



UNITED NATIONS POLICE DIVISION



2024

Annual Report

STANDING POLICE CAPACITY

UNITED NATIONS POLICE DIVISION (PD)
OFFICE OF RULE OF LAW AND SECURITY INSTITUTIONS (OROLSI)
DEPARTMENT OF PEACE OPERATIONS (DPO)
UNITED NATIONS

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Foreword by the Chief of the Standing Police Capacity

Having concluded my four-year tenure as Chief of the Standing Police Capacity, I reflect with great pride on the achievements of the SPC team.

The SPC as a system-wide service provider, within the Police Division, has positioned itself as a successful mechanism to provide policing and other law enforcement related expertise in support of a common agenda for peace.

The positive feedback and tangible results from SPC deployments have confirmed the significant impact and added value SPC can, and is, providing to field missions. Physical deployments are used side by side with remote support to deliver various virtual and hybrid trainings, reaching a much larger audience in both mission and non-mission settings.

The performance and efficiency of the UN Police (UNPOL) has improved by consolidating and strengthening the support to field missions, engaging with Resident Coordinators and UN system partners to provide expertise on elections, transitions, community-oriented approaches to policing, to name but a few. By connecting with an increasingly broader potential client base, we have been marketing our experience and qualified staff members and demonstrating high quality performance throughout our assignments.

The way in which the UN approaches peace and security is changing. We are seeing peacekeeping operations drawing down, closing, or transitioning, with more emphasis on political and peacebuilding operations. The SPC is evolving and embracing these changes.

Thank you to all of our colleagues and partners who have contributed to the success of the SPC and continue to support us through the changing landscape of peacekeeping.



Ann-Marie Orler

Chief, Standing Police Capacity

About us

The United Nations Standing Police Capacity (SPC) is the rapidly deployable, operational arm of the United Nations Police Division, and can be deployed worldwide at short notice. Established in 2006 at UNHQ in New York, the SPC was relocated to Brindisi, Italy, in 2009. This strategic relocation placed the Capacity closer to areas where its expertise was frequently required. Their presence in Brindisi allows for more efficient deployments to peacekeeping operations, particularly in Africa.

The SPC is composed of highly skilled officers from various countries with expertise in many areas of policing, including community-oriented policing, police reform, police planning, legal affairs, gender, combatting transnational organized crime, election security, public order management, budget and finance, and information technology.

Since 2007, the Standing Police Capacity have been involved in more than 700 assistance projects and deployments, providing expertise to support peacekeeping operations, special political missions, and other UN entities, including in non-mission settings, across the globe, through both physical deployments and remote assistance.

The SPC team not only provide support to missions directly, they have also been engaged in capacity building of future UN Police, playing key roles in the UN Police Commanders Course and UNPOL Women Commander Development Course, as well as contributing to the direction and facilitation of UNPOL job-specific training for police from Member States at training centers in the UAE, Italy, Senegal, and Vietnam, delivering sessions in both English and French.

With strong collaboration across the Police Division, and leveraging German extrabudgetary funding, the SPC are striving to support UN Police in continuing to enhance their effectiveness and contribute to international peace and security.



2024 STANDING POLICE CAPACITY



36
AUTHORIZED
POSITIONS

STAFF MEMBERS

who served in the SPC
in 2024 came from 25
different countries

 **62% Men**  **38% Women**



SPC contributes a
broad spectrum of
specialized skills
and knowledge that
significantly
enhance
operational
effectiveness and
adaptability.



While core expertise
spans 17 thematic areas,
many SPC personnel are
also capable of adopting
a multi-functional
approach. This
flexibility allows them
to support in additional
areas such as Election
Security, Program
Management, Border
Security and other
emerging operational
needs.

Multiple areas of law enforcement-related expertise

- Investigations
- Strategic Leadership and Command
- Police Reform
- Budget and Finance
- Gender
- Administration
- Information Technology
- Data Analysis
- Combatting Transnational Organized Crime
- Logistics
- Training
- Legal Affairs
- Human Resources Management
- Public Order Response
- Policy and Planning
- Community-oriented Policing
- Criminal Intelligence and Analytical Operations





Staff who have served during 2024 in the SPC



 Ann-Marie Orler Chief SPC Sweden	 Terje Lölund Team Leader Norway	 Mohammed Shabsogh Team Leader Jordan	 Jasper Ombati Team Leader Kenya	 Ahmed Abdelrahim HR Adviser Egypt OIC Team Leader
 Jeffrey Buenger Legal Adviser USA	 Catherine Rompato Special Assistant Belgium	 Annah Swoswe Community Policing Officer Zimbabwe	 Anne Dicks Gender Affairs Officer Germany	 Åsa Djursvik Community Policing Adviser Sweden
 Charles Mutua Trans-National Crime Adviser Kenya	 Dario Palazzo Information Systems Officer Italy	 Ghazaleh Meskoob Legal Officer France	 Odia Godfrey Aropet Police Reform Officer Uganda	 Haftu Hailezyg Hagos Telecommunications Officer Ethiopia
 Joseph Breidi Administrative Assistant Greece	 Kamel Boudokhane Trans-National Crime Officer Tunisia	 Magali Roesbeke Administrative Assistant Belgium	 Majed Hachaichi Logistics Officer Tunisia	 Mahmoud Abusalman Public Order Officer Jordan
 Mani Jang Hamal Police Analyst Nepal	 Marina Toivonen Policy & Planning Officer Finland	 Marianna Cantanna Administrative Assistant Italy	 Marylinda Gonzalez Administrative Assistant Guatemala	 Roman Karkach Police Reform Adviser Ukraine
 Rose Kane Administrative Assistant Ireland	 Sanjeev Joshi Finance & Budget Officer India	 Shiyang Liu Logistics Adviser China	 Syeda Zahida Bukhary Police Reform Adviser Pakistan	 Shubhra Hira Police Reform Adviser India
 Stalbek Kurenkeev Policy & Planning Officer Kyrgyzstan	 Tarek Bouteraa Public Order Adviser Tunisia	 Uwe Nie Public Order Adviser Germany	 Zafer Ersin Police Reform Adviser Türkiye	

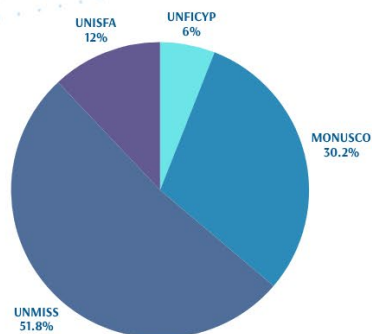
Due to the dynamic nature of the SPC, characterized by regular deployments and rotations throughout the year, the number of personnel listed exceeds those actively present and working in the office.



SUPPORT TO PEACEKEEPING OPERATIONS



The SPC provides the start-up capability for the police component of new UN peace operations and assists existing UN peace operations through the provision of police and other law enforcement advice and expertise. SPC prioritizes requests for support from DPO-led field operations and deployments to start-up missions and transitions.



1300 WORKING DAYS IN 4 UN PEACEKEEPING OPERATIONS

SPC supported four UN peacekeeping missions with strategic, operational, and technical advice expertise, and assistance:

- MONUSCO, Democratic Republic of Congo
- UNFICYP, Cyprus
- UNISFA, Abyei
- UNMISS, South Sudan



MONUSCO

MISSION DE
L'ORGANISATION DES
NATIONS UNIES POUR LA
STABILISATION EN RD
CONGO



Civilian Harm Mitigation visit to MONUSCO

Civilian Harm Mitigation (CHM) refers to actions taken to prevent, track, minimize and address harm to civilians before, during and after military and police operations. Strengthening CHM measures is part of the Action for Peacekeeping Plus (A4P+) priorities, Accountability of Peacekeepers, and is specifically included in the mandate of MONUSCO as well as MINUSCA.

The SPC Legal Officer, Ms. Ghazaleh Meskoob, represented the Police Division in a joint CHM visit with the Office of Military Affairs (OMA) and the Protection of Civilians (POC) team of the Division of Policy, Evaluation and Training (DPET) to MONUSCO from 22 April to 3 May. This visit was a continuation of a process that commenced in 2021 with a desk review of CHM, endorsed by the USG DPO along with the Police Adviser and Military Adviser, and a subsequent CHM visit to MINUSCA in 2023.

As with the 2023 visit, the aim was to: understand mission-specific challenges and how the context shapes attitudes, actions and understanding of CHM; confirm the gaps in CHM measures; capture and share details of good CHM practice; and support in-theatre solutions where possible.

The team visited Beni, Bunia, Fataki, and Bogoro. More than 45 meetings were held with over 120 individuals, interacting with UN civilian, military, and police personnel in all locations, and consulted key mission documents including SOPs, guidance, and after-action reviews. Before departing from the mission area, the team debriefed the SRSG and her Senior Leadership Team.



SPC Legal Affairs Officer, Ms. Ghazaleh Meskoob in the DRC



Preparation of the MONUSCO Police Comprehensive Disengagement Plan and the Annual Work Plan (July to September 2024)

In its resolution 2717 (2023), the Security Council endorsed a Comprehensive Disengagement Plan for the withdrawal of MONUSCO from the Democratic Republic of the Congo (DRC). The plan, developed jointly with the Government of the DRC, outlines a phased three-step transition. It aims to gradually transfer responsibilities to national authorities while reinforcing governance and stability. A key focus is sustainable capacity building to ensure that the Government of the DRC can independently maintain peace and protect civilians, post-disengagement.

The SPC deployed to the DRC from July to September, assisting the Mission with the disengagement plan, demonstrating alignment with the overarching objectives outlined in the resolution. The SPC were able to provide guidance, particularly related to the Police Component, for the phased withdrawal strategy, to support a smooth transfer of all security related functions to the DRC authorities.

Four SPC experts, Ms. Marina Toivonen, Mr. Mahmoud Abusalman, Mr. Mohammad Shabsogh and Ms. Shubra Hira, provided remote support before deploying to the Mission. Discussions took place between the MONUSCO Police Planning Officer and the SPC to develop a draft preliminary disengagement framework, and to prepare the Annual Work plan 2024/25 which would reflect the multi-phase disengagement and associated reconfiguration of the unit, while also taking into account the need for flexibility given the volatile security context.



SPC Team with the Police Adviser during his visit to MONUSCO

→ Key achievements included

A comprehensive disengagement plan tailored to the transition phase, outlining key stages, timelines, and responsibilities for both MONUSCO Police Component and Congolese authorities, particularly the *Police nationale congolaise* (PNC). This plan was to serve as a blueprint for the gradual transfer of responsibilities to national actors and with a reconfigured UNPOL organigram to reflect the reduced personnel strength and a shift in focus to capacity-building and advisory functions. A clear, phased approach was developed, prioritizing high-risk areas where the security situation remains precarious. The plan was designed to mitigate against the risk of a security vacuum when responsibilities would be transferred. Specific benchmarks were integrated into the plan to monitor the readiness to assume key security functions, such as public order management and the protection of civilians, particularly in eastern DRC.

An Annual Work Plan for 2024-2025, was developed to guide UNPOL activities over the next budgetary period, aligning with the phased withdrawal and containing specific objectives, timelines, and performance indicators to ensure that UNPOL could continue to deliver substantial support to the PNC during the final stages of the mission.

The plan was fully aligned with the disengagement strategy, focusing on capacity-building and sustainable impact. Specific emphasis was placed on developing the capacity of the PNC in crime prevention, human rights compliance, and intelligence-led policing.

The work plan incorporated results-based budgeting (RBB) elements to ensure effective resource allocation and Comprehensive Planning and Performance Assessment System (CPAS) benchmarks to monitor progress on capacity development. Cross-cutting issues such as gender, human rights, and the protection of vulnerable populations, remain as priorities throughout the disengagement process.



SPC and ROLSI are pictured in the DRC



UNFICYP

UNITED NATIONS
PEACEKEEPING FORCE IN
CYPRUS



In October 2024, the SPC Information Systems Officer, Mr. Dario Palazzo, provided on the ground technical support to UNFICYP in Cyprus, operationalizing a web-based IT solution, PRAKSYS, the Planning, Reporting, Analysis and Knowledge Management System. The deployment followed preparatory remote support to establish the system, helping to minimize costs.

The web-based monitoring and evaluation system, with database and analysis capabilities, has replaced the process of data entry using Excel and Word with a modern, user friendly, secure web solution. The PRAKSYS platform facilitates the ability of the UN police to collect data on activities, personnel, budget allocations, expenditures and timelines, in a central database. The system is integrated with Microsoft Power Bi dynamic dashboards and offers a platform for tracking, analyzing, and presenting data, which is continually improving the effectiveness and efficiency of the monitoring and evaluation processes.

The SPC IT experts have been building the PRAKSYS system, adding modules, constantly developing and updating, for continuous improvement. The successful implementation of PRAKSYS in other missions, UNITAMS in Sudan and UNMISS in South Sudan, was valuable to gain experience-based insights, and build on the procedures for lessons learned.



Mr. Dario Palazzo with UNPOL in UNFICYP

Mr. Palazzo set up the PRAKSYS system for the Police component in Cyprus, facilitating the collection and management of data on personnel, locations and sectors, activities, equipment and vehicles, in a central database, generating reports to measure planning, performance and progress. The system has demonstrated improved efficiency and accuracy, building the capacity of staff to undertake operational and maintenance responsibilities.

The web platform uses a structured, phased development approach which improves organization and quality control and also enables gradual feedback for continuous iterations and revisions.

Feedback from end-users in Sudan, South Sudan and Cyprus has been overwhelmingly positive, citing the reduced administrative burden and improved data-driven decision-making. As part of the system's sustainability plan, staff have been trained as PRAKSYS focal points, ensuring continuity and localized support. Plans are now underway in UNFICYP to consolidate and merge data, avoiding duplication, which helps maintain data integrity and improves efficiency, ensuring a single source of truth and enabling accurate analysis for streamlined decision-making. This progress marks a step forward towards digital transformation in peacekeeping operations, aligning with broader UN reform initiatives.

Learn more about the SPC Information Technology solutions on page 34



The SPC provided remote support and sequenced deployments of several staff to UNISFA, in complementarity with support provided by the Justice and Corrections Standing Capacity (JCSC). The overall objectives were to further mandate implementation, notably in protection of civilians (POC) and security, including through implementation of the Rule of Law Support Strategy for Abyei, and the mission-specific Standard Operating Procedures (SOP) for Detentions by UNISFA, and provision of training of trainers for the Force related to crowd management and detentions. SPC staff deployed to Abyei comprised Mr. Uwe Nie, Public Order Adviser, Mr. Jeffrey Buenger, Legal Adviser, and Ms. Åsa Djursvik, Community Policing Adviser.

Several documents and strategies were revised or drafted, including:

- A revised draft of the mission-specific SOP on Handling of Detention by UNISFA was finalized in line with recommendations from UNHQ and prepared for consideration and endorsement by Mission Leadership.
- A Concept on UNPOL Co-location with Community Protection Committees and the Joint Protection Committee was finalized for consideration by Mission Leadership.
- A draft strategy on detention by UNISFA as *ultima ratio* was finalized and submitted for consideration by Mission Leadership.
- Detention and crowd management training priorities and methodologies were defined and agreed with the Mission Leadership Team, in collaboration with the Force.
- A training manual for military components was developed, covering agreed priorities including: basic human rights; rules of engagement; use of force; de-escalation; compliance with apprehension/detention procedures; and crowd control management.

SPC delivered training sessions on respective roles and specific responsibilities in the UNISFA context, and as a mitigating measure to implement the mission mandate, along with a training of trainers from the various contingents for sustainability.

A short follow-up deployment took place towards the end of the year to review needs and plan for future support in 2025, again focusing on POC and security, but through community-oriented policing by UNPOL, and community approaches to prevention by the Community Protection Committees and Joint Protection Committee, all with a mainstreamed gender aspect.



SPC Team in UNISFA



UNMISS

UNITED NATIONS MISSION IN
SOUTH SUDAN



→ Election Security Support to UNMISS

In 2024, the SPC continued its technical advisory support to the UNMISS Police component, marking the second phase of its engagement in election security assistance, which built on the foundations laid in 2023 when the SPC provided technical assistance to both the UNMISS Police component and the South Sudan National Police Service (NPS). The initial phase focused on assessing and strengthening the election security support capacity of UNMISS, including a comprehensive evaluation of police capabilities, the development of election security training materials, a training-of-trainers workshop, and a technical assessment featuring a prototype for a digital election security threat analysis system.

This focused on supporting the UNMISS Police component and the UN Integrated Election Assistance Team (IEAT) in delivering critical election security support to the NPS. A team of four SPC advisers, Mr. Zafer Ersin and Ms. Syeda Bukhary, Police Reform experts, Mr. Mani Hamal, Police Data Analyst, and Mr. Haftu Hailezgy, Communications Officer, were deployed for six weeks in 2024.

Technical assistance was provided to develop the UN Integrated Election Security Support Strategy and the UNMISS Police Election Security Support Plan, enhancing the capacity of the NPS to ensure secure elections. An assessment of the NPS Joint Operation Centers, which would be activated during the election period, was conducted to improve coordination and operational readiness. Additionally, SPC contributed to the preparation and facilitation of the NPS Senior Leadership Workshop, equipping police leaders with essential knowledge of election security and planning skills.



SPC with UNMISS in South Sudan

→ Project Management

Targeted capacity building of the NPS is a key element of mandate implementation and, to this end, SPC Budget and Finance Officer and Project Management Expert, Mr. Sanjeev Joshi, supported UNMISS Police to develop institutional capacities in project management and donor coordination. With remote assistance from the SPC in Brindisi, Mr. Joshi successfully delivered the training program over a six-week period on the ground in Juba.

Project formulation, project management, and donor coordination are essential skills needed by Individual Police Officers (IPO) to effectively advance the mission mandate. Strengthening and developing these areas also expands the ability of UNMISS Police to access external funding sources beyond the Mission's core budget. Consequently, this facilitates enhanced support to NPS through targeted project initiatives.

Recommendations for improvement were welcomed by the Police Component, with gaps identified and a structured plan put in place to align UNPOL projects, including Quick Impact Projects (QIPs) and training projects, with NPS capacity-building goals.



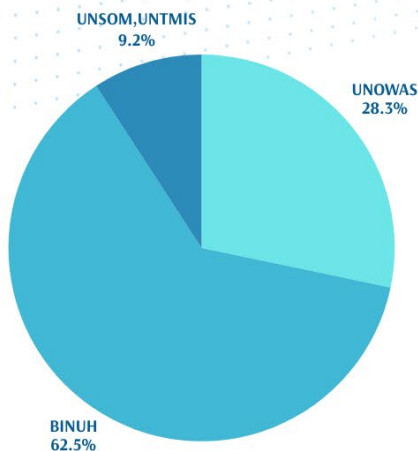
SPC Budget Officer, Mr. Sanjeev Joshi, with UNMISS in South Sudan



SUPPORT TO SPECIAL POLITICAL MISSIONS



In addition to the provision of support to UN peacekeeping operations, the SPC also supports DPPA-led (Department of Peacebuilding and Political Affairs) special political missions, through the provision of police and other law enforcement advice and expertise, as appropriate and in accordance with relevant available skills



430 WORKING DAYS IN 4 UN SPECIAL POLITICAL MISSIONS

SPC supported four UN Special Political Missions with strategic, operational, and technical advice expertise, and assistance:

- BINUH, Haiti
- UNOWAS, Senegal
- UNSOM, Somalia
- UNTMIS, Somalia



BINUH

UNITED NATIONS
INTEGRATED OFFICE IN
HAITI



→ **Background**

Haiti continues to face challenges stemming from natural disasters, political instability and management of humanitarian relief. Persistent setbacks have limited the ability for the Haitian National Police (HNP) to address violence, partly due to strategic and operational capacity gaps. The BINUH Police and Correction Unit (PCU) sought the support of the SPC in providing assistance to build the capacities of the HNP. The SPC team was composed of Police Reform Adviser, Mr. Roman Karkach, Policy and Planning Officer, Ms. Marina Alice Toivonen, Public Order Officer, Mr. Mahmoud Abusalman, and Transnational Crime experts, Mr. Charles Mutua and Mr. Kamel Boudokhane.

Support to Haiti was two-phased, advance planning with BINUH PCU and the HNP, and the introduction of the course materials to support the development of the next Strategic Development Plan. The training was delivered in Haiti over four weeks to 25 HNP Senior and mid-level officers involved in strategic planning processes.

→ **Outcomes**

The contribution to enhancing the capacity of HNP in relation to police reform, development, and strategic planning may not be tangible for some time, but the foundation has been set for BINUH PCU to continue relevant capacity building activities with HNP through refresher trainings, once the security situation stabilises. The knowledge and skills that have been acquired by the participants can be utilized for the development of a new HNP Strategic Development Plan.

SPC has continued its remote support to BINUH through ongoing consultations, coordination meetings, and substantive contributions to various strategic documents. These include:

- The draft Concept Note for the UN, Multinational Security Support mission for Haiti and Government of Haiti coordination mechanism, UN-MSS-GoH.
- The draft roadmap for the development of a new HNP Strategic Development Plan, initiated by UNDP-Haiti.
- Analysis of the security environment and gang dynamics, aimed at informing strategic and operational planning.



SPC Officers with BINUH and HNP in Haiti



UNOWAS

UNITED NATIONS OFFICE
FOR WEST AFRICA AND THE
SAHEL



In November and December 2024, SPC Transnational Organized Crime Officer, Mr. Kamel Boudokhane, was deployed to Dakar, Senegal, to support the United Nations Office for West Africa and the Sahel (UNOWAS). The initial desk review of materials relevant to the deployment's objectives, including a needs assessment, was followed by the physical deployment to Dakar.

During the mission, Mr. Boudokhane provided strategic advice and supported the redefining and recalibrating of the role and functions of the UNOWAS Police Adviser. This was done in alignment with the UNOWAS mandate, the New Agenda for Peace, the Pact for the Future, and the priorities of the Political Affairs Section.

Mr. Boudokhane was also tasked with analyzing past UNOWAS initiatives aimed at supporting Member States and regional institutions in addressing emerging security threats from a law enforcement perspective. He delivered recommendations to UNOWAS leadership on enhancing regional cooperation. As part of this work, he identified strategic areas of collaboration with the Alioune Blondin Beye Peacekeeping School in Bamako (EMP-ABB), conducting a gap analysis of EMP-ABB's training programs and mapping existing courses. In collaboration with UNOWAS experts, an evaluation assessed the relevance of current training, proposed new thematic areas, and identified opportunities for strengthening cooperation to address key peace and security challenges in the region. These proposals, including capacity-building initiatives, were reviewed and validated by the Head of the Governance and Human Rights Unit and the Director of the UNOWAS Political Affairs Section.

Finally, Mr. Boudokhane represented UNOWAS at the Strategic Workshop for the Validation of Senegal's National Community Policing Doctrine, further reinforcing the Office's engagement in regional policing reform and policy dialogue.



SPC Transnational Organized Crime Officer, Mr. Kamel Boudokhane with UNOWAS Deputy Special Representative of the Secretary-General Ms. Barrie Freeman



ATELIER STRATÉGIQUE DE VALIDATION DE LA DOCTRINE NATIONALE DE POLICE DE PROXIMITÉ

MINISTÈRE DE L'INTÉRIEUR ET DE LA SÉCURITÉ PUBLIQUE DU SÉNÉGAL

« *La sécurité par tous et pour tous* »

« **NIOFAR!** »

16 - 17 Décembre 2024 Hôtel Savana Dakar



UNSOM

UNITED NATIONS
ASSISTANCE MISSION IN
SOMALIA



UNTMIS

UN TRANSITIONAL ASSISTANCE MISSION IN
SOMALIA



From October to December 2024, the SPC deployed Mr. Mohammad Shabsogh, SPC Team Leader, to Somalia to provide assistance and take on the responsibilities of the head of the Police Component in UNSOM.

During this period, UNSOM transitioned to the United Nations Transitional Assistance Mission in Somalia (UNTMIS) as of 1 November 2024, in accordance with Security Council resolution 2753. UNTMIS is a two-year mission which is mandated to gradually transfer UNSOM functions to the UN country team and Somali institutions by October 2026.

Mr. Shabsogh undertook the responsibilities associated with the position, providing leadership and strategic direction support to the UNSOM police section, overseeing the implementation of the UNTMIS police mandate in full coordination and consultation with the Director of the Rule of the Law and Security Institutions Group and the Deputy Special Representative of the Secretary-General. He advised on matters related to police reform, capacity building and provided advisory support to national authorities to further develop federal police institutions with the ability to function in accordance with internationally accepted standards of democratic policing and human rights. He further coordinated on rule of law and cross cutting issues through the Global Focal Point arrangement.



Mr. Mohammad Shabsogh with Mr. Fran O'Grady (UNMAS) and Somali Police Officers in Mogadishu, Somalia.

Key Achievements

- Led the development of operational strategies and administrative procedures for the UN Police Component, aligning with Somalia's federal police strategic plans and ensuring effective task execution through coordination with national and international partners.
- Promoted joint AU-UN initiatives, supporting national ownership of police development, coordinating with stakeholders to assess needs, secure donor support, and follow best practices for sustainable law enforcement reform.
- Fostered a collaborative environment and strengthened cooperation between the two entities to enhance the overall effectiveness of police reform initiatives.



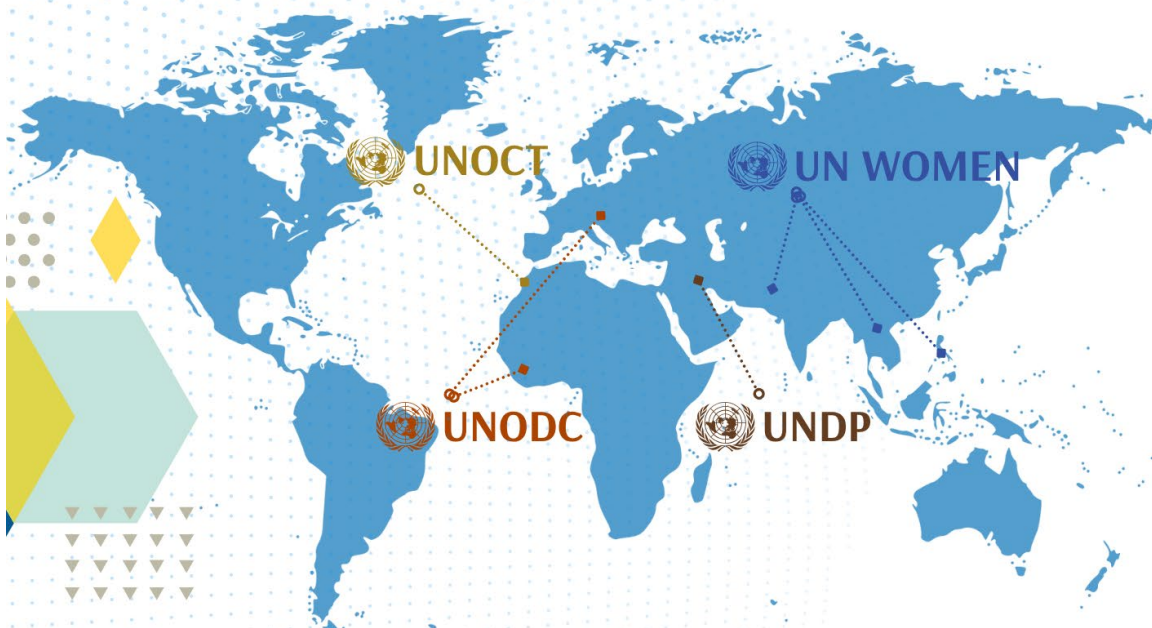
Mr. Mohammad Shabsogh, SPC Team Leader with Mr. James Swan, Acting Special Representative of the Secretary-General and Head of Mission (UNSOM)/UNTMIS



UNPOL in Somalia



SUPPORT TO OTHER UN ENTITIES



In addition to PKOs and SPMs, the SPC is a system-wide service provider. In 2024, we deployed to Turkiye in support of the United Nations Development Programme (UNDP) Iraq, UN Women in Pakistan, Thailand, and the Philippines, and the UN Office of Counter Terrorism (UNOCT) in Rabat, Morocco. Each of these UN entities collaborates and cooperates to further the overall goals of the Organization.

183 WORKING DAYS

SPC supported with strategic, operational, and technical advice expertise, and assistance:

- UNDP Iraq
- UN Women Pakistan, Thailand, Philippines
- UNOCT
- UNODC



Iraq: Training Management and Planning of Training Programs

In an effort to strengthen the capacity of Iraq's police training institutions, the UNDP Country Office in Iraq partnered with the SPC to deliver a comprehensive 'Training of Trainers' program. Due to security challenges in Baghdad, the training was delivered in Istanbul, Türkiye, ensuring a safe and stable environment for learning.

Over the course of seven days, 24 senior officers from the Iraqi Police, comprising the heads of the Department of Training, and leaders from all police training institutes across the country, participated in the intensive course titled 'Training Management and Planning of Training Programs'. The program was designed not only to enhance their administrative oversight of training centers, but also to equip them with the tools to develop effective and strategic training plans.

Throughout the week, participants explored a wide range of topics, actively participating in discussions on designing training strategies and understanding learning theories. The course also covered methods for evaluating training effectiveness, planning curriculums and tailoring lessons to adult learners.

This initiative has marked a significant step towards building a more resilient and capable police training infrastructure in Iraq, with the newly trained officers ready to share what they have learned, raising the standard of police training across the country.



Mr. Nedal Rashdan (UNDP Iraq), Mr. Terje Löland and Mr. Ahmed Abdelrahim (SPC)



The United Nations Office of Counter Terrorism (UNOCT) launched the Global Fusion Cells Program in January 2020, developing national interagency coordination mechanisms, Fusion Cells, which can pool and analyze information, enabling informed decision making, helping to prevent attacks from occurring, ensuring appropriate preparedness, and promoting intelligence led activities.

This program is a collaborative effort between the Police Division, UNOCT, Member States, and other key partners, aimed at improving cooperation across the UN system. UN Police (UNPOL) are a focal point in the Department of Peace Operations in actions to address terrorism and violent extremism. In this role, UNPOL bring a comprehensive, multi-faceted approach to building the relevant capacities in both mission and non-mission settings.

Police Division continued to support the UNOCT Global Fusion Cells Programme in conducting the second 'Training of Trainer' (ToT) course at the UNOCT Rabat Office in Rabat, Morocco for the beneficiary Member States; the first was conducted in October/November 2022 at the UNOCT Rabat Office. The ToT course is a cornerstone of the Global Fusion Cells Programs comprehensive 12-course curriculum, designed to boost the operational capacity of officers, and create a network of qualified trainers. The course marked a significant step forward in expanding the reach and sustainability of these initiatives.

By the end of the course, participants walked away with more than just new knowledge—they developed practical skills, a clearer sense of their roles, and the tools to train others in their home institutions. This ripple effect will strengthen counter-terrorism efforts far beyond the classroom.

Support in Conakry, Guinea



In anticipation of upcoming elections and political events in Guinea, the SPC joined with the United Nations Office on Drugs and Crime (UNODC) and the Office of the High Commissioner for Human Rights (UNOHCHR) to implement a project aimed at strengthening trust between law enforcement agencies and the local population in Conakry. This project, under the guidance of the Resident Coordinator of the United Nations System in Guinea, aims to ensure the free exercise of the right to peaceful demonstration, and policing by international human rights standards, in order to facilitate a smooth political transition in Guinea.

In March 2024, SPC Public Order Adviser Mr. Tarek Bouteraa, undertook a visit to Conakry, Guinea, for an assessment in advance of the training on Management of Peaceful Demonstrations planned for early 2025. Mr. Bouteraa, as part of a team with UNODC and OHCHR, assessed the capacity and operability of the National Police and Civil Protection School-GUINEE (Ecole Nationale de Police et de Protection Civile-GUINEE) for a training course which would enhance the skills and readiness of law enforcement officers in Guinea.

The course would equip the police with skills to monitor and ensure safety during elections and demonstrations and raise awareness among civilians about reporting police violence. It would also improve the officer's ability to manage protests, while upholding human rights principles - ultimately fostering better communications and a safer environment for all stakeholders.

The training facilities were evaluated, and a curriculum was prepared to deliver the training to police units involved in policing assemblies in Conakry, Nzérékoré, Kankan and Kindia. The participation of female officers was an important aspect of the assessment of the facilities where the training was planned to take place.

Building on the groundwork done in March, Mr. Tarek Bouteraa and Mr. Mahmoud Abusalman travelled to Guinea in December 2024 to support a national validation workshop in Conakry. The workshop brought together 15 national police officers and key institutional stakeholders to review, finalize, and validate the draft Training Manual on the Management of Peaceful Demonstrations.

This will serve as the basis for more follow up trainings planned for 2025 and the implementation of activities which will further strengthen the capacity of the Guinean police in the peaceful and rights-based management of demonstrations.



Mr. Tarek Bouteraa, SPC Public Order Adviser, with National Police in Conakry.



SPC Officers Ms. Catherine Rompato, Ms. Shubhra Hira, Ms. Zahida Bukhary and Ms. Anne Dicks supported UN Women Pakistan in delivering virtual training (April 2024) to SAAT-qualified Women Police Officers, preparing them for deployment in UN Peacekeeping Missions.

Ms. Shubhra Hira co-led a three-day Regional Workshop on Gender-Responsive Community-Oriented Policing (GRCOP) in South Asia and Southeast Asia, held in Bangkok from 21–23 February 2024. The workshop was organized by UN Women's Regional Office for Asia and the Pacific (ROAP). The opening session featured the official presentation of key findings, results, and recommendations from a regional GRCOP assessment conducted in Bangladesh, Pakistan, the Philippines, and Thailand by UN Women ROAP and the UN Standing Police Capacity.

Ms. Hira also participated remotely in the GRCOP and Leadership Workshop held in the Philippines in June 2024. Both workshops focused on sharing experiences, addressing challenges, showcasing promising practices, building police capacity in GRCOP, and strengthening regional networking.



SPC Officer Ms. Shubhra Hira at the Gender Responsive Community Orientated Policing Workshop in Thailand

Empowering Police, Enhancing Peace

Building the Future of Peacekeeping through Training

The SPC have played a crucial role in supporting the UN Police Division's efforts to deliver training under the United Nations Police Training Architecture Program.

The Training Architecture Program is enhancing the effectiveness of UN policing through a more consistent, harmonized approach to the provision of police reform, and support to host-state police services. The program enables the recruitment of Individual Police Officers (IPO) equipped with the necessary specialized skills and competencies to meet contemporary peacekeeping demands and challenges.

In April 2019, the Police Division and the Integrated Training Service (ITS) of the Department of Peace Operations (DPO), in close cooperation with the UN Institute for Training and Research (UNITAR), launched the dedicated program for policing skills. The Strategic Guidance Framework for International Policing (SGF) – a key initiative by the UN to standardize and professionalize police work in peace operations – was used to develop training manuals and align the materials for pre-deployment training programs. Working together with the Office of the United Nations High Commissioner for Human Rights (OHCHR), and the United Nations Office on Drugs and Crime (UNODC), the training course material is tailored to address the operational aspects of policing in peacekeeping contexts, including public order management, criminal investigations, and community-oriented policing. Various UN agencies funds and programs are also part of this initiative, as well as regional organizations such as the African Union, European Union, INTERPOL, and the Organization for Security and Co-operation in Europe (OSCE); everyone working together to ensure that UN Police capacity can continue to improve and develop for the needs of our Host countries.

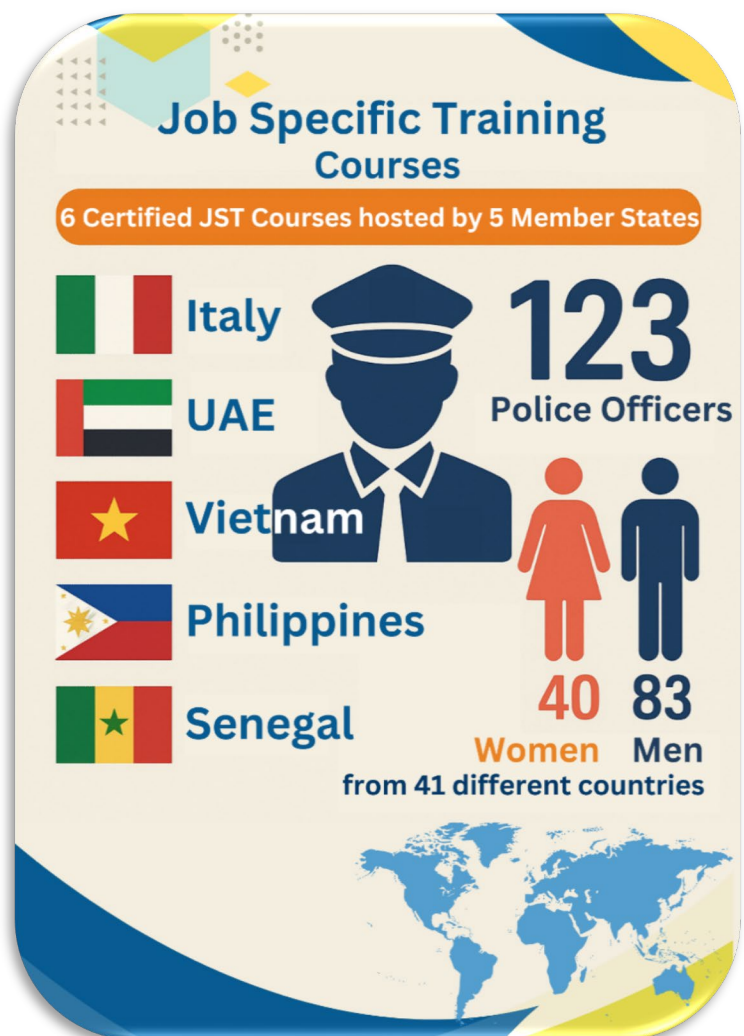


Mr. Shiyang Liu, Ms. Annah Swoswe and Ms. Anne Dicks deliver the UN Certified Instructors Course in the Philippines, June 2024

The SPC have been delivering these trainings, helping to build a more effective and responsive UN Police, and assisting Member States in the development of a cooperative, inter-agency counter crime architecture. The framework is also future proofing; by fostering and mentoring emerging talent, the Police Division, through the SPC, are developing and delivering the UN Middle Management Course (PMMC), building on the expertise of our Member States' police officers.

The SGF is a living framework, enhancing the effectiveness, consistency, and credibility of UN Police across missions, continuously refining through field experience and Member States contributions, to reinforce the commitment of the UN to professional, accountable, and people-centered policing in peace operations.

Through these programs, the SPC have provided expert trainers, developed training materials, and conducted workshops focusing on critical areas such as community policing, human rights, and the rule of law. These initiatives not only enhance the operational readiness of UN Police officers, but also foster a culture of continuous learning and professional development, underscoring the SPC's vital contribution to building a more effective and responsive UN Police force. It is important to emphasize that the SPC successfully delivered the inaugural Job Specific Training (JST) in French in Senegal. This accomplishment marks a significant milestone in expanding multilingual training opportunities and reinforces the SPC's commitment to strengthening the capabilities and professional development of future UN Police officers, particularly within Francophone regions.



Role of Technology to Strengthen UN Police C

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Secretary-General's Data Strategy, the SPC are steer
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Secretary-General's Data Strategy, the SPC are steering the work of the Secretariat on seven policing, building web-based solutions tailored for the needs of the Secretariat, and providing information on the platforms that the SPC technology can support.

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and monitoring and evaluation system, with database and reporting, tedious processes of data entry using Excel and a secure Web platform. By facilitating and simplifying the ability to collect data on a broad range of activities, and reducing errors, errors are reduced and reporting mechanisms streamlined. The system is integrated with Business Intelligence dashboards for a more informed decision. The ability to track, analyse and present real-time data on the effectiveness and efficiency of the monitoring and evaluation system is more efficient. It also provides a unified platform for the management of personnel, ensuring efficient deployment and operation of personnel to optimize personnel resources based on workload and performance. The system is consequently more efficient and accurate. The system also tracks performance indicators using PRAKSYS, ensures that the system can be followed, and opportunities identified for resourcing.



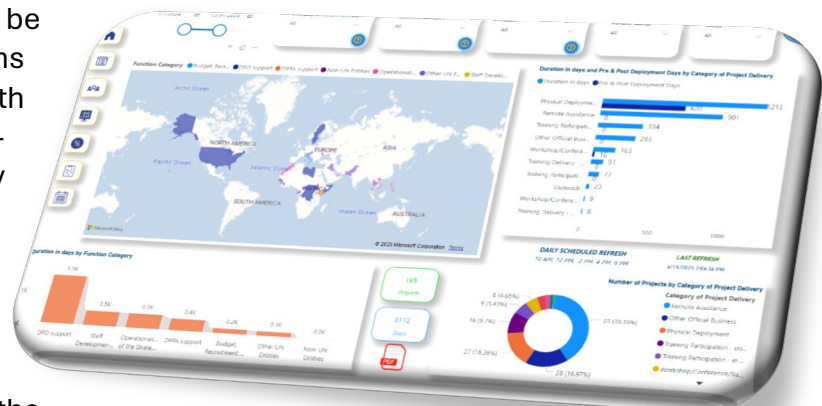
→ Standing Capacities Web Hub

The Web Hub application provides a clear and manageable way to record and follow up on the recruitment processes of the Standing Capacities personnel, as well as track projects and activities efficiently. Project-related information, such as terms of reference, timelines, tasks, milestones, documents, and communications, can be safely stored. The system has been designed and developed to facilitate reporting for results-based budgeting and serves to protect institutional knowledge, promoting a collaborative culture in the division. By centralizing the information, users have access to up-to-date records, reducing the risk of inaccuracies or miscommunications, and enables the Standing Capacities to leverage past experiences and knowledge to achieve their goals effectively.

The database enables the creation of dynamic dashboards and reports based on operational needs and business requirements, which significantly enhances the analytical capabilities of the Standing Capacities to equip management and senior leadership with accurate, timely information, facilitating data-driven planning and decision-making.

→ Training Management System (TMS)

The TMS has been designed to be incorporated into the United Nations SharePoint Online infrastructure, with Microsoft Access serving as the user-friendly front end. Training data can easily be tracked and summarized, and training needs identified, using the dynamic dashboard to highlight any training gaps. Using analysis of training types, locations and participant demographics, such as gender and ranks of trained officers, the training units are well equipped to facilitate data-driven decision-making. The system has been successfully rolled out in UNMISS, and the impact is positively enabling the preparation and delivery of targeted and timely training programs.



→ Election Security Threat Analysis and Reporting (ESTARS)

ESTARS has been developed by the SPC and is ready for operationalization by UNPOL during elections in South Sudan. The system will identify, collect, analyze and report election security threats and risks across the country's ten states. It includes over one hundred security threat indicators under key areas such as the Electoral Legal Framework, General Election Security, and Electoral Phases (Pre-election, During-election, and Post-election). The SPC team have developed guidelines for identifying, analyzing, and rating threats based on assessments, and technical analysis. Additionally, 'UNMISS Police Guidelines for ESTARS in South Sudan' were created to standardize this process.

ESTARS can be scaled beyond state level to counties and polling stations, if data collection resources allow. The system is designed to support UNPOL leadership to guide and advise National Police Service counterparts and provide recommendations. Now ready for implementation, ESTARS has been handed over to UNMISS Police component for use, starting with the voter registration stage. The SPC have conducted an assessment of the technological and communication capacity of the National Joint operations center of the South Sudan National Police Service, comprised of different national security actors, electoral bodies and non-governmental organizations, and provided recommendations, through the UNMISS Police component, to ensure their readiness for elections.

Other technological accomplishments include creating a tailored database for administering and recording Job Specific Trainings (JST), designing online surveys for various activities, and providing associated data analysis results.

The SPC continues to drive digital transformation and data-driven policing for its partners, ensuring they stay ahead in the rapidly evolving technological landscape, and paving the way for a safer and more secure world. Through strong collaboration across the Police Division and leveraging German extrabudgetary funding, the SPC is committed to enhancing the effectiveness of UN Police and making a significant contribution to international peace and security.



SPC Technology experts Mr. Haftu Hailezgy and Mr. Dario Palazzo

Sustainable Development Goals and the Standing Police Capacity

In 2015, all the 193 member countries in the United Nations adopted the 2030 Agenda for Sustainable Development.

The Sustainable Development Goals (SDG) are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy Health, Justice and Prosperity. It is critical that no one is left behind.

The work of the Standing Police Capacity can be closely aligned with several SDG's, particularly those related to Peace, Justice, and Strong Institutions.

Here's how the efforts of the SPC contribute to these goals:



Rule of Law and Justice: SPC supports the development of effective, accountable, and inclusive institutions at all levels by providing expertise in law enforcement and justice systems.

Conflict Prevention and Peacebuilding: SPC's rapid deployment capabilities help prevent conflicts and support peacebuilding efforts, ensuring stability and security in post-conflict areas. By providing technical assistance, training, and strategic advice, SPC helps build the capacity of local police forces, ensuring they can effectively maintain law and order, protect human rights, and contribute to sustainable development.



Addressing SGBV: SPC assists in establishing specialized units to address sexual and gender-based violence, promoting gender equality and protecting vulnerable populations.

Promoting Female Participation: SPC encourages the recruitment and training of female police officers, enhancing gender balance within police forces.



Community Policing: SPC supports community policing initiatives that make cities and human settlements inclusive, safe, resilient, and sustainable.

Protecting vulnerable populations by playing a vital role to protect children, women and the elderly from violence and exploitation, as well as facilitating access to justice.



SPC focusses on strong partnerships, not only within the UN family but between Governments and Civil society. This goal emphasizes creating a more effective, and sustainable approach to development through collaboration and a shared responsibility. Working in partnership with other UN entities, regional organizations, and host states enhances the effectiveness of policing and law enforcement efforts.



Center of Excellence for Stability Police Units (CoESPU)

In the pursuit of global peace and security, partnerships are not just beneficial, they are essential. For the SPC, a cornerstone collaboration in Italy is with the Center of Excellence for Stability Police Units (CoESPU). This partnership is key to strengthening mission preparedness and supporting long term operational sustainability.

Established in 2005 by the Italian Carabinieri in Vicenza, CoESPU serves as a training hub for Formed Police Units (FPU) worldwide. Through this collaboration, UN Police Officers, can receive specialized training in areas such as crowd control, community-oriented policing, and the protection of civilians - skills that are indispensable in today's complex peacekeeping environment.



Visit of the GPOI to Brindisi, June 2024

2025 will mark the 20th anniversary of the center which has become a global frontrunner and operational think-tank renowned for its advanced studies and innovative training for Peace Operations. CoESPU is helping to build global capacity for United Nations and Regional Peace Support Operations. Funded in partnership with the U.S. Department of State under the Global Peace Operations Initiative (GPOI) and supported by the United Nations Department of Peace Operations, CoESPU embodies the global commitment to strengthening peacekeeping forces worldwide.

Over the past two decades, CoESPU have trained more than 15,000 highly skilled professionals from 128 countries around the world, strengthening the ability of the United Nations to establish, maintain and sustain Police Components of Peacekeeping Operations. CoESPU have embraced the UN Strategic Guidance Framework (SGF) and continue to actively participate in the development of the programs, exercises and courses, in line with UN standards. Pre-deployment training for Formed Police Units, Individual Police Officers and Specialized Police Experts is provided by CoESPU experts using a curriculum that has been developed in close coordination with international partners, reflecting the evolving nature of peace operations. It emphasizes human rights, gender sensitivity and the rule of law, aligning perfectly with the UN core values. The partnership also fosters an exchange of best practices, with officers from diverse backgrounds sharing experiences and building a global network of policing professionals.

This collaboration goes beyond infrastructure and is a testament to Italy's enduring commitment to multilateralism and peacekeeping. CoESPU support enables trained officers to deploy to some of the world's most challenging environments. The synergy between the UN and Italy exemplifies how host nation support can amplify the impact of international peace efforts.



Visit of the Chief SPC, Ann-Marie Orlor, to the CoESPU, Vicenza, February 2024

Photo Gallery



Chief SPC Ms. Ann-Marie Orler with the Police Adviser Mr. Faisal Shahkar, and the SPC Team, at the Curriculum Development Workshop in Brindisi, September 2024.



SPC Town Hall Meeting with the Police Adviser Mr. Faisal Shahkar



UN Secretary-General António Guterres on the occasion of his visit to Brindisi, Italy, to celebrate the 30th Anniversary of the United Nations Global Service Centre (UNGSC).



Chief SPC Ann-Marie Orler with Mr. Joseph Breidi, Administrative Assistant, SPC, September 2024.



Ms. Catherine Rompato-Arifagic, Special Assistant to the Chief of the SPC, with the Police Adviser Mr. Faisal Shahkar, in Dakar, Senegal, for the first Job Specific Training (JST) delivered in the French language, July 2024.



I would like to thank the UN Secretary-General António Guterres, USG DPO Jean-Pierre Lacroix, ASG OROLSI Alexandre Zouev, Police Advisor and Director Police Division Faisal Shahkar, former Police Advisor and Director Police Division Luis Carrilho, IOT, Standing Police Capacity and Justice and correction standing capacity in Brindisi and all officers in Police Division for the tremendous support throughout my tenure in UNISFA..

Ms. Violet Nasambu Lusala
Head of Police Component
UNISFA



We extend our heartfelt gratitude for the invaluable support you have provided. We look forward to our continued collaboration and to the positive impact it will have on our shared goals..

Gen. Asad Osman Abdullah
Somali Police Force Commissioner



SPC is an integral part of the Police Division within OROLSI/DPO. SPC supports the implementation of the mission of the UN Police, which is to enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations to realize effective, efficient, representative and accountable police services that serve and protect the population. In UNMISS, SPC can play a key role in strengthening the operational effectiveness of UNPOL and its support to the [National Police Service] through strategic advising, institutional development, monitoring and evaluation and capacity building.

Ms. Christine Fossen
Police Commissioner
UNMISS



I would like to express sincere appreciation for the support and dedicated work provided....the PRAKSYS platform is currently operating efficiently and effectively in its first phase, significantly enhancing the accessibility and extractability of our daily and weekly tasks...

We will continue to collaborate through Teams for any necessary improvements and look forward to the next phase of the project..

Lt.Colonel Ala'a Momani
Deputy Senior Police Advisor
UNFICYP



The UNDP Country Office Iraq extends our sincere thanks to the Police Division / Standing Police Capacity for their consistent and invaluable support to our policing and anti-corruption work..

Aute Lootsma
Resident Representative, Iraq Country Office
UNDP Baghdad, Iraq



 police.un.org/en/standing-police-capacity_

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