how that role complements and supports the wider UN response. Guidelines on United Nations Police support to providing security in electoral processes will describe the steps UN Police should take in planning, coordinating and delivering their support and set out good practices to guide UN Police in supporting host-state police and other law enforcement agencies.

# STRATEGIC FRAMEWORK

A massive effort is underway—with the generous support of the Norwegian Government—to develop an overarching policy architecture for UN Police in the form of a “Strategic Guidance Framework (SGF) for International Police Peacekeeping”.

The development of the SGF responds to the complexity of current and anticipated future UN peace operations and the need for enhanced strategic thinking and more sophisticated understanding of how to face the tasks at hand. The SGF is intended 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 link these to a more sophisticated recruitment of staff with the necessary specialized skills and experience.



“With the support of the Member States, the United Nations Police Division is developing a United Nations Strategic Guidance Framework for Police Peacekeeping. It will provide the international community with a common reference and tools for international police peacekeepers. The UN needs the right capacities for these new challenges. To be more effective and efficient, United Nations Police must be equipped with the right skills. They must be properly technically equipped to deal with the complex situations. Not least, we need more female police officers.”

—United Nations Secretary-General Ban Ki-moon

## GENDER AND GLOBAL EFFORT

The Police Division has worked hard to **mainstream gender issues across all areas of UNPOL activity**. Specific emphasis is placed on policy development, the establishment of gender focal points in every UNPOL component, and the creation of special units that deal with sexual and gender-based violence within restructured host-state police organizations.





The need to increase the share of women in UN police components has been a central goal of the Police Division in recent years. **A Global Effort launched in August 2009 seeks to increase the deployment of female police peacekeepers to 20 per cent by 2014.** In June 2010, UN Secretary-General Ban Ki-moon endorsed the Global Effort initiative. **The share of women in UN police components has already increased from 7 per cent (2009) to 10 per cent (2012).** In addition to the all-female Formed Police Unit in Liberia, two others have been deployed in Haiti and the Democratic Republic of Congo. Building on the United Nations International Network of Female Police Peacekeepers which was created in 2011 with the support of the former UN Deputy Secretary-General Asha Rose Migiro, the Police Division will launch an interactive website in 2012 and continues its targeted negotiations with Member States.

In an effort to broaden the knowledge of UN Police peacekeeping among female police officers throughout the world, the Police Division has, since 2009, participated in the International Association of Women Police (IAWP) annual training conference with a delegation of female UN Police peacekeepers, host-state police officers and senior female police representatives from Police Contributing Countries. The participation of scores of UN Police officers and many from host-state police services was supported by the Governments of Italy and the USA. The IAWP, in collaboration with the Police Division, has created an International Female Police Peacekeeper award within its Awards Programme, which was handed out for the first time in 2011 to Ms. Shahzadi Gulfam from Pakistan. In 2012 Ms. Rezi Denismend, a Turkish police officer working in Liberia, was the recipient. And still, there are those who believe that peacekeeping is too dangerous for women. These officers prove that a trained police officer can get the job done, regardless of gender.

# REGIONAL APPROACH TO ORGANIZED CRIME

The West African Coast Initiative (WACI), launched on 8 July 2009, is another innovative programme and the first UN interagency initiative with DPKO, the UN Office for Drugs and Crime, the Department of Political Affairs through its United Nations Office for West Africa and INTERPOL. It supports the Economic Community for West African States in combating drug trafficking and organized crime in their member states.

Given that WACI has a strong policing and other law enforcement focus, the pilot phase capitalized on the United Nations Police presence in Côte d'Ivoire, Guinea-Bissau, Liberia and Sierra Leone. In all these missions, **United Nations Police assist the development of host-state Transnational Crime Units** by facilitating selection, vetting, training and mentoring. Further needs assessment missions are planned for Côte d'Ivoire and Guinea-Conakry. Additional support has been provided to further enhance law enforcement capacity in the area of forensics, the national criminal justice capacity and money laundering. WACI has proven successful in “Delivering as One” and drawing on complementary—political and technical—strengths. This integrated approach was welcomed by both recipient and donor countries. Given the enormous political and developmental challenges, initial achievements are significant and could form the basis of a long-term vision.

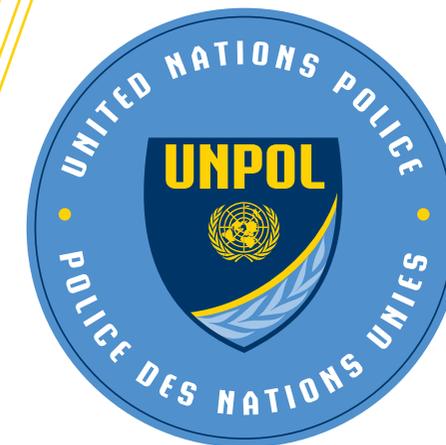
# IDENTITY AND OUTREACH

The Police Division, as part of its efforts to make its services more professional and to **standardize its visual identity**, worked with the Graphic Design Unit, in the United Nations Department of Public Information, between 2009 and 2011 to develop a new award-winning graphic identity that could be used on offices, vehicles and uniforms.

Following a broad study of shields, colours and symbols and extensive consultation within the UN Secretariat and with policing specialists, the new design was shared with all UN Police constituents and is now officially recognized as the symbol for UN Police.

The Division has consistently published its popular UN Police magazine every six months since July 2009 and continued to expand the scope of this magazine to better inform Member States, partner organizations and police officers interested in working with the United Nations. The evolution of the magazine itself reflects the growing professionalism of UN Police.

The January 2011 issue included a 50-year retrospective of UN policing, and the most recent edition, July 2012, focused on selection and recruitment issues.



# TRAINING



## ADDRESSING SEXUAL AND GENDER-BASED VIOLENCE (SGBV)

In recent years, UN Police have been confronted by the challenge of how to address sexual and gender-based violence (SGBV) and crimes that they encounter in mission areas. To provide UN Police with practical guidance, the Police Division developed the United Nations Police Standardized Training Curriculum on Preventing and Investigating Sexual and Gender-based Violence in post-conflict environments together with over 20 UNPOL officers, host-state police and Police Contributing Countries. This unique training was finalized in 2011 with the support of the Governments of Germany and Canada. It includes eleven modules with subjects ranging from the dynamics of SGBV, the legal framework, investigative procedures and specific crimes such as domestic violence, human trafficking,

mass rapes, and traditional harmful practices. Through regional training-of-trainers courses in the Philippines, Rwanda, Germany, Uruguay and Uganda, a total of 146 police officers have been certified so far representing 80 countries. Member States have now held 25 of their own courses, which have in turned created a global pool of over 6,000 specially trained SGBV investigators for deployment in UN peace operations worldwide.

## PRE-DUTY PREPARATION

The Police Division and the Integrated Training Service (ITS) of the Policy, Evaluation and Training Division (DPET) developed pre-deployment training for individual police officers and Formed Police Units. While training remains a Member State prerogative, the pre-deployment curriculum for individual officers is available and rolled out in peacekeeping training centres around the world. Police Division has also

held two training-of-trainers courses in India and Botswana to enable Member State trainers to professionally prepare their Formed Police Units for deployment with the UN.

In addition, the Police Division systematized and professionalized its approach to planning by developing a police-related peacekeeping planning course, which provides police planners with the skills required to fully participate in the IMPP.

**HAND IN  
HAND WITH  
MEMBER STATES**



## SHARING INFORMATION

The Police Division has significantly enhanced its service to Member States by providing a Selection and Recruitment Kit, strengthening pre-deployment assessments and supporting the roll-out of a standardized pre-deployment curriculum for Formed Police Units. Based on standardized job descriptions, the Division can more easily identify skills gaps in missions and engage with Member States to target highly qualified or specialized personnel with a wide range of skills. The Police Division is reinforcing its dialogue with Member States to access these experts.

The Selection and Recruitment Kit guides Police Contributing Countries through selection, recruitment and deployment process of qualified police officers. The Kit includes information on pre-deployment training modules and how the UN can support Member States in ensuring that both individual police officers and members of FPUs are well-prepared for deployment.

The number of civilian police posts in field missions has increased dramatically over the last few years, and today more than 100 police officers are working as UN staff. This demonstrates the importance of consistency and longer deployments for some key police postings. As part of its effort to professionalize, the Police Division is exploring a better mix of civilian experts and police officers for the future.

To ensure consistency across missions with regard to the functions and the requirements of police positions, the Police Division has harmonized the functional titles of police personnel and other staff in the Police Division and field missions' police components and has reviewed and revised all field vacancies.

## MEETING MEMBER STATES

The Police Division has taken great strides in engaging Member States more fully in guidance and training development, selection and recruitment and mission-

specific issues. Since their extensive involvement in all tracks of the review of Formed Police Units, including assessment, policy revision, remedial training and curriculum development, it has become standard practice to bring Member States into the process of guidance and training development in a variety of ways. Member States are now actively participating in the creation of the Strategic Guidance Framework for international police peacekeeping through briefings in New York, professional conferences and regional meetings in Indonesia and Argentina in 2012, with more meetings to follow in 2013. They also played a key role in developing and rolling out the SGBV curriculum. The interaction between the Police Division and Member States has intensified with regular briefings to Police Contributing Countries on the whole range of UN Police activities at headquarters and in the field, senior-level visits, consultations and a significant increase in the number of selection and assessment visits.

## TOP TEN POLICE CONTRIBUTING COUNTRIES

\*as of September 30, 2012

		1	2	3	4	5	6	7	8	9	10
		BANGLADESH	JORDAN	INDIA	NEPAL	SENEGAL	PAKISTAN	NIGERIA	RWANDA	EGYPT	UNITED REP. OF TANZANIA
	DPKO / UNPOL	154	558	54	313	60	150	159	179	82	246
	DPKO / FPU	1,552	1,326	885	496	660	535	383	171	280	
	DPA		3		2	1		1	1		
	DPKO / UNPOL	13	13	10	10	9	24	19	40		70
	DPKO / FPU	182		109	109	10		32	4		
	DPA										
	<b>TOTAL</b>	<b>195</b>	<b>13</b>	<b>119</b>	<b>36</b>	<b>19</b>	<b>24</b>	<b>51</b>	<b>44</b>		<b>70</b>
	<b>TOTAL</b>	<b>1,901</b>	<b>1,900</b>	<b>1,038</b>	<b>847</b>	<b>740</b>	<b>709</b>	<b>574</b>	<b>395</b>	<b>362</b>	<b>316</b>

## REVISING THE SAT/FPAT PROCEDURES TO MEET NEW DEMANDS

The creation of a dedicated selection and recruitment capacity has both enabled the Police Division to conduct more pre-deployment and assessment visits to current and prospective police-contributing countries, as well as to conduct a thorough review of the assessment and selection process for individual police officers and formed units. The review process was conducted in close consultation with the Member States and involved workshops that brought together Member States, practitioners from the field and other experts.

## FROM ZERO-TOLERANCE TO ZERO-OCCURRENCE

Working with mission leadership and Police Contributing Countries (PCCs) to prevent and address misconduct, the Police Division is strengthening the language in

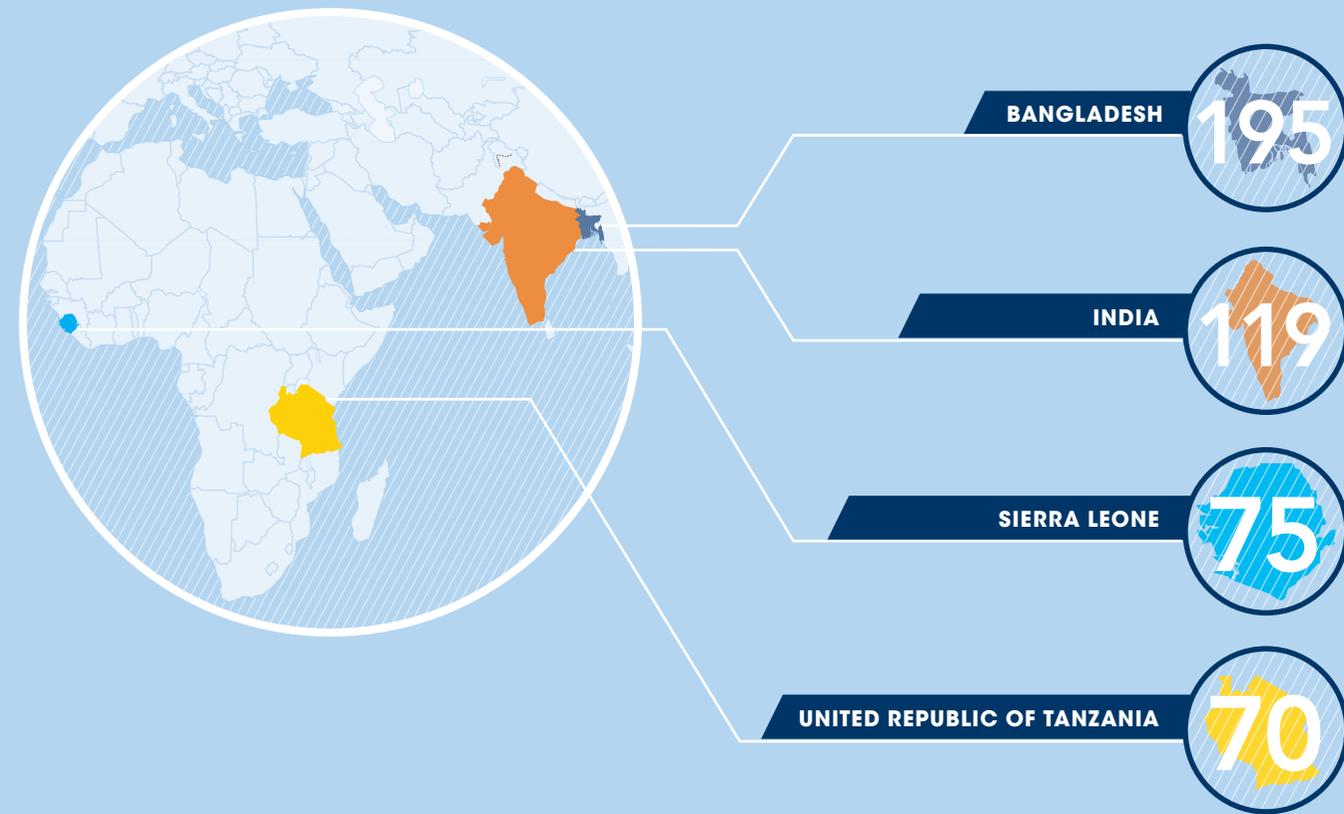
the disciplinary directives for UN police, developing specific guidance to Heads of Police Components (HOPCs) on the prevention of misconduct, and looking into how to reduce reporting and investigative timeframes. Another priority is working with PCCs on pre-deployment vetting and stronger national accountability mechanisms.

# TOP FOUR PCCs FOR FEMALE OFFICERS



"Our police and our female police provide an invaluable service—as guardians, confidants and role models for all society."

—Susana Malcorra, *Chef de Cabinet, United Nations*



# WORKING WITH PARTNERS



"The Police Division continues to develop new and strengthen old partnerships. We collaborate with UN agencies, Member States, regional governmental organizations, non-governmental organizations and academic institutions and think tanks."

—Ann-Marie Orler, Police Adviser,  
Department of Peacekeeping  
Operations, United Nations

In mid-2012 the United Nations Secretary-General Ban Ki-moon, as part of his quest for the UN to "Deliver as One," decided that DPKO and the United Nations Development Programme (UNDP) would jointly serve as the Global Focal Point (GFP) for Police, Justice and Correction Areas in the Rule of Law in Post-conflict and Other Crisis Situations.

Operational collaboration with regional organizations has increased significantly in recent years. UN Police support ECOWAS, are an integral part of the African Union-UN hybrid operation in Darfur, and work closely with the European Union on police-related projects. The Police Division actively supports capacity building of the African Standby Force by delivering training on police planning.

The Police Division works with academic institutions to develop guidance, map activity and assess impact. Key partners include the Stimson Center in Washington, D.C., the Geneva Centre DCAF and their International Security Sector Assistance Team (ISSAT) and the Institute for Security Studies in Pretoria, South Africa.

It is important to broaden the current pool of Police-Contributing Countries, notably with regard to recruiting more French speakers to be deployed in francophone missions and to balance regional representation. For the last few years, the Police Division has been exploring with the *Organisation Internationale de la Francophonie* (OIF) how to improve the participation of francophone countries in peacekeeping operations. The Police Division and the OIF organized a workshop in Burkina Faso in 2012 and will continue to undertake joint initiatives.

**UN NOUVEAU PARTENARIAT:  
WORKING WITH THE ORGANISATION  
INTERNATIONALE DE LA FRANCOPHONIE**

- OIOS Audit Report on Management of UN Police Operations (August 2008).
- Report on the Comprehensive Analysis of the Police Division, Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations ("PD Review," December 2008).
- A New Partnership Agenda. Charting a New Horizon for Peacekeeping (June 2009).

- Report of the Secretary-General on Peacebuilding in the Immediate Aftermath of Conflict (A/63/881-S/2009/304).
- Civilian Capacities in the Aftermath of Conflict. Independent Review of the Senior Advisory Group (A/65/747-S/2011/85).
- Report of the Secretary-General on Civilian Capacities in the Aftermath of Conflict (A/66/311-S/2011/527).
- The Contribution of United Nations Peacekeeping to Early Peacebuilding: A DPKO/DFS Strategy for Peacekeepers (June 2011).
- Report of the Secretary-General on UN Police (A/66/615, December 2011).

- Policy on Functions and Organisation of the Standing Police Capacity (SPC), December 2012.
- Policy on Internal Evaluations and Inspections of United Nations Police Components, September 2012.
- Standard Operating Procedure on Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations, August 2012.
- Standard Operating Procedures on Selection and Recruitment Procedures for United Nations Personnel at the Police Division, Peacekeeping Operations and Special Political Missions, March 2011.
- Revised Policy on Formed Police Units in United Nations Peacekeeping Operations, March 2010.
- Interim Standard Operating Procedures on Detention in United Nations Peace Operations, January 2010.

- Policy on Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations, October 2009.
- Guidelines for Integrating Gender Perspective into the Work of United Nations Police in Peacekeeping Missions, June 2008.
- Policy on Support for the Certification of Police and Other Law Enforcement Officials, March 2008.
- Policy on Support for Vetting of Police and other Law Enforcement Personnel, February 2008.
- Directives on Detention, Searches and Use of Force (for each mission with armed United Nations police officers).

## STRATEGIC UN DOCUMENTS WITH IMPLICATIONS FOR UN POLICE DEPLOYMENTS (2008-2012)

## NEW POLICIES (2008-2012)

## PHOTO CREDITS AND CAPTIONS:

**Front cover:** All-female Formed Police Unit in Liberia—UN Photo/Christopher Herwig; **Inside front cover top to bottom:** Prisoners in Haiti—UN Photo; Deminer in South Sudan—UN Photo/Nathan Beriro; UNPOL Timor-Leste—UN Photo/Martine Perret; **p. iv:** UN Photo/Krister Atle; **p. 10:** UNPOL with Secretary-General—UN Photo/Mark Garten; **pp. 12-13:** UN Illustration/Nora Rosansky; **p. 16** Joint patrol in Liberia—UN Photo/Christopher Herwig; **p. 20** UNPOL aerial survey—UN Photo/Christopher Herwig; **p. 26** UNPOL-UN military joint briefing Liberia—UN Photo; **p. 31** UNPOL female officers DRC—UN Photo; **p. 33** UNPOL Police Commissioner Timor-Leste—UN Photo/Martine Perret; **pp. 34-35** Timorese National Police—UN Photo/Martine Perret; **p. 36** UN Police officers Timor-Leste—UN Photo/Martine Perret; **p. 39** UNPOL Timor-Leste—UN Photo/Martine Perret; **p. 40** UN and Timorese police patrol port in Timor-Leste—UN Photo/Martine Perret; **p. 44** UNPOL conduct a training in Timor-Leste—UN Photo/Martine Perret; UNPOL visiting central prison in Abidjan, Côte d’Ivoire—UN Photo/Patricia Esteve; **p. 47** UN MI-24 helicopter in Liberia—UN Photo/Christopher

Herwig; **p. 49** Children spelling “peace” at a UN public outreach event in Côte d’Ivoire—UN Photo/Patricia Esteve; **p. 50** All-female Formed Police Unit in Liberia—UN Photo/Christopher Herwig; **p. 53** Campaign against gender-based violence in Liberia—UN Photo/Christopher Herwig; **p. 54** South Sudan police cadets—UN Photo/Isaac Billy Gideon lu’ba; **p.55** UNPOL visiting a school in Timor-Leste—UN Photo/Martine Perret; **p. 57** UN Corrections officers in a prison in Liberia—UN Photo/Staton Winter; **p. 59** UNPOL badge, designed by the Graphic Design Unit of DPI; **p. 62** UN Support base in South Sudan—UN Photo/Tim McKulka; **p. 66** UN and Liberian police at night time roadblock in Monrovia—UN Photo/Christopher Herwig; **pp. 70-71** UN Illustration/Nora Rosansky; **p. 74** UN and Timorese police on a night patrol—UN Photo/Martine Perret; **p. 79 top to bottom:** Joint operation searching for weapons in Timor-Leste—UN Photo/Martine Perret; UN Formed Police Unit officers on patrol in Haiti—UN Photo/Marco Domino; UN Police mentoring Timorese colleague in maritime policing—UN Photo/Martine Perret.





**United Nations Police Division, Office of Rule of Law and Security  
Institutions (OROLSI), Department of Peacekeeping Operations (DPKO):**

**POLICE DIVISION:** [un.org/en/peacekeeping/sites/police](http://un.org/en/peacekeeping/sites/police)

**DEPARTMENT OF PEACEKEEPING OPERATIONS:** [un.org/en/peacekeeping](http://un.org/en/peacekeeping)

**FACEBOOK:** UN Police Female Global Effort

**TWITTER:** [twitter.com/unpeacekeeping](https://twitter.com/unpeacekeeping)

**FLICKR:** [flickr.com/unpeacekeeping](https://www.flickr.com/photos/unpeacekeeping/)

**YOU TUBE:** [youtube.com/unitednations](https://www.youtube.com/unitednations)