

2015



**STANDING POLICE
CAPACITY
ANNUAL REPORT**



Foreword of the Chief SPC



Dear reader,

It is my pleasure to provide you with this first issue of the Standing Police Capacity (SPC) Annual Report.

When reading this report you will have a picture of the wide range of activities conducted by the SPC, and the variety of expertise that the SPC offers ranging from public order, investigations, transnational organized crime through police reform, community policing and gender issues to IT, logistics and asset management, finance and budget, human resources, training and many more. But the common denominator for all SPC staff in the United Nations Police Division, regardless of specific expertise, is the knowledge to build capacity and to achieve development to the benefit of police components in UN peace operations as well as host countries.

I am very proud of the achievements of the SPC staff during this, my first full year, as Chief SPC. Apart from a clear increase of deployments to field missions and through the Global Focal Point, the SPC staff have been engaged in remote assistance for missions as well as more and more engaged in doctrinal and guidance development with other parts of Police Division. On our plate is now also the continued effort to enhance use of new technological means in UN policing.

This report does not cover everything done by SPC staff during the year but tries to give you some of the most important highlights. It is my hope that you will find the reading of this report interesting and that it will give you a clearer understanding of what the SPC does and can do.

As always – SPC is at your service!

Kind regards

A handwritten signature in cursive script that reads "Maria Appelblom". The ink is dark and the signature is fluid and legible.

Maria Appelblom

Chief of Standing Police Capacity, Police Division, OROLSI, DPKO

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1. Support to the field

MINUSCA - CONTINUED SUPPORT AFTER THE 2014 START-UP.

The initial SPC deployment in February 2014 took place to support the MISCA-MINUSCA transition and was followed in June of that year by the arrival of an eight staff-strong Police Advance Team (PAT) tasked to start up the police component in the UN Multidimensional Integrate Stabilization Mission in the Central African Republic (MINUSCA). On the decision of the SRSG, this had, however, to be done under an entirely new unprecedented format which entailed the creation of a “Joint Task Force Bangui” (JTFB), concentrating all the FPU in Bangui and limiting the engagement of the military to a reduced QRF to support. The operation command was given to the police.

SPC played a key role in the seamless transition from the African Union (AU)-led MISCA mission to a fully-fledged DPKO mission and its police component, in developing and implementing the JTFB concept as well as in achieving the other core objectives and benchmarks, like the validation of the Police CONOPS, a needs assessment on the capacities of the host state police, supporting CAR police and gendarmerie in the maintenance of law and order and already initiating basic and specialized training regimes in coordination with the Host State and other partners.

Though the engagement of the last SPC member of the Police Advance Team ended in March 2015, further support was delivered to MINUSCA on several occasions, with additional SPC members deployed, like Jane Gausgruber (Reform Adviser) and Ahmed Abdelrahim (HR Management Adviser) and, more recently, Paolo Bonanno (Public Order Adviser) to develop and assist in the security arrangements for the elections and on the occasion of the official visit to Bangui of HH Pope Francis. At the end of this visit, Pope Francis personally thanked the SPC Public Order Adviser, Paolo Bonanno, for the impeccable security arrangements during his visit.



SPC Public Order Adviser Paolo Bonanno thanked by HH Pope Francis during his visit to Bangui.

SPC will continue its assistance to MINUSCA in the future, upon request from the mission. New deployments are already under discussion for early 2016.

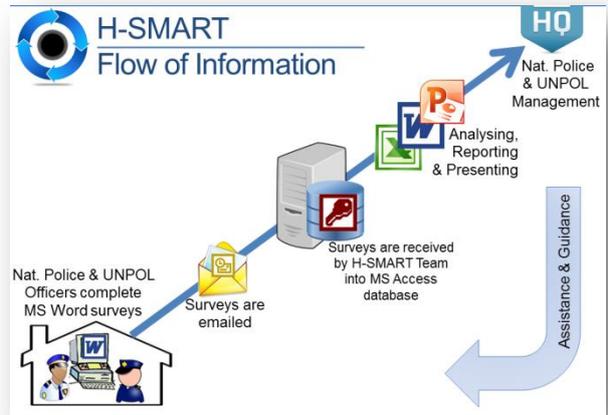
“SMART” IN UNMIL AND MINUSTAH

The SMART system is an information management tool which was developed in-house by SPC IT Officer, Gerrit Schut, to monitor and evaluate progress in the capacity-building and development of the Host State Police Service assisted by United Nations Police (UNPOL) officers.

As a simple and user-friendly tool to improve the convenience, accuracy, and standardization of reporting, SMART has helped UNPOL managers with an advanced tool to generate aggregated data and to monitor the trends.

Initiated in UNMIT, the low-cost, optimal-tech system enables evidence-based assessment by streamlining reporting flows and tracking key indicators through a single database. The functional areas of the SMART include Human Resources, Training, Operations, Administration, Equipment & Logistics, and Discipline.

Technical similarities among police services, particularly in countries with a UN mission and UNPOL presence, make SMART easily replicable across missions. Simultaneously, SMART is flexible enough to customize and adjust its parameters in response to country-specific needs, increasing its transferability to the local counterparts.



The SMART-system that was developed by SPC IT Officer Gerrit Schut, already implemented in MINUSTAH, UNMIL and –soon- MINUSCA.

SPC supported UNMIL with its L-SMART system. L-SMART’s data is used for the reporting on Results-Based Budgeting (RBB) by providing statistics, for example, the number of patrols or training delivered. The two SPC IT Officers, Gerrit Schut and Jean-Yves Mazard, also worked with the Police Division’s Strategic Planning and Development Section in MINUSTAH on implementing an improved version of the H-SMART system.

Based on lessons learnt, the revisions make data collection easier and more convenient, while also linking the H-SMART system to better measure the impact of the activities in the HNP Development Plan.

MINUSTAH

Additional assistance was also provided to the MINUSTAH police component with a 4-month deployment of the SPC Gender Officer, Odile Kantyono, to perform a Sexual and Gender-Based Violence (SGBV) Assessment and the development of a Gender Toolkit in collaboration with the Strategic Planning and Development Section (SPDS) of Police Division.

The SPC Gender Officer further provided advisory support for Host State police, e.g. on development and formulation of the Gender Policy.



SPC Gender Officer, Odile Kantyono, during one of her multiple deployments to assist missions.

MINUSMA

After doing the successful start-up of MINUSMA Police Component in 2013, the SPC continued to provide support to this mission throughout 2015.

The Chief, SPC, Ms. Maria Appelblom, accompanied by the SPC Public Order Adviser, Mr. Paolo Bonanno and SPC Administrative Assistant, Ms. Stefania Putignano, undertook in April 2015 a review of MINUSMA police command and control arrangements as well as FPU coordination structures, in Bamako and Regional Sectors, in-mission training and equipment, police procedures and mechanisms to direct, coordinate and control UNPOL operations and police reporting structures and procedures.

As MINUSMA required professional police expertise in key positions, namely in the Police Commissioner's office and at the Regional Commander level, the SPC provided support through the short-term deployment of the SPC Public Order Adviser, Mr. Paolo Bonanno and of the SPC Administrative Assistant, Ms. Stefania Putignano, to serve as Regional Commander in Gao/Kidal and interim Special Assistant to the Police Commissioner respectively.

The SPC has also provided support to the reorganization and the operationalization of the UNPOL Transnational Organized Crime (TOC) and Counter-Terrorism (CT) Support Unit, through the SPC Transnational Organised Crime Officer, Stéphanie Tieles, including advice on relevant data exchanges to enable a more strategic information sharing and intelligence management on TOC and CT. The SPC will be ready to assist in the further operationalization of the Unit



SPC TOC Officer Stephanie Tieles with 2015 MINUSMA Commissioner Awale Abdounasir.

UNSAM

In the course of 2015, SPC has delivered on several occasions, key assistance to UNSAM, in close coordination with AMISOM, UNDP, UNOPS and bilateral partners.

The SPC Team Leader, Lucien Vermeir, was sent to Somalia from March until the end of October as Acting Police Commissioner. During that period UNSAM Police developed a close relationship with the Somali Police Force (SPF), as well as AMISOM and all other players. Despite the extremely difficult security conditions

on the ground, UNSAM Police delivered substantial projects for the Somali police, such as a digital radio communication network in Mogadishu, 56 pick-up vehicles, generators, etc. The SPC Team Leader assisted the SPF leadership to design the Heegan Plan meant to re-establish basic policing



SPC Team Leader, Lucien Vermeir as acting Commissioner of UNSAM Police Component.

services throughout the country and to address all major challenges, defining the new policing model, renewing the legal framework, competency screening and retraining of SPF personnel, upgrading from basic to complete policing (by adding specialised services), etc.

This exercise included workshops and interacting with the federal government and regional states to define a new policing model as Somalia moves towards a federal system. The Heegan Plan was welcomed by the Security Council in its resolution 2232/15. The SPC Planning Officer, Francis Tsidi, assisted the police section during 3 months in a number of processes and took the lead in formalizing the Joint Concept of Operations with AMISOM police component.

In September, the SPC also deployed its Budget and Finance Officer, Sanjeev Joshi, for 3 months to provide key assistance for the Somali Public Expenditure Review that was conducted by the World Bank.



SPC Budget & Finance Officer, Sanjeev Joshi in UNSOM.

UNAMA

SPC continued its support to UNAMA, where Amod Gurung, Training Adviser and Won Hyuk Im, Community Policing Officer, were already deployed last year. At the return of the latter, two other staff members were sent to Afghanistan, in the course of 2015.

Reform Advisers Jane Grausgruber and Odia Godfrey Aropet, assisted the Police Advisory Unit (PAU) with strategic monitoring and advisory roles regarding Host State police in coordination with mission components and the International Police Coordination Board (IPCB), as well as for the monitoring and evaluation of the Afghan Democratic Policing Project (ADPP).



SPC Reform Advisers, Godfrey Aropet and Jane Grausgruber in UNAMA.

UNMISS

Three months after his return from Afghanistan, the SPC Community Policing Officer, Won Hyuk Im, was deployed in May 2015 to South Sudan, UNMISS, to assist in applying the three tiers of the DPKO Protection of Civilians (PoC) Policy and assist the Police Component to develop political, physical and programmatic approaches to Gender and Child Protection.



SPC Community Policing Officer Won Hyuk Im

This exercise was not only done to maintain the PoC site security but also to foster a broader secure environment beyond PoC Sites.

UNIOGBIS

Mr B.A. Nasir, the SPC Police Reform Adviser, assisted UNIOGBIS Senior Police Advisor (SPA) to refresh the assessment of the different law enforcement agencies, to review the interaction mechanisms, like colocation, with national internal security institutions and support the representatives from the different law enforcement agencies in drafting their Strategic Development Plan for 2015-2019.



Guinea Bissau's first model police station in the capital city.

MONUSCO

The SPC Transnational Organized Crime (TOC) Officer, Stéphanie Tieles, was deployed to DRC to provide technical assistance to the MONUSCO police in an assessment of the host state police capacity to investigate, prevent and combat serious and organized crime.

With her SPC TOC colleague, Derek Simmonds, they were working closely with the New York SOC team colleagues. They provided advice to Missions on developing initiatives to support national law enforcement agencies in building capacity to respond to the threat posed by organized crime.

Derek and Stéphanie have also designed a Serious Organized Crime (SOC) assessment tool for use by missions to measure the Host State police capacity.



SPC TOC Adviser Stephanie Tieles in MONUSCO

UNMIK

In November 2015, the SPC deployed Mr. Giorgio Giaimo, Public Order Adviser, to act as Senior Police Adviser to UNMIK SRSG. Since his arrival in Pristina, Mr Giorgio Giaimo assisted the SRSG and the DSRSG by providing strategic advice on law enforcement issues across Kosovo as well as he analysed the different implications of emerging law enforcement issues, making recommendations on possible measures to be taken by UNMIK. He also provided guidance and supervision to all the activities on the UNMIK Interpol Unit which is given the same rights as a National Central Bureau (NCB).



Ongoing protest in Pristina

Particular attention was given by Mr. Giorgio Giaimo to monitor incidents and situations involving non-majority ethnic groups that could deteriorate the overall security in the area as well as other major events that could affect public security in Kosovo. This was, for instance, the case with the protest that was organized by opposition parties in Pristina on 9 January 2016 attended by approximately 8.000 people with the deployment of about 1,000 Kosovo Police officers.

2. Global Focal Point

UNDP, SIERRA LEONE

The SPC Reform Adviser, Jane Rhodes, participated in the Ebola Multi-Agency Border Assessment with partner agencies at which she assessed the capacity of the Police and Military to respond to the ongoing crisis. This included the operationalization of community-police “early warning mechanisms” in relation to both security and health threats. She also participated in the Police Act Review Committee and supported the newly formed Independent Police Complaints Board.



SPC Reform Adviser Jane Rhodes in Sierra Leone

The SPC Community Policing Adviser, Mona Nordberg, has been in Sierra Leone since May 2015 (and until the end of February 2016) supporting the Sierra Leone Police (SLP) on a nationwide Gender program and a Community Policing Project. Alongside Jane Rhodes, they assisted UNDP and SLP to progress police projects including those relating to accountability, civilian oversight, asset management and human resources. They also instigated an innovative program to test the English language skills capability of



SPC Community Policing Adviser, Mona Nordberg.

Sierra Leone Police officers and measure the organizational requirements, followed by targeted training to enhance literacy levels within the police. When Jane ended her deployment in August, the SPC Reform Officer, Odia Godfrey Aropet, was deployed to further progress these programs and contributed towards the planning and implementation of further UNDP support to security sector agencies in Sierra Leone.

UNDP, CHAD

The SPC Gender Officer, Odile Kanyono, was sent to Chad to contribute to a broader training program that SPC has been facilitating to strengthen the capacities of the National Security Forces. In addition to courses on Preventing and Investigating SGBV, Gender and Child Protection and Escort and Protection of Humanitarian, this training program also included Public Order, Criminal Investigations, and Human Rights. All of which were complemented by a Train-the-Trainers (ToT) course to ensure sustainability by enabling the host forces to continue carrying out the training program themselves.

3. Delivery of Training

FPU TRAINING, JORDAN

During July to September 2015, three SPC Officers, Ahmed Hosni Abdelrahim, Paolo Bonanno and Giorgio Giaimo planned and implemented three FPU ToT training events in Jordan including facilitating an initial meeting of the FPU Doctrine Review Group, running an FPU Refresher course for previously UN-certified FPU instructors and an FPU ToT course. The preparations included liaison and coordination with the Permanent Missions of all the Member States/Police Contributing Countries and conducting the training for the two courses. The review workshop was opened by the Chief, SPC.



FPU Training in Jordan

UN POLICE GENDER TOOLKIT TRAINING, NEW YORK

In November 2015, the SPC Planning Officer, Shubhra Tiwari was sent to New York as an Instructor of the Tot course on the UN Police Gender Toolkit.



SPC Planning Officer Shubhra Tiwari in New York

FPU TRAINING, CAMEROON

In December 2015, the SPC HR Management Adviser, Ahmed Hosni Abdelrahim and Logistics Adviser, Majed Hachaichi paid a preliminary visit to Cameroon in preparation for the FPU training that will take place early 2016.

COESPU, ITALY

Like in previous years, the SPC continued to support the *Center of Excellence for Stability Police Units* (CoESPU) of the Italian Carabinieri, which is located in Vicenza, Italy. In 2015 the equivalent of 102 separate days of courses and lectures were provided by a variety of SPC members to CoESPU.



Training session at CoESPU in Vicenza, Italy.

CPT TRAINING, BRINDISI

The SPC supports in a continuous manner the successive Civilian Pre-deployment Training (CPT) sessions that are given in Brindisi. All police officers on professional posts going through this training, are invited to the SPC in order to inform them about the unit and create contacts for the future.

4. Support to Police Division HQ

CONSULTATION ON THEMATIC ISSUES: POC, CHILD PROTECTION, CRSV, ETC.

SPC participated in consultation workshops on Protection of Civilians (POC), Child Protection and Conflict-Related Sexual Violence (CRSV) and contributed to the respective Communities of Practice for the development of guidance and training materials.

SPC staff members also continued to be part of several working groups (WG), like the Standing Uniformed Capabilities WG and the Serious Organized Crime (SOC) WG and provided inputs and reviewed documents on a daily basis as well.

Chief, SPC, Ms. Maria Appelblom represented Police Division at a number of conferences, e.g. at the annual conference of the Canadian Chiefs of Police and the International Association of Chiefs of Police.

5. The SPC in figures for 2015

ACTUAL PERSONNEL STRENGTH IN 2015

The Standing Police Capacity has an authorized strength of 40 positions, of which three are based at Police Division Headquarters, while four administrative support staff (with two non-deployable) constitutes the front office.

Due to a high turnover of seconded staff members, vacancies of posts are regular and filling in these positions can take time, since the selection process is complex and slow. Also, the profiles of the nominated candidates do not always match



Gender representation in the SPC

the requirements for the positions. A total of 132 months of vacancies were recorded in 2015, spread over the remaining 33 positions, further reducing SPC’s operational capacity with 11 fulltime equivalents (FTE) to an actual availability of 22 FTE of which leave, mandatory training etc. still has to be deducted. An accurate estimate of SPC’s “real” operational capacity for 2015 was consequently around 20 FTE.

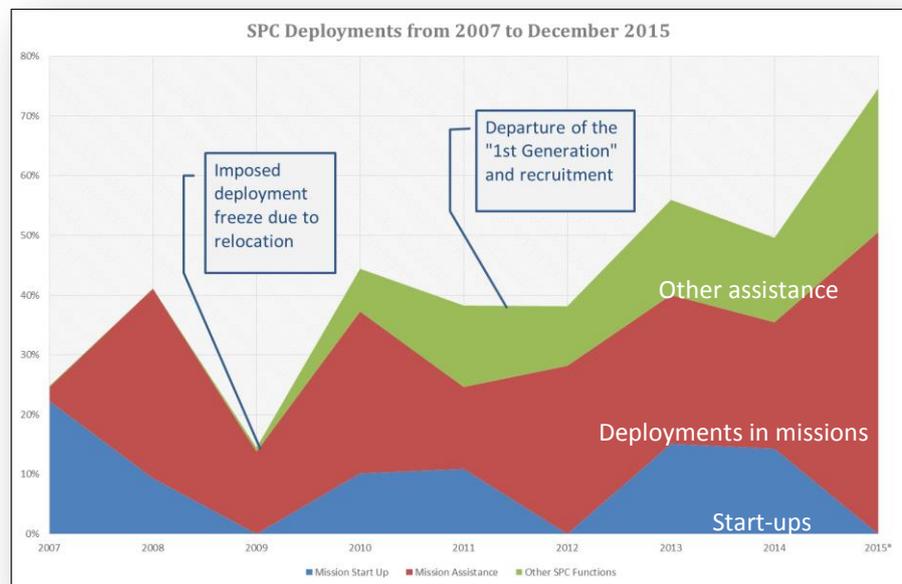
The SPC is continuously working in cooperation with the Selection and Recruitment Section (SRS) in the Police Division to improve the selection procedures and outreach to Member States.

COMPOSITION IN 2015

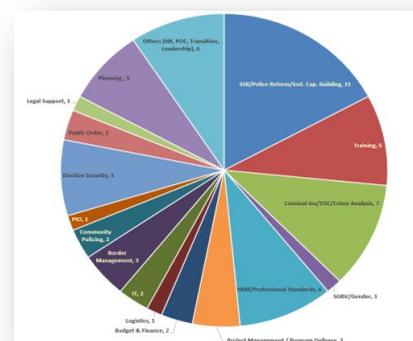
Not less than 22 nationalities were represented in the SPC through its staff. A total of 11 positions were filled in by women, which corresponds to a rate of 33%.

DEPLOYMENTS AND SUPPORT IN 2015

Despite the absence of any start-up of a new mission requiring a deployment in vast numbers, the SPC enhanced its assistance to missions over the course of 2015. To some extent this can be attributed to an increase in deployments under the Global Focal Point arrangement, but the support to DPKO and DPA missions also increased.



SPC started to test-run its in-house developed software application, the Project Tracking System (PTS), to monitor activities, such as remote assistance to missions, support to PD HQ, participation in working groups, e.g. within Uniformed Capabilities Development Agenda (UCDA), the Serious and Organized Crime (SOC) team, the assistance to SPDS in developing doctrine and manuals within the Strategic Guidance Framework, etc.



6. Preparing the Future

BETTER ASSESSING THE FUTURE NEEDS OF THE MISSIONS

In the course of 2015 SPC Chief, Maria Appelblom, visited several field missions to assess and discuss their upcoming needs. That was the case with MINUSMA, MINUSCA and MONUSCO and this exercise will be continued in 2016 with other missions. The underlying purpose of this direct interaction with the missions is to analyse their current and future needs, to better prepare for SPC assistance. The analysis contributes to diversifying and developing the SPC's skill sets and offer in services, as stated by the UN Security Council in its resolution 2185/14¹. In addition, the SPC has introduced in 2015 systematic surveys to all missions, giving the unit a real-time overview of the upcoming needs. The SPC's continuous concern is to further improve the services it delivers and has already led to a number of initiatives:



SPC Chief, Maria Appelblom, visiting MINUSCA

PROJECT MANAGEMENT TRAINING

During the months of December 2015 and January 2016, all SPC staff members went through an intensive three-weeks training program on Project Management, sponsored by the Swedish police.

The main focus of this training was on applying different techniques, like the Logical Framework Approach (LFA), to concrete situations like they exist in the field.



ASSESSMENT FOR MISSION SERVICE (AMS) INSTRUCTOR CERTIFICATION

Several SPC Staff Members obtained AMS Instructor Certification in collaboration with Selection and Recruitment Section (SRS), Police Division, to assist Selection Assistance and Assessment Team (SAAT) activities.

INTEGRATED ASSESSMENT AND PLANNING (IAP) TRAINING FOR OROLSI PLANNERS

SPC co-organized the first-ever certification training course for operational planners with participation from SPDS, Police Division and Office of Operations, DPKO and various field missions, including colleagues from the Justice and Corrections Standing Capacity (JCSC).

¹ Requests the Secretariat to continue refining the composition of the United Nations Standing Police Capacity to ensure it includes skill sets to meet contemporary demands, including through enabling partnerships with member states and regional organisations;

GENDER EQUALITY

Chief, SPC, Ms. Maria Appelblom, engaged in outreach in order to improve gender balance in UN police. She held several speeches and participated in several gender equality related events in the course of 2015, e.g. at the International Association of Women Police (IAWP) conference in Cardiff where she also inaugurated the Gender Toolkit training, and the Nordic-Baltic Network of Policewomen (NBNP) conference on Trafficking in Human Beings in Riga as well as for the National Association for Women Law Enforcement Executives (NAWLEE) in connection with the conference of International Association of Chiefs of Police (IACP) in Chicago. The SPC Community Policing Adviser Ms. Mona Nordberg gave presentations at side events organized by the NBNP in connection with the annual meeting of the Commission on the Status of Women at UNHQ.

OUTREACH

Delegations from the European Gendarmerie Force (EGF) and from the Lithuanian police visited the SPC during the year and Chief, SPC, Ms. Maria Appelblom also held speeches at the Swedish Defence University as well as in the Center for International Peace Operations (ZIF) training in Berlin and at the ten-year Jubilee of CoESPU in Vicenza

7. Way Forward

Through a wide range of engagements in the field, the SPC has gained a solid base of knowledge and experience that is critical for an effective assistance to police components in the field. This knowledge will also be very valuable to feed into the Strategic Guidance Framework and the growing doctrinal base for UN policing.

SPC will continue to adapt its competencies through recruiting highly skilled officers with the expertise in demand and through training its staff in order to deliver best possible assistance to field missions. SPC will also continue to contribute to the doctrinal development in UN policing and assist police components in implementing established policies and guidance. SPC will further be in the front line in the process of developing technology tools for UN policing.

SPC will continue to establish and maintain partnerships inside and outside of the UN police in order to create added value for peacekeeping operations. The coordination and cooperation with the JCSC will be enhanced through joint trainings and, when feasible, joint planning and deployments.

The SPC will diligently continue its work towards its vision in its Strategy 2020 to deliver “enhanced provision of rapidly deployable, effective and coherent policing expertise to UN missions and other partners, contributing towards sustainable peace and security”.



*In the service of Peace and Security,
the Standing Police Capacity will go
wherever needed!*