

## UNCOPS – Background Note for Session 3

### BRIDGING THE GAP ON PERFORMANCE

Contemporary peace and security challenges require a coordinated policing response at national and international levels that is human rights-compliant, gender- and environmentally responsive, and evidence-based. Improving [United Nations Police \(UNPOL\)](#) performance and, ultimately, effectiveness is by its very essence a collective endeavor. The engagement of key stakeholders is essential, including: the United Nations Secretariat; Member States hosting, providing, financially, politically or otherwise supporting [UNPOL](#); regional, sub-regional or professional policing organizations; and importantly, highly capable and motivated [UNPOL](#) personnel comprising formed police units (FPUs), individual police officers (IPOs), Specialized Police Teams and civilian police experts.

### PEACEKEEPING PERFORMANCE AGENDA

Building on the 2018 [Action for Peacekeeping \(A4P\) Declaration](#), [A4P+](#) was launched in March 2021 to enhance the impact and effectiveness of peacekeeping. Drawing upon existing databases and processes, including safety and security or environmental management matrices, bi-annual reporting to Member States commenced in June 2022 on [A4P+](#) priorities<sup>1</sup> with data-driven and technology-enabled peacekeeping, and the [Women, Peace and Security Agenda](#), mainstreamed throughout. The [A4P + reporting regime](#) complements existing tools to further assess and report on progress and challenges UN Peacekeeping is facing, while enhancing evidence-based decision-making.

To further strengthen the performance of all peacekeepers at all levels, the Secretariat has developed and continues to implement and update the [Integrated Peacekeeping Performance and Accountability Framework \(IPPAF\)](#), which illustrates Secretariat efforts to assess and strengthen peacekeeping performance and accountability, covering substantive civilian, uniformed, and support components. The [Special Committee on Peacekeeping Operations \(C34\)](#) took note of [IPPAF, which is also in line with Security Council resolution 2436 \(2018\)](#), and called for its implementation and updating. By changing institutional structures and individual behaviours to strengthen leadership, accountability, capabilities and mindsets, the aim is to maximize the effect peacekeepers, including [UNPOL](#), have in the settings and communities they serve in the missions to which they are deployed.

To assess progress on the implementation of mandated tasks, collecting, analyzing and incorporating data, including gender data, into performance assessment systems is integral. It also aligns with the [Secretary-General's Data Strategy](#) and the [digital transformation of United Nations peacekeeping](#). One part of the IPPAF, the [Comprehensive Planning and Performance Assessment System \(CPAS\)](#), launched in August 2018, is a tool enabling the leadership of peacekeeping operations to make informed, evidence-based decisions to enhance mandate implementation and impact, with whole-of-mission planning that is anchored in, and responsive to, local contexts. [CPAS](#) makes peacekeeping missions more effective at preventing and resolving conflicts in order to improve people's lives.

Viewing peacekeepers' safety and security as a responsibility to peacekeepers and an important factor to enable good performance, the Secretariat is implementing the [Action Plan to Improve the Security of Peacekeepers](#). The Plan focuses on changing mindsets, improving capacities such as casualty and medical evacuations and the use of technology, achieving a threat sensitive footprint, and enhancing accountability in order to bring [perpetrators of crimes against peacekeepers to justice](#).

Strengthening peacekeeping sometimes entails strengthening the capacities of those who provide their women and men. Under the [Light Coordination Mechanism](#), Member States who have the capacity to provide training and equipment to police contributing countries can respond to current or emerging needs so that [UNPOL](#) officers can operate efficiently in the most challenging operating environments.

### EVOLUTION OF THE UNITED NATIONS POLICE PERFORMANCE REGIME

In close cooperation with Member States, regional and professional organizations, the Police Division has developed a broad range of standards and benchmarks, new methodologies and tools to assess performance and ensure accountability for different categories of [UNPOL](#) personnel. In line with the Secretary-General's vision of a "transformed United Nations Police that is people-centred, modern, agile, mobile and flexible, specialized, rights-based and norm-driven"<sup>2</sup> and that is also innovative,

<sup>1</sup> A4P+ priorities: Coherence Behind a Political Strategy, Strategic and Operational Integration, Capabilities and Mindsets, Accountability to Peacekeepers, Accountability of Peacekeepers, Strategic Communication, and Cooperation with Host Countries.

<sup>2</sup> Report of the Secretary-General on United Nations policing (S/2016/952 paragraph 48).

data-driven and enabled by technology, the Police Division supports [UNPOL](#) components in their efforts to help host-State counterparts become more “representative, responsive and accountable” on the basis of the [Strategic Guidance Framework for International Policing \(SGF\)](#). To this end, the [United Nations Police Training Architecture Programme](#) aims to ensure that “the right police officers are trained on the right topics in the required quantities at the right time”. A new [SGF online course](#) is being piloted prior to being made mandatory for all candidates from Member States applying for [UNPOL](#) positions and a portal is being created to ensure that all selected candidates have access to required e-learning courses. Specialized pre-deployment training curricula for [UNPOL](#) were updated and distributed to all Member States in January 2022, with training and certification of trainer courses having been launched in parallel. Job-specific courses in priority areas are being initiated, and efforts are underway to further integrate [UNPOL](#) indicators into [CPAS](#).

To sustain its workforce of the close to 10,000 authorized [UNPOL](#) personnel from around 90 contributing countries authorized to serve in six peacekeeping operations, 10 special political missions and other contexts where mandated by Member States, while helping ensure gender- and geographic balance, the Police Division, in coordination with Uniformed Capabilities Support Division (UCSD) of the Department of Operational Support (DOS), undertakes [pre-deployment operational readiness assessments](#) and [in-mission inspections](#). These consider Member States’ capacities to deploy [UNPOL](#) personnel, including FPU, through assessment and advisory visits (AAVs) prior to deployment and verification visits as part of the [Peacekeeping Capability Readiness System \(PCRS\)](#). The PCRS has been essential to register pledges and have FPU at high readiness level for deployment, including two at rapid deployment level, prepared to deploy within 60 days. They also comprise assessments of operational capability (AOC) and contingent owned equipment (COE) inspections conducted by United Nations Formed Police Assessment Teams from DPO and DOS. Similarly, before deploying to United Nations peace operations, IPO candidates, who may also form part of Specialized Police Teams, are expected to be cleared through an assessment for mission service (AMS), either by a Selection Assistance and Assessment Team deployed to a Member State - sometimes targeting solely women candidates - or based on an in-mission AMS upon arrival of the candidates.

Once deployed, [UNPOL](#) personnel performance is assessed on a quarterly basis, and improvement plans are put in place to further augment effectiveness, which in turn informs future rotations and deployments. In the case of IPOs (including Specialized Police Teams), the rating scale is based on the guiding principles of the relevant SGF pillar(s): police capacity-building and development, police command, police operations and police administration. In support of the in-mission process, the Police Division also undertakes performance assessment and evaluation inspection team visits, which complement independent, ad-hoc evaluations, reviews and investigations. To maintain the [UNPOL](#) performance regime, FPU commanders and coordinators training courses, AOC and AMS pre-deployment readiness workshops are regularly conducted to certify future generations of FPU and IPO instructors to sustainably maintain recurrent selection, recruitment and rotation exercises for all types of [UNPOL](#) personnel. The operational preparedness of FPU also depends on the availability of right fit of COE. The Police Division, in coordination with UCSD/DOS and field missions, regularly assesses the equipment requirements by reviewing statement of unit requirements and analyzing the Global Quarterly COE Status Reports. The quarterly Global COE Performance Report prepared by UCSD informs on the serviceability and availability of PCC equipment and its performance in the field missions. UCSD works closely with the DPO and Member States on improving the COE performance of FPU in the Missions. Efforts are also underway to strengthen the recognition of outstanding performance.

Attaching particular importance to [leadership](#), the Secretariat runs the mandatory United Nations Police Commanders Course (UNPCC) for Heads and Deputy Heads of United Nations Police components every year. The Police Division also maintains the 170-strong United Nations PoliceWomen Command Cadre, which was launched in 2017 and which mentors, trains and prepares women police officers who meet the requirements for leadership posts. To date, 10 women from the Cadre have assumed senior and strategic positions within missions and at United Nations Headquarters.

Sustained global advocacy, capacity development and engagement between Member States and the Police Division remains essential in order to increase the number of women police officers at all levels and in all functions and thereby strengthen the performance and operational effectiveness of [UNPOL](#). Thus far, [UNPOL](#) targets of the [2018-2028 United Nations Gender Parity Strategy for Uniformed Components](#) have been met and in almost all cases surpassed. Identified performance shortfalls of FPU are also addressed through performance improvement plans for each evaluated unit and HQ engagement, including facilitation of capacity-building support, if required.

Ensuring that [UNPOL](#) personnel maintain the highest standards of conduct, including by adhering to the ‘zero tolerance’ policy on sexual exploitation and abuse and with respect to the environment, also lies at the heart of collective efforts between Member States and the Secretariat.

## KEY ASKS

- Clear, credible and achievable mandates for policing-related activities that are articulated around realistic expectations and adequately resourced, in line with Security Council resolutions [2185 \(2014\)](#) and [2382 \(2017\)](#).
- Sustained engagement for political solutions, support aspects, and enhanced safety and security of United Nations personnel.
- Vetted, well prepared, equipped, technologically proficient, and trained [UNPOL](#) personnel. Francophone FPU, including those available for rapid deployment and equipped with modern equipment, such as with mini drones.
- Objectively assessed performance of deployed [UNPOL](#) personnel throughout the pre- to post-deployment cycle.

- Promote, support and sustain initiatives by the Secretariat to organize and deliver specific training courses on the basis of the Strategic Guidance Framework for International Policing to facilitate the deployment of women police officers to United Nations peace operations.

## KEY QUESTIONS

- What is required from Member States so that [UNPOL](#) can effectively contribute to the implementation of mandated tasks?
- How can [UNPOL](#) help Member States better prepare their personnel, including women police personnel, for service?
- The ultimate success of [UNPOL](#) efforts is reflected in strengthened host-State capacities and communities' greater sense of safety and security. How could we collectively assess the effectiveness of this?