

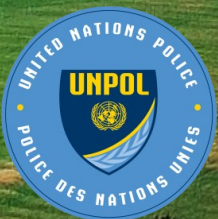
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# UN POLICE

## MAGAZINE



The Future of UN Police  
in International  
Peace and Security



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**Foreword by  
Secretary-General  
António Guterres**







**T**oday more than ever, it is clear that international peace and security, sustainable development and human rights are mutually reinforcing. That truth must inspire action to create peaceful, just and inclusive societies, characterized by good governance, equal access to justice, respect for human rights and the rule of law.

Representative, responsive and accountable police services are fundamental to this effort – and United Nations Police are invaluable in countries hit by crisis.

I salute all those serving with the United Nations Police around the world and honour those who have paid the ultimate price in their service.

The fourth United Nations Chiefs of Police Summit is an important opportunity to drive the work of United Nations Police forward and realize their full potential to help meet the challenges of today and tomorrow.

Together – let's build a more secure, peaceful, prosperous world for all.

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**António Guterres**  
United Nations Secretary-General





## Message from Under-Secretary-General for Peace Operations Jean-Pierre Lacroix

**T**he Secretary-General presented a New Agenda for Peace in July 2023 outlining his vision for multilateral efforts for peace and security based on international law. Circulated to Member States for their consideration in advance of the Summit of the Future this September, the Agenda recognizes that peace operations remain an essential part of the United Nations toolbox of responses to challenges to international peace and security.

The Agenda simultaneously points to the need for reflection and further efforts to strengthen peacekeeping to render it more nimble, adaptable and effective. It responds to a global peace and security landscape that is increasingly difficult and a far more complex operating environment for peacekeeping. It thus reflects on current and emerging peace and security threats – including the changing conflict landscape; persistent violence outside of conflict environments; new technologies with their associated benefits and risks; rising inequalities; and the climate crisis – and emphasizes the nexus between peace and security, sustainable development and human rights, as well as the importance of preventive diplomacy, peacebuilding and peacekeeping to address conflicts and promote sustainable peace.

During these challenging times, it is critical that peacekeeping missions can both demonstrate and improve their impact, especially as it relates to performance and accountability. The rule of law is a sine qua non for the sustainable resolution of conflict. At the same time, for peace to be sustainable, it must be fostered through greater cooperation with host countries and locally-led solutions. Our missions, including our police components, with the support of Member States continue to make demonstrable progress towards realizing the full potential of Action for Peacekeeping (A4P) and its implementation strategy known as A4P+.

Strong collaboration between the United Nations Police and partners remains critical to this effort, including through mechanisms such as the United Nations Inter-Agency Task Force on Policing and equally with regional and subregional organizations and national police services. The Strategic Guidance Framework for International Policing, which continues to underpin how United Nations Police undertake their mandated tasks, was developed in consultation with, among others, the African Union, the European Union and the Organization for Security and Co-operation in Europe. Security Council resolution 2719 provides the framework for increased cooperation in international policing between the United Nations and the African Union.

At the first United Nations Chiefs of Police Summit (UNCOPS) in June 2016, United Nations officials and Member States emphasized the centrality of United Nations policing to international security. This is truer than ever today: policing done properly is essential to prevention and de-escalation as well as grass-roots reconciliation through community-oriented approaches. Policing is as much preventive as it is responsive, and it is critical to efforts to avert, mitigate and resolve violent conflict. Working closely with Global Focal Point for the Rule of Law partners, United Nations Police officers can plan longer-term assistance to ensure that progress achieved is sustained across the entire criminal justice chain.

Now in its fourth iteration, UNCOPS remains the foremost platform of the United Nations for engagement among senior police executives on the role of UN and host-State police in strengthening global peace and security, as well as through triangular cooperation to address current and emerging cross-border threats. It is an important opportunity to consider together how we can better leverage the United Nations Police as a system-wide provider of global policing assistance.

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**Jean-Pierre Lacroix**  
Under-Secretary-General for Peace Operations





## Message from Assistant Secretary-General for Rule of Law and Security Institutions, Alexandre Zouev

**T**he rule of law is fundamental to international peace and security and political stability, to achieving economic and social progress and development, and to protecting people's rights. The New Vision of the Secretary-General for the Rule of Law is built on a people-centred approach, fostering confidence and trust as pillars of the social contract. As is clearly set out in the Vision, "to help rebuild trust and renew the social contract between Governments and their people, the [United Nations] will ensure that its initiatives empower all people". While strengthening the rule of law can be a long-term endeavour, short-term interventions can be necessary to advance accountability, protect civilians and establish a safe and secure environment.

In today's increasingly challenging peace and security environment, which is witnessing a growing number of violent conflicts and a rapidly changing peacekeeping landscape with UN missions in transition and drawdown, respect for the rule of law is, more than ever, a priority.

In that context the United Nations Police are in a unique position to further a people-centred approach to the rule of law. Police are often the most visible representative of the State and the first actor of the justice chain. United Nations Police, using community-oriented and intelligence-led approaches in their support to mandate implementation — notably through their capacity-building of host-State police — can play a significant role in building confidence and trust, which is at the heart of the social contract. Community-oriented policing approaches allow police officers to engage with local communities, identify and address their needs and increase trust and cooperation between the Government and the population. To fully engage with all members of the community requires increased levels of women in UN and host-State police.

Similarly, United Nations Police play a strategic role in the protection of civilians, which includes not only protection from physical violence but also the establishment of a protective environment that can support the legitimacy of the host State, its capacity to protect civilians and the longer-term rule of law.

The positive impact of United Nations Police is multiplied through their cooperation and coordination with others. The Vision commits the United Nations to reinforcing the centrality of the rule of law in all our activities, using all entities that provide rule of law support, from peacekeeping operations and special political missions to United Nations Country Teams. Since 2012, the Global Focal Point for the Rule of Law, co-chaired by the Department of Peace Operations and the United Nations Development Programme, has served as a mechanism to enhance predictability, coherence, accountability and effectiveness in the delivery of UN rule of law assistance at country and international levels, including through the use of the Standing Police Capacity of the Police Division.

In 2021, having identified a clear need for strategic-level coordination on UN approaches to policing, the United Nations Inter-Agency Task Force on Policing (IATF-P) was established, chaired by the Department of Peace Operations and the UN Office on Drugs and Crime. Bringing together key UN entities working on policing issues, the IATF-P is already delivering benefits at the strategic policy level.

As a system-wide service provider, the Office of Rule of Law and Security Institutions, and in particular the United Nations Police, are essential actors in the furtherance of the rule of law in support of international peace and security and the achievement of the 2030 Agenda. I invite all those present at the UN Chiefs of Police Summit to consider how, together, the Member States and the United Nations can support the aims of the New Vision for the Rule of Law, as well as more broadly the New Agenda for Peace and Our Common Agenda. The United Nations Police have proven utility in conflict prevention, peacekeeping and peacebuilding in the past, and with the support of Member States can continue to do so today and tomorrow.

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**Alexandre Zouev**  
Assistant Secretary-General for Rule of Law  
and Security Institutions



# The Evolving Role of United Nations Police (UNPOL) in Shaping Global Peace and Security

The centrality of the United Nations (UN) Police in international peace and security has been recognized by both Member States and UN officials, including at the inaugural UN Chiefs of Police Summit (UNCOPS) in 2016. The importance of UN policing is further underscored by the briefings requested each year since 2014 by the Security Council and the Special Committee on Peacekeeping Operations (C-34).

However, the landscape of global security is shifting. The New Agenda for Peace acknowledges a troubling global retreat from human rights and a weakening of the rule of law, including in armed conflict. Despite this, the rule of law remains the bedrock of just, fair and peaceful societies. Amidst these challenges, there has been a decrease in the number of UN peacekeeping operations and peacekeepers deployed. Nations on the brink of or embroiled in conflict are increasingly seeking assistance from regional organizations or bilateral partnerships, which can sometimes lead to a rise in human rights abuses.

Despite, or even because of, these changes, the mission of the UN Police — to enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations to realize effective, efficient, representative, responsive and accountable policing services that serve and protect the population — remains vital. “When security and justice actors are abusive and act with impunity, they exacerbate grievances and weaken the social contract,” states Our Common Agenda. It is clear that UN Police can be integral to the solution.

To maintain its impact, UN Police must evolve to focus on qualitative, impact-oriented outcomes needed in the current global contexts, including in prevention and reinforcement of the rule of law. As the Secretary-General’s New Vision for the Rule of Law reiterates, “The rule of law is fundamental to lasting peace and security. It is the foundation for conflict prevention, peace-making, peacekeeping, sustaining peace and peacebuilding.”



*It is important to take stock of the changing environment and how UNPOL can and will continue to adapt.*





This approach is evolutionary rather than revolutionary. Policing is inherently preventive as well as responsive, contributing to the prevention and resolution of conflicts. While numerous institutions are charged with peacemaking, peacekeeping and sustaining peace, the police are uniquely positioned to partner with communities to meet their safety and security needs and foster a long-term protective environment.

As we look forward to the fourth UN Chiefs of Police Summit in June and the Summit of the Future later in the year, it is important to take stock of the changing environment and how UNPOL have, can and will continue to adapt.

The challenges are myriad, from both the positive and negative aspects of technology including AI, addressing mis/dis/malinformation, providing expertise for secure elections, ensuring effective transitions in member states where we are deployed, to advancing the

Climate, Peace and Security agenda along with the Women, Peace and Security agenda and Youth, Peace and Security agenda, and embracing cooperation and collaboration with other multilateral entities.

One key strategic development is the Global Focal Point for the Rule of Law (GFP) that was established in 2012. Another one has been the establishment of the United Nations Inter-Agency Task Force on Policing (IATF-P), since the last UNCOPS, which presents an opportunity for the UN to ensure a consistent approach to policing across all support provided by UN entities to Member States. Working in complementarity with the Global Focal Point for the Rule of Law, the IATF-P serves as a platform for strategic coordination and dialogue on UN responses to global policing challenges and trends, and we are already seeing results.

Beyond the IATF-P, the following pages present a snapshot of how UN Police are meeting the requirements of today while preparing for challenges of tomorrow with the Member States and other partners.

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**Faisal Shahkar**  
Police Adviser and Director Police Division  
Office of Rule of Law and Security Institutions  
Department of Peace Operations



## UNPOL and the transition of UN peace operations

As countries undergo critical changes in their political and security situation, the way the UN engages with them adapts in response. Such changes may significantly impact not only mandated presences of the Security Council, from the decision to deploy a peace operation to its reconfiguration, transition, drawdown, and withdrawal, but also the UN Country Team (UNCT) and regional offices and the interplay, coordination and cooperation between UN entities, host States and other relevant stakeholders, including through the Global Focal Point for the Rule of Law.

UN transitions come in response to significant changes in a country's political, security, economic, and social development. Ideally, where peacekeeping operations are on the ground, this would be triggered by the recognition by the Security Council of sufficient progress made towards the implementation of the mission's mandate.

The goal of UN peacekeeping is to help countries navigate the difficult path from conflict to peace, that is, to support those countries torn by conflict in creating conditions for lasting peace and building sustainable security. In some instances, there may be a follow-on mission established by the Security Council — a smaller peacekeeping operation or a special political mission. In other scenarios, this may be a reconfiguration to the exclusive presence of the UNCT.

While some transitions have been relatively straightforward, such as in Timor-Leste (see UN Police Magazine 10, 2013) and Liberia (see UN Police Magazine 14, 2018), others are more complex as can be seen in the box. This partially illustrates the complexity which can make it

difficult to implement withdrawal and drawdown plans as initially projected, and also begins to show that transitions do not always occur in conducive environments. Three of the most crucial challenges confronting today's transitions are unforeseen political dynamics and potential security setbacks, the withdrawal of host- Government consent and challenges in the operational context, all of which demand innovative responses from the United Nations.



COMMUNITY MEMBERS BID FAREWELL TO UNMIL DURING A CEREMONY MARKING THE MISSION'S SUCCESSFUL CONCLUSION, LIBERIA 2018. PHOTO: UNMIL/ALBERT GONZALEZ

Over 10 years ago, the 2013 Policy on UN Transitions in the Context of Mission Drawdown or Withdrawal was developed in response to increased demands from the field and Member States for improved planning and management of UN transitions. Informed by an analysis of the recurring challenges and lessons identified to that point, the policy established key principles which apply to all UN mission transition processes and clarified the roles

and responsibilities of various actors at Headquarters and in the field. However, the global context has shifted, as have the challenges faced in UN transitions.

In 2019, the Secretary-General issued a Planning Directive for the development of consistent and coherent UN Transition processes, providing enhanced guidance to UN missions, Country Teams and UN headquarters entities. A key aspect of the Directive is the instruction to missions to consider early transition planning and joint development of transition calendars. These calendars serve as road maps outlining key transition milestones and objectives that enable the mission, working with the UNCT, to identify peacebuilding priorities and resource mobilization strategies to better prepare for mission withdrawal and reconfiguration.



These calendars are an important tool for missions and UNCTs to incorporate a transition lens into existing planning processes, even before the Security Council requests an exit strategy. We also clearly distinguish between two planning phases:

**Early transition** is centred on developing a transition road map well before a mission prepares for drawdown.

**Active transition** begins approximately 24 months before a peace operation's probable withdrawal/reconfiguration. This involves articulating detailed

transition plans that cover the steps necessary for a peace operation's programmatic and operational disengagement, guide the completion of mandated tasks and help mobilize resources for peacebuilding activities.

As the breakdown of law and order often provides the trigger for the deployment of a United Nations peace operation, from the start-up of a mission the UN Police component focuses, where mandated, on the establishment or re-establishment of domestic policing in adherence to the rule of law. In building host-State law enforcement capacity, UN Police align their transi-

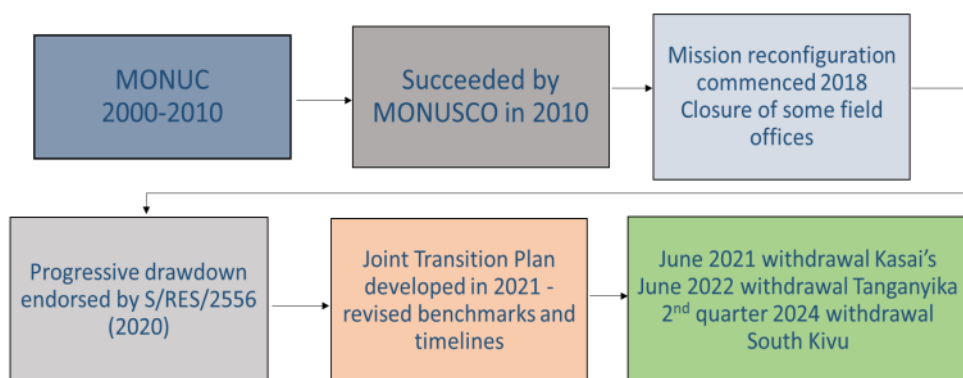
tion planning with national strategic development plans and strategies that can be developed and implemented by UN Police during the mission's early stages to prepare for an unforeseen withdrawal, drawdown or transition. This may include:

- Development of planning and monitoring tools, including theories of change that support reform progress monitoring and improve adaptability and risk management in different transition phases.
- Assessment of the availability of donor funding to ensure the continuation of support.

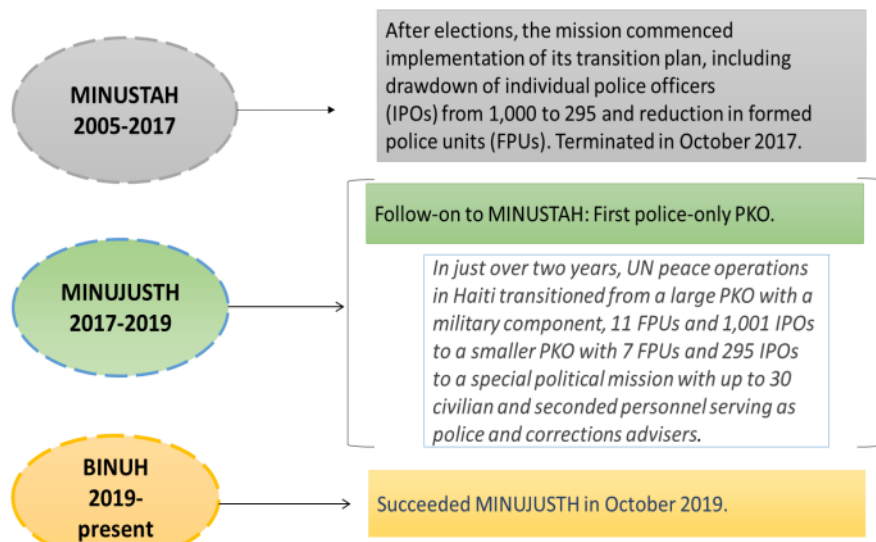
Frontloading and handing over programmes and operational responsibilities earlier to the host-State police can promote sustainability efforts. Earlier handover of responsibilities enables UNPOL to provide robust monitoring and mentoring, where necessary, and supports institutionalization of reforms in the remaining years of the mission.

## VISUALIZATION OF COMPLEX TRANSITIONS. SOURCE: UN POLICE/SPC

### TRANSITIONS IN THE DEMOCRATIC REPUBLIC OF THE CONGO



### UN PEACE OPERATIONS IN HAITI SINCE 2005





**HANDOVER OF MONUSCO KAMANYOLA BASE TO DEMOCRATIC REPUBLIC OF THE CONGO AUTHORITIES, PRESIDED BY THE SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL BINTOU KEITA. PHOTO: MONUSCO**

## Fostering internal and external monitoring systems

In the early stages of the mission's lifecycle, UN Police often focus on supporting an effective redeployment of host-State police and other law-enforcement agencies as part of the (re-)establishment of state authority across the country, helping them reach an adequate operational capacity for the fulfilment of policing tasks, support in restoring police legitimacy through community-oriented policing and gender mainstreaming approaches, and support in the establishment of clear reform and development frameworks aimed at enhancing host-State police effectiveness, efficiency, responsiveness and accountability.

Earlier investment in host-State police leadership training at all levels has proved to be essential to “set the tone from the top” for further reform and capacity development efforts helping to ensure the sustainability of knowledge transfer as the mission closes down.

UN Police support in establishing the host-State police

basic training systems allows for a gradual reallocation of resources to more specialized training and targeted approaches to capacity-building, whilst ensuring greater sustainability of efforts.

To summarize, with their mission to support Member

*Advance transition planning can mitigate the loss of progress made by the host-State police in scenarios where a planned, phased drawdown and exit is not feasible.*

States in conflict, post-conflict and other crisis situations to realize effective, efficient, representative, responsive and accountable police services that serve and protect the population, UN Police pursue community-oriented and intelligence-led approaches to contribute to the protection of civilians and human rights by, among other things, capacity-

building of the host-State police. Keeping this goal in mind, advance transition planning can mitigate the loss of progress made by the host-State police in scenarios where a planned, phased drawdown and exit is not



# Adapting the posture of UN Police to changing gender dynamics

The United Nations Police Adviser, Commissioner Faisal Shahkar, has tasked UNPOL both at Headquarters and in the field to consider what the Organization needs to do to remain relevant in view of the changing conflict environment, which must be done by taking gender into account.

The societies the UN Police serve today and in the coming years will unfortunately continue to be riddled with inequalities, be they geographical, gender, ethnic, class, age, etc. And this will require a change in UNPOL's posture with regard to advancing gender-responsive policing. Is UNPOL ready for this?

For some answers, this article elicits reflections from the UN Deputy Police Adviser and Chair of the Police Division Gender Technical Task Force, Mr. Jun Tan, and the MONUSCO Police Commissioner, Mr. Mody Berethe, to discuss where UNPOL is today and where we need to position ourselves differently to achieve the best possible outcomes.



**WOMEN UNPOL PRESENCE IN THE FIELD IS KEY TO SUCCESS. PHOTO: UNPOL PLANNING SECURITY ARRANGEMENTS AHEAD OF THE SECURITY CONSULTATIVE MEETING HELD IN TODACH, ABYEL. CREDIT: UNISFA/CAROLINE NJUGUNA**

“It is time for the next phase, moving beyond numbers. We need to move the chair to the table and see active and equal participation in the decision-making process.”

**CHIEF, STANDING POLICE CAPACITY COMMISSIONER ANN-MARIE ORLER**

UN Women's periodic investigation of progress made towards a world where women, girls and gender-diverse people live free from inequality, poverty and violence predicts a bleak future. Its study finds that it will take another 286 years to remove discriminatory laws and close prevailing gender gaps.

Why is it that, despite all the resolutions, protocols and conferences about equality in over 20 years, we have achieved comparatively little progress, even within our own ranks? As stressed by the Chief of the Standing Police Capacity, Commissioner Ann-Marie Orler, “It is time for the next phase, moving beyond numbers. We need to move the chair to the table and see active and equal participation in the decision-making process”.



UN POLICE DIVISION TOWN HALL ON THE OCCASION OF INTERNATIONAL WOMEN'S DAY (IWD), MARCH 2024. PHOTO: OROLSI/ELIZABETH MCINNIS

To do this, tough questions need to be asked – and answered. Is UNPOL on top of emerging gender issues that require a new, different UN strategy? What could be entry points for UNPOL? How should UNPOL change its approach?

#### Deputy PolAd Commr. Jun Tan:

*"Integrate gender perspectives into all aspects of policing"*

UN Police have a crucial role to play in advancing gender equality and women's rights in conflict and post-conflict settings, but this requires a concerted effort to integrate gender perspectives into all aspects of policing and to adapt to the evolving challenges and dynamics of gender inequality.

#### MONUSCO HoPC Commr. Mody Berethe:

*"Provide role models"*

Ensuring that gender diversity is represented within the UN Police itself would not only provide role models but also help in understanding and addressing the concerns of all community members more effectively.

The United Nations Gender Equality Acceleration Plan (2024) places emphasis on developing capacities for gender-responsive leadership, including through training. But this should not merely become another training mantra. A thoroughly gender-sensitized UNPOL leader with the requisite mindset must also be provided with the tools, infrastructure and resources to effect meaningful change.

#### Change representation through exploring changes and innovation in recruitment

Evidence suggests that strong institutions that support just and peaceful societies are not possible without diverse teams. However, today women make up just about 16 per cent of police services globally (UN Gender Snapshot 2022) and 21 per cent of UNPOL personnel. Innovating with respect to recruitment practices encompasses recruiting skills, experience and qualification rather than rank, increasing in number of non-seconded posts/direct hires from Member States, raising the retirement age, specifically for women police officers given the gender difference in the starting points of their careers and forbearances with respect to international deployments owing to disproportionate childcare burden.

#### Commr. Berethe:

*"Involving men leads to a more balanced and impactful change."*

Men play a significant role in maintaining societal norms and structures, including those that perpetuate gender inequalities. Involving them can help change perceptions and behaviours more broadly, leading to a more balanced and impactful change.

#### Commr. Tan:

*"Involving men in gender equality initiatives can create a more inclusive and supportive environment."*



## Change through full and equal participation of all genders

It is always repeated that we must involve everyone equally in order to achieve gender equality. This also implicates that men must be emphasized as champions for change.

Gender is not a women's issue: A change in the "face" of gender mainstreaming technical expertise in UNPOL is essential to avoid deploying solely women to stereotyped roles. The more others are recruited to these technical functions, the higher the profile and importance of gender mainstreaming for better gender-responsive policing is raised. While this is a practice UNPOL should promote, it is also noteworthy that this is likely to come at a cost for men.

However, we must not overlook the risks that this approach could create.

### Commr. Berethe:

*"Men may face societal and internal workplace stigma or stereotypes."*

This can manifest as doubts about their professional capabilities or assumptions regarding their reasons for entering these fields, negatively impacting their work environment and professional relationships within the UN system.

Is support all that helps us to succeed here? Could support perhaps also be seen as a way of "giving



THE DEPLOYMENT OF GENDER-INTEGRATED FORMED POLICE UNITS (FPUs) IS A PRIORITY. FPUS ARE TRAINED AND EQUIPPED TO OPERATE AS COHESIVE UNITS FOR PUBLIC ORDER MANAGEMENT, AMONG OTHER POLICING TASKS AND DUTIES. PHOTO: MINUSMA/MARCO DORMINO

space"? "Give space" to more women in UN Police leadership positions to actively take over change processes and act as role models?

Change in the collection of crime intelligence, including through technologies and data analytics, serves to gather and analyse, in real time, nuanced intelligence on new, emerging and lesser-known forms of gender-based violence.

Of course, deeper engagement with local communities to build trust and improve the understanding of unique gender vulnerabilities, cultivating an environment in which all individuals feel they can report incidents of gender-based violence is a given as recommended by Police Commissioner Berethe.

While the protection of civilians is the primary responsibility of the state, the large majority of UNPOL are deployed in missions with strong protection of civilians (POC) mandates. Prevention and POC efforts require peacekeeping intelligence that taps into and collates information from as wide a gender spectrum of society as possible for a more informed and effective early warning system.

The future will show whether UN Police succeed in getting ahead of emerging gender issues. In the meantime, UN Police are undeniably changing, repositioning and proactively adapting.

WORKSHOP FOR NATIONAL POLICE PERSONNEL ON THE PREVENTION AND INVESTIGATION OF SEXUAL GENDER-BASED VIOLENCE (SGBV) AND CONFLICT-RELATED SEXUAL VIOLENCE (CRSV), ORGANIZED BY THE POLICE ADVISORY UNIT IN UNITAMS, EL FASHER. PHOTO: UNITAMS





# Sharing the burden in silencing the guns

Today there are a number of multilateral peace operations across Africa, many led by the United Nations. However, this landscape is arguably changing as a new approach to cooperation between the United Nations and the African Union (AU) seems to be in the making since last December when the Security Council passed resolution 2719 on financing AU-led peace support operations.

The Security Council said it agreed to consider requests from the AU Peace and Security Council to access United Nations assessed contributions for AU-led peace support operations, on a case-by-case basis. This comes along with what many see as a decline in UN peacekeeping in favour of bodies such as the AU, a shift that some claim has been underway for nearly a decade. Decrease in UN peace operations or not, this shift opens new doors but also raises questions.

As regional peacekeeping operations consolidate their role on the African continent, greater efforts will be needed to increase their financial independence and operational legitimacy. The Security Council saw this and stressed the need for regional forces to come under the direct and effective command and control of the AU to receive support from UN assessed contributions.

### Africa in charge

With what appears to be an increased willingness of the African Union to take a bigger role in peace operations on the continent, the willingness of the Security Council to proactively look at how AU-led operations are financed can be seen as another shift to increased engagement of other multilateral organizations in peace and security.

Finding new ways to achieve sustainable peace in Africa is a priority for the Member States of both the AU and

### VOICES FROM THE FIELD

“It is crucial for UNPOL to work with regional partners to enhance peace and security. In UNSOM, we created a wide network among various partners (including ATMIS, EUCAP, UNODC, EU, UK, US and UNDP) in which we are working closely together. But we are also all facing the same obstacles, in particular when we look at funding.”

**UNSOM HoPC RALF SCHROEDER**

the UN. The recognition of the proactive role of the AU on matters of peace and security in Africa, including its enhanced capacity to respond urgently to conflict and crises on the continent, particularly through the deployment of AU Peace Support Operations, made support to the AU leading peace operations more welcome.

As the Permanent Representative of the United States of America to the United Nations, Linda Thomas-Greenfield, stated in January 2024, “[t]he international community has a responsibility to empower AU





UNSOm ORGANIZED TRAININGS GIVEN BY AMISOm POLICE FOR THE JOINT POLICE PATROLS CONDUCTED PURSUANT TO THE CEASEFIRE AGREEMENT SIGNED BY PUNTLAND STATE AND GALMUDUG STATE. THE JOINT PATROLS WERE MEANT TO CONTRIBUTE TO THE OVERALL SECURITY AND PEACEFUL COEXISTENCE OF THE POPULATION OF GAALKACYO. DATE: JUNE-AUGUST 2017. PHOTO: UNSOM

missions to respond to Africa's growing security challenges. The financing resolution, which the UN unanimously adopted at the end of last year, is a major steppingstone to that end – putting African leaders at the forefront, and African people at the center.”

Another main driver behind the further development of effective partnership is the Silencing the Guns in Africa agenda, a flagship initiative of Agenda 2063 of the African Union, as well as the 2030 Sustainable Development Goals.

What does this mean for UN Police? First, more could be done to ensure peacekeeping guidance and training inter-operability between the United Nations and the AU. As seen in reports from the Special Committee on Peacekeeping Operations (C-34), regional organizations are encouraged to align with the UN Strategic Guidance Framework for International Policing.

### **How to go from resolution to action?**

Meeting peace and security challenges together has also raised questions and concerns, many of which will hopefully be countered over time. Clearly, a lot of work

must be undertaken to clarify what procedures and policies need to be in place while bearing in mind that the answers to some of the questions may vary from case to case.

### **How will other peace operations be funded if the UN funds the African Union?**

The new resolution provides that AU Peace Support Operations (AUPSO) will have access to funding from the United Nations assessed contributions not exceeding 75 per cent of their annual budgets, while the African Union will still have to contribute the remaining 25 per cent.

The former Special Representative of the Secretary-General for Somalia, Catriona Laing, has alluded to the use of UN-assessed contributions within the framework of resolution 2719 on the financing of the AU-led peace support operations as one of the potential funding modalities related to the African Union Transition Mission in Somalia (ATMIS) by end of 2024. There is a growing recognition that the continuation of the Somali security transition, with



the handover of security responsibility from ATMIS by 2024, carries considerable risks for the country due to the still strong threat of Al-Shabaab.

Indeed, this would present the first test for the practical application of resolution 2719.

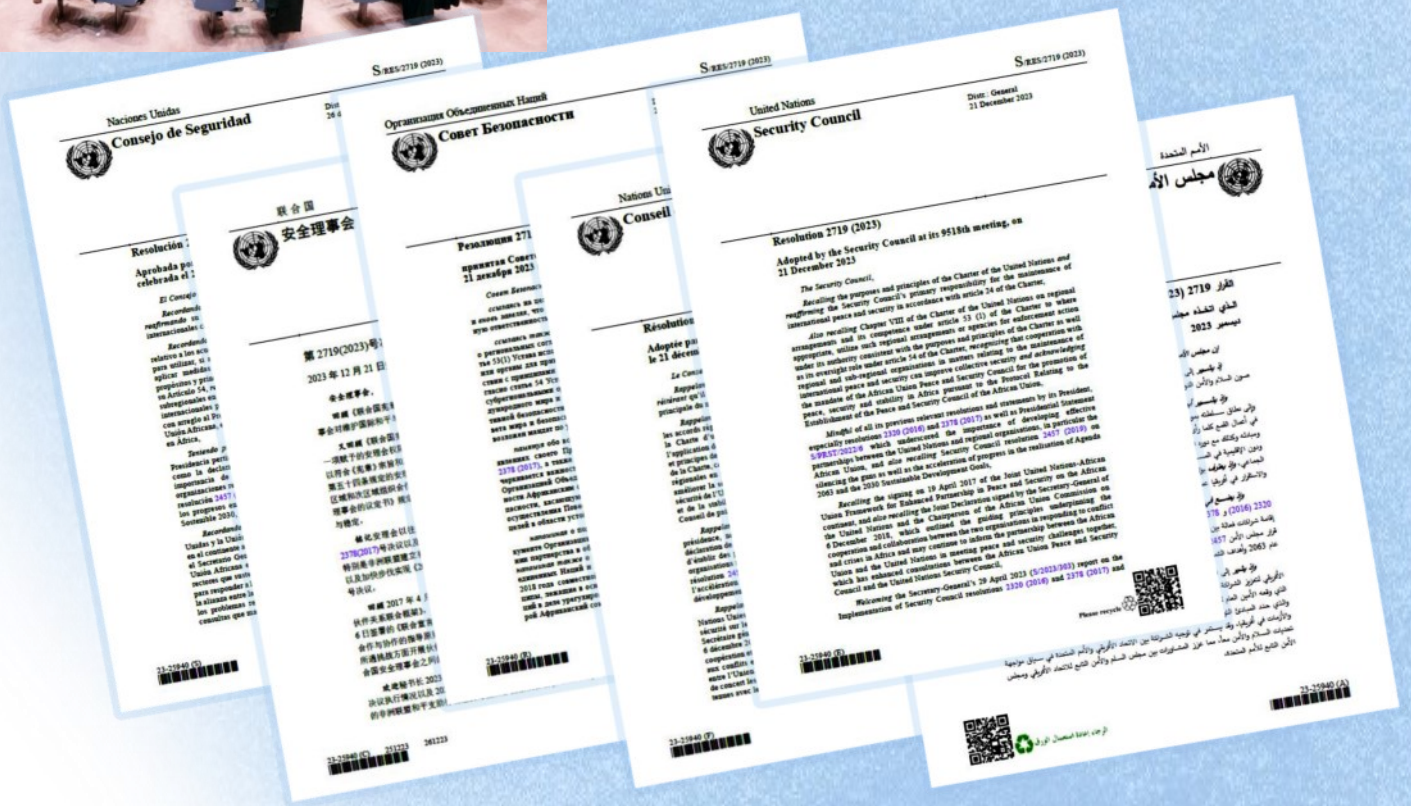
The new relationship is still under development, but as stated by the African Union Commissioner for Political Affairs, Peace and Security, Mr. Bankole Adeoye, "Collaboration, alignment, and open lines of communication are essential for successful outcomes", a step in the direction to successfully fulfil the security objectives to achieve "The Africa the African people want".

*"We believe that the United Nations support for enforcement operations led by the African Union brings enormous benefits to all of us and serves the interest of global peace and security."*

AMBASSADOR HAROLD ADLAI AGYEMAN, GHANA



SECURITY COUNCIL MEETING ON COOPERATION BETWEEN THE UN AND THE AFRICAN UNION, 2023.  
PHOTO: ESKINDER DEBEBE





# Bridging the gap between national policing competencies and policing requirements in UN peace operations

*One of the major challenges for the UN Police has historically been — and remains to a large extent — the varied backgrounds and skills of individual police officers (IPOs) seconded by their respective Member States to UN peace operations to implement mandates provided by the Security Council.*

Police officers are trained to implement the laws of their home country. This can be quite different from working to rebuild the police in the post-conflict situations and fragile environments in which UNPOL operates; further, knowledge of United Nations police peacekeeping principles is not a given.

It was only in 2014 when the overarching Policy on the United Nations Police was adopted. This seed germinated with collaborative work between the Police Division and the Member States, and developed into the Strategic Guidance Framework for International Policing (SGF). The SGF was designed to enhance the effectiveness of UN policing through more consistent and harmonized approaches to UN policing. The SGF provides police-contributing countries with an overview of the desired skill sets of their officers in the field and makes the role of UN Police transparent to host States.

## The UNPOL Training Architecture Programme

The United Nations Police Training Architecture Programme was created to operationalize the SGF by improving existing training materials and developing new ones. It thus standardizes United Nations curricula for all categories of IPOs to be deployed in the UN field operations. The ultimate aim of the Training Architecture is to strengthen individual and police component performance and mandate delivery.

The development and implementation of the Programme has been a joint effort between the Police Division and the Policy, Evaluation and Training Division (DPET)/Integrated Training Service in close cooperation with the United Nations Institute for Training and Research (UNITAR), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Office on Drugs and Crime (UNODC) and the Bureau of International







THE CERTIFIED INSTRUCTORS' DEVELOPMENT COURSE REPRESENTS A UNIQUE IMMERSION EXPERIENCE INTO THE WORLD OF PEACE OPERATIONS AND SGF. PHOTO: COURSE IN NAIROBI, KENYA [2023].

Narcotics and Law Enforcement Affairs (INL) of the Department of State of the United States of America.

The Training Architecture comprises four projects:

**Project One** — Development of a mandatory online course that introduces the SGF, its core principles and guiding documents. The course has been designed in both English and French and became mandatory for all IPO candidates in August 2023.

**Project Two** — Creation of a dedicated UNPOL online training and evaluation platform: The [police.assessments.un.org](https://police.assessments.un.org) site was created in September 2022 and it was linked with the UNPOL recruitment system.

**Project Three** — Update of the 2009 Specialized pre-deployment training for police (STM): Following wide consultations with the peacekeeping training society, the new STM-2021 was approved and disseminated to all Member States.

**Project Four** — Development of UNPOL job-specific training materials. The Police Division identified 55 separate expert profiles for IPOs. They were merged into broader priority categories of personnel to cover most job-specific training needs. Three priority job-

specific modules ("Community-oriented Policing", "Police Capacity-building and Development" and "Police Monitoring, Mentoring and Advising") were developed and integrated within the Certified

### WHAT IT MEANS FOR PCCs

Member States are periodically invited to nominate senior police trainers to undertake the Certified Instructors' Development courses that comprise an instructor development module and one or more job-specific module. Participants who pass the Course are certified and are eligible to deliver the UN standardized module(s) at their national or otherwise training facility, as well as to issue, on behalf of the UN, numbered certificates to the candidates to be deployed to the UN field operations, or so called "end-users". Over time, UNPOL vacancy notices for international policing assignments will increasingly feature language where the possession of a numbered UN certificate in a given specialized policing area will be listed as highly desirable.



Instructors' Development courses that were launched for all Member States in 2022.

### What comes next

With regards to project four, a few more job-specific modules are planned to be completed in the coming years. In parallel, Police Division is working on the alignment of police recruitment procedures with the new training realities, when all freshly developed courses will form, in a logical manner, the strong basis for the UNPOL Training Architecture.



THE UNPOL TRAINING ARCHITECTURE WORKSHOP OF 11-14 JUNE 2019 IN BRINDISI, ITALY, CONSTITUTED THE CORNERSTONE.  
PHOTO: LUCA NESTOLA/UNGSC

## THE ARCHITECTURE IN NUMBERS

With support from Member States, six Curriculum

Development Groups (CDGs) were formed in June 2019, each co-chaired by two Member States and facilitated by UN experts. The CDGs held 11 in-person workshops and some 60 virtual consultations. A total of 45 Member States participated in the CDG process, together with experts from various UN agencies, funds and programmes, as well as international and regional organizations.

The revised pre-deployment STM for Police was distributed to all Member States in early 2022. As for the Certified Instructors' Development courses, they ensured the roll-out of the finalized "Community-oriented Policing", "Police Capacity-building and Development" and "Police Monitoring, Mentoring and Advising" modules. As of May 2024, a total of 13 Certified Instructors Development courses were run for the benefit of 250 trainers from 57 Member States as well as for 16 SPC staff members. Overall, some 70 per cent of participants were certified to deliver selected job-specific training courses on behalf of the Organization.



# The role of UN Police in the global fight against organized crime

### Shadows over society: organized crime and its threat to global stability

Organized crime is increasingly acknowledged to be a significant threat to global peace and security and sustainable development as it has become a globalized phenomenon with far-reaching impact. Organized crime encompasses a wide range of criminal activities, such as armed robberies, money laundering, counterfeiting and contraband, fraud and extortion, cybercrime and trafficking in drugs, human beings, firearms and natural resources, which are typically coordinated by centralized enterprises.

*The criminal market has become truly global.*

These crimes erode state institutions, lead to weakened governance, corruption and lawlessness and fuel violence and conflict.

In fragile contexts, organized criminal groups often exploit the instability and power vacuums to expand their illegal activities, which undermines state authority and rule of law and jeopardizes peacebuilding processes and sustainable development. Revenues derived from organized crime are often utilized by non-state armed groups, including terrorists, in pursuit of their goals, further exacerbating insecurity, fueling violence and deepening humanitarian crises.

The criminal market has become truly global: Illicit goods are sourced from one continent, transported across another and sold on a third. The dynamics of organized crime are specific to each affected country, ranging from mafia-style networks at the national level to transnational criminal networks that bring together local and external groups engaged in various types of illegal activities.

### UN Police support to Member States in countering organized crime

Addressing organized crime has become an increasingly complex endeavour for both the UN and Member States. In resolution 2382 (2017), the Security Council emphasized that UN Police capacity-building of police and law enforcement institutions in host States has become even more crucial given the proliferation of transnational threats, including organized crime, violent extremism and corruption.

UN POLICE SUPPORT TO MALIAN POLICE IN MANAGING FORENSIC INVESTIGATIONS. PHOTO: MINUSMA





Supporting Member States in the fight against organized crime, UN Police work closely with the United Nations Office on Drugs and Crime (UNODC), the United Nations Office of Counter-Terrorism (UNOCT), the International Criminal Police Organization (INTERPOL), the United Nations Development Programme (UNDP) — including through the Global Focal Point for the Rule of Law arrangement (GFP) — regional organizations such as the African Union (AU) and the European Union (EU) and Member States to design strategies that help protect societies from this scourge.

As part of its mission, UN Police can assist host-State law enforcement authorities establish mechanisms to deal with organized criminal activities and develop relevant capacities, including in criminal investigations, crime scene management and forensics, community-oriented and intelligence-led policing, as well as with related infrastructure and equipment projects. Beyond providing capacity-building support,

UN Police in peace operations may, where mandated, provide operational support including through joint operations, criminal and forensic analysis and supporting criminal investigations.

In Liberia, Côte d'Ivoire and Guinea-Bissau, the police components of UNMIL, UNOCI, and UNIOGBIS, respectively, in cooperation with UNODC, UNOWAS and INTERPOL, supported joint efforts in the establishment and operationalization of domestic Transnational Crime Units (TCU) as part of the West Africa Coast Initiative (WACI) and provided relevant capacity-building support to respective national law-enforcement agencies. In Mali, the MINUSMA police component's Serious and Organized Crime Unit, working with other mission components, UNDP, UNODC and the European Union, supported the establishment and operationalization of the Malian specialized judicial unit on terrorism and transnational organized crime, helped build the capacities of and provided operational support to Malian security forces in crime intelligence, crime scene management, forensic analysis and investigations into serious and organized crime. In the Central African Republic (CAR), the police component of MINUSCA has continued to build capacities of the CAR Internal Security Forces in addressing serious and organized crime and also provided operational support through the urgent temporary measures (UTM) framework. In the Democratic Republic of the Congo (DRC), the MONUSCO police component helped strengthen the capacity of the Congolese National Police to prevent and investigate organized crime, including investigating the link between illegal exploitation of natural resources and clashes between the DRC Armed Forces and non-state armed groups.

### **United Front: The future of international collaboration against organized crime**

It is clear that the proliferation of organized crime is intricately connected to a constellation of systemic issues, including poverty, inequality, social exclusion, restricted access to education and employment opportunities, and prevailing instability. Our response







*The New Agenda for Peace places Member States at the centre of the solutions for achieving an effective collective security.*

**CAPACITY-BUILDING AND DEVELOPMENT ON FINGERPRINT COLLECTION, KINSHASA. PHOTO: MONUSCO**

requires a strategic, systematic approach at both national and international levels.

The New Agenda for Peace places Member States at the centre of the solutions for achieving an effective collective security system. However, the Secretary-General emphasized that Member States should not work alone. Incorporating the New Agenda for Peace into the Member States' strategies to address organized crime necessitates a shift towards more inclusive, comprehensive international cooperation. This includes strengthening legal frameworks, enhancing judicial cooperation, and fostering a culture of lawfulness that underpins societal resilience against crime. Furthermore, it requires the involvement of civil society, the private sector and communities, which play a crucial role in raising awareness, supporting victims and fostering resilience. This strategy must also consider the impact of emerging technologies and cybercrime, ensuring that digital governance and cooperation are part of the solution.

As a system-wide provider, UN Police are actively working to integrate efforts against organized crime beyond UN peace operations, exploring other ways to effectively support Member States in the global fight against organized crime. This strategic shift includes improving crime information-sharing mechanisms, police capacity-building, strengthening international partnerships and coordination among law enforcement agencies. The future should focus not only on disrupting and dismantling criminal networks, but also on addressing the root causes and enabling environments that fuel organized crime activity.

The inception of the United Nations Inter-Agency Task Force on Policing (IATF-P) and the earlier Global Focal Point for the Rule of Law (GFP) arrangement exemplify enhanced inter-agency collaboration, resonating with the New Agenda for Peace. Through these and other endeavours, UN Police remain committed to staying at the forefront of the ever-changing landscape of organized crime.



# The role of digital transformation in strengthening UN Police operations

*In today's complex landscape of policing, digitalization plays a pivotal role, transforming how police departments prevent, investigate and solve crimes, as well as execute other essential tasks.*

In today's complex landscape of policing, digitalization plays a pivotal role, transforming how police departments prevent, investigate and solve crimes, as well as execute other essential tasks. Simply put, digitalization involves leveraging digital technologies to enhance how police officers manage information and carry out their duties. Given the rapid pace of technological advancement, police institutions must embrace digital transformation, which represents a comprehensive shift that not only improves existing processes and leverages technology but also fundamentally reshapes how police function, often leading to the adoption of new policing strategies and approaches.

The importance of digital transformation extends to United Nations police components in peacekeeping and special political missions. Effective use of technology can significantly enhance the efficiency and efficacy of UN Police work. Digital platforms enable UNPOL to efficiently store, analyse, and derive insights from information, facilitating better identification of patterns and trends. Real-time data sharing across internal pillars

and units, as well as with external partners, can foster collaboration and coordination.

However, the digitalization of police work comes with its own challenges. One major challenge is the need for trained personnel and adequate budgets to keep pace with the rapid growth of technology and associated costs. Additionally, concerns regarding data privacy and security are paramount, necessitating robust measures to safeguard sensitive information from cyber threats and unauthorized access. Furthermore, proper training for officers is essential to ensure effective utilization of digital tools and technologies.

Since its establishment, the Standing Police Capacity of the UN Police Division has recognized the significant impact that technologies have on modern policing and the capacity development of police institutions and has been supporting missions with different technological capacity-building while also using available technology for its own work. Below, we will highlight a

few ongoing projects to digitalize UN Police operations namely, PRAKSYS, the OROLSI Standing Capacities Web Hub and the UNMISS Training Management System.

### 1. PRAKSYS - Planning, Reporting, Analysis and Knowledge Management System

In 2023, the Standing Police Capacity assisted both the Police Advisory Unit in UNITAMS and the UNMISS Police Planning and Budget Unit in developing and operationalizing PRAKSYS — the Planning, Reporting,



UNPOL MEMBERS OF THE UNFICYP JOINT OPERATIONS CENTER TEAM. PHOTO: UNFICYP/TOMAS ILIEV





THE UTILIZATION OF PRAKSYS BY UNPOL IN UNMISS WAS PART OF A COMPREHENSIVE SPC SUPPORT PACKAGE IN 2023. PHOTO: UNMISS

Analysis and Knowledge Management System, a web-based monitoring and evaluation system with database and analysis capabilities. The system replaces long, tedious processes of data entry using Excel and Word with a modern, user-friendly, secure web platform, facilitating these UN police components' ability to collect data

*The system replaces long and tedious processes of data entry using Excel and Word.*

on activities, personnel, budget allocations, expenditures, timelines and so forth in a central database. Furthermore, integration with Power BI dynamic dashboards

offers a visually engaging platform for tracking, analysing, and presenting data, improving the effectiveness and efficiency of monitoring and evaluation processes. Data collection and reporting mechanisms streamline the process of generating reports on planning progress and performance, thereby improving efficiency and accuracy. By providing timely data about activities, budget utilization and performance indicators, PRAKSYS helps planners follow progress in mandate implementation and identify opportunities for resource allocation and optimization.

## 2. OROLSI Standing Capacities Web Hub

The OROLSI Standing Capacities jointly proposed that a web application be designed, developed and operationalized for collecting, updating, managing and securing the Standing Capacities' information.

The resulting Standing Capacities Web Hub is a web-based application accessible to designated UN personnel that aims to provide a clear and manageable way to: follow up on the recruitment processes of the Standing Capacities' personnel; track and record projects and activities in a more organized matter; store project-related information, including terms of reference, timelines, tasks, milestones, documents and communications in a single database; and monitor the status of project planning implementation for each fiscal year — providing a detailed overview for results-based budgeting.

This centralization ensures that users have access to up-to-date and consistent information, reducing the risk of inaccuracies or miscommunications, and enables the Standing Capacities to leverage past experiences and knowledge to achieve their goals effectively.



## VOICES FROM THE FIELD

“Data-driven and technologically enabled policing is a must. The Unite Aware system and SAGE 2.0 reporting, dash-cameras, body cameras, CCTVs, trap cameras and even drones (where approved for use) contribute directly to better situational awareness for decision-making and the safety and security of the peacekeepers. All of these tools require constant training and updates. At the same time, a lack of policing expertise in analysis and peacekeeping intelligence when using digital technologies can be a challenge, as some non-police tend to believe that they are suddenly policing experts when given access to use these technological tools. All in all, it is critical that we embrace the digital transformation of policing.”

**FORMER UNFICYP SENIOR POLICE ADVISER SATU KOIVU**

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

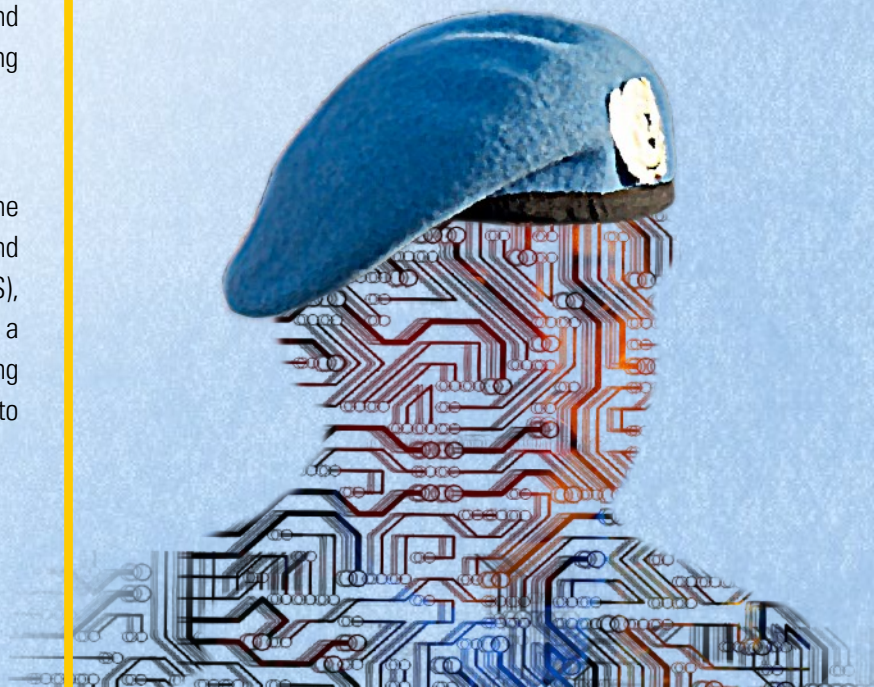
### 3. TMS (Training Management System)

Recently, the Standing Police Capacity supported the UNMISS Police component in designing and implementing a Training Management System (TMS), which involved deploying, testing and integrating a Training Management Database System for its training unit. This database system has been incorporated into

the United Nations SharePoint Online infrastructure, with Microsoft Access serving as the user-friendly front end. Integrated with the Power BI platform, the system allows for the creation of dynamic dashboards to monitor, track and summarize training data.

The implementation of TMS and the reporting dashboard will significantly enhance the analytical capabilities of the UNMISS Police training unit. By leveraging statistical analysis of training types, locations and participant demographics (such as gender and ranks of trained officers from field offices), the unit will be better equipped to facilitate data-driven decision-making. This analysis is expected to help in assessing the impact of capacity-building efforts and enable the preparation and delivery of more targeted and effective training programmes.

In conclusion, the technologies supporting UN Police Components play a crucial role in advancing the UN Police mission. However, realizing the full potential of these technologies requires us to address a range of challenges, from ensuring equitable access and safeguarding against cyber threats to navigating complex ethical and legal considerations. By addressing these challenges proactively and leveraging technology responsibly, UN Police can enhance their effectiveness and contribute to a safer, more secure world for all.



# Implications for UN Police

*In a rapidly changing world where operational contexts are evolving alongside new realities, policing must adapt to a landscape where the physical and digital realms are increasingly intertwined.*

This convergence introduces new complexities, with emerging crimes layered atop traditional offenses. Police, including UN Police, are confronted with issues including cybercrime, mis/dis/malinformation and artificial intelligence, each of which warrant discussion and deeper exploration.

While there is no globally agreed-upon legal or UN definition, cybercrime is often understood to include unauthorized access to systems, computer fraud, malware distribution, denial-of-service attacks, cyberstalking, intellectual property theft and cyberterrorism. These offenses reflect the diverse range of criminal activities committed in cyberspace.

Currently, cyberattacks are offered as services on the dark web, enabling individuals with minimal technical expertise to launch attacks on both government and private sectors, compromising infrastructure, privacy, data and assets. The urgency to equip UN Police with the requisite skills, tools and protocols to counter the rising tide of cybercrime and associated threats is paramount, especially considering their deployment in crisis or post-conflict zones where governance and security frameworks are often weak or absent.

Some of the most common effects of cybercrime are significant financial losses, data breaches, identity theft, reputational damage, service disruptions and national security risks. UN Police, like others, rely on local and global in-house technology sections to protect their operational information, data and electronic devices. Questions that could be raised here include: Do UN

Police have the necessary skills and tools with respect to cybercrime to support their host-State counterparts? Do UN Police have the minimum know-how on available types and methodologies of cybercrime and cyberattacks, how to detect them, how to respond or coordinate internal/external professional assistance and how to investigate them? Can we effectively mentor our counterparts, build their capacity and assist them operationally in combatting cybercrime?

Addressing these questions requires UN Police to take a multifaceted approach integrating cybersecurity into planning, capacity-building, and operations. For example, establishing cybersecurity/cybercrime units within UN Police components to collaborate closely across police and other workstreams such as community-oriented policing, human rights, gender and training. The goal would be to integrate cyber safety, raise public awareness about cyber-related crimes and their impact, build capacity and promote best practices for prevention and response within the host State.

As seen in MINUSCA, MINUSMA, MONUSCO and elsewhere, UN missions themselves can fall victim to cyber-enabled disinformation campaigns. These campaigns aim to manipulate public opinion, exacerbate tensions and undermine the legitimacy of UN peace operations. While countermeasures are being implemented at the mission level, UN Police also need to take proactive steps to prepare host-State counterparts for prevention and response by building the appropriate capacity.

Mis/dis/malinformation thrives at the intersection of technological advancements, including the widespread expansion of the Internet, smart cyber devices and the pervasive influence of social media. Leveraging powerful artificial intelligence tools further exacerbates the potential harm posed to peacekeeping. Addressing these challenges requires vigilant monitoring and strategic thinking to mitigate their impact before they disrupt peace and stability.



## This discussion naturally leads us to another pressing issue: artificial intelligence (AI)

AI is rapidly transforming various sectors, as seen with applications such as facial recognition and evidence analysis. Policing is not exempted; AI presents both opportunities and challenges for law enforcement agencies. It can facilitate preventive and predictive policing by analysing vast data to predict crime hotspots and identify potential offenders, enabling more effective resource allocation and proactive crime prevention. Further, AI enhances early threat detection and mission security, contributing to improved safety in peacekeeping operations. In the realm of cybersecurity, The ability of artificial intelligence to detect patterns and anomalies in data aids in preventing cybercrime and in safeguarding sensitive information. AI systems are being developed to detect and moderate online disinformation, although accompanying ethical and human rights concerns, particularly regarding freedom of expression and information, are still to be fully addressed.

However, AI is also playing a pivotal role in exacerbating mis/disinformation challenges worldwide. While AI can be harnessed to combat disinformation, it also presents significant hurdles. AI systems enable the creation and dissemination of realistic fake content, amplifying the reach and impact of mis/disinformation campaigns. AI can be used to manipulate public opinion

and censor critical online content. AI systems learn from biased data, potentially resulting in discriminatory outcomes. Additionally, law enforcement agencies face a skills gap in effectively utilizing AI technologies, requiring enhanced training and education. Addressing these challenges is essential to ensure that AI in policing remains fair, transparent and respectful of individual rights, emphasizing the importance of continued regulatory development to maximize the benefit of AI while minimizing risks.

AI poses unique challenges for UN missions, including concerns about AI surpassing human intelligence (the "singularity"), the need for global regulation of powerful AI tools like GPT-4, addressing global disparities in AI discussions, integrating AI into Sustainable Development Goals (SDGs) and managing trust issues related to AI-generated content. Addressing these challenges demands a global strategy to ensure safe, secure and trustworthy AI use. The UN, with its global reach and authority, is well positioned to lead efforts in establishing responsible AI frameworks that benefit all nations.

UN Police must proactively harness the potential of AI in their core tasks while simultaneously preparing to address the challenges posed by this same technology, both within their own operations, their host-State police counterparts and in the communities they serve. By adopting a forward-thinking approach, UN Police can enhance their effectiveness and uphold their commitment to serving and protecting communities amidst the evolving digital landscape.

Efforts to tackle these global challenges are already underway in some peace operations. Together with Member States and other UN entities, UN Police can continue on this path to leverage technology positively and combat its misuse.



**POLICE FIRST SERGEANT RENITA RISMAYANTI, OF INDONESIA, RECEIVED THE 2023 UNITED NATIONS WOMAN POLICE OFFICER OF THE YEAR AWARD FOR HER WORK AS A CRIME DATABASE OFFICER WITH MINUSCA, WHERE SHE HELPED CONCEPTUALIZE AND DEVELOP A CRIMINAL DATABASE ENABLING UN POLICE TO MAP AND ANALYSE CRIME HOTSPOTS WHICH HELPS THE COUNTRY'S POLICE BETTER PLAN THEIR OPERATIONS IN SUPPORT OF THE LOCAL POPULATION. PHOTO: MINUSCA/HERVE SEREFIO**



# From fragmentation to unity: How a new inter-agency mechanism is reshaping UN system-wide police work

### Same topic, four manuals

"There were four manuals on the shelf. On the same topic. All issued by different UN entities" recalls Faisal Shahkar, United Nations Police Adviser, when asked about using police-related guidance during his UNPOL field assignments.

"Which one do we choose? Are they complementary to or at odds with each other?" Commissioner Shahkar sums up one of his challenges on the job.

Over time, UNPOL tasks and roles have evolved from monitoring and observing to building police organizations from scratch. Additionally, UNPOL is a diverse service. 129 Member States have contributed police officers to the UN since 1990.

The combination of more complex tasks and the diversity of UNPOL composition have called for clearer guidance and standardized methods for policing in line with international standards and UN guidelines.

### Growing demand

"Police assistance requests are popping up like mushrooms after rain," remarks Anna Giudice, Team Leader on Access to Justice including police-related projects at the UN Office on Drugs and Crime (UNODC).

Looking at a map on the wall in her office, she points out to a multitude of small blue flags symbolizing the police assistance that UNODC provides to projects worldwide.

"To respond to this growing demand, we need evidence-based tools in line with international standards – manuals, handbooks, training curricula," adds Ms. Giudice.

Policing in every country responds to two major roles as outlined by the UN Code of Conduct for Law Enforcement Officials: preventing crime and ensuring public safety through partnership with the public and protecting and

promoting human rights of all. Yet, across the globe, there many different ways of doing it.

"Our task is to bring the world's best policing minds together and, in this sea of diversity, to get them to agree on a common denominator, a standard which would be acceptable in Lisbon, Lahore and Los Angeles," Charles Kim of the Office of the UN Police Adviser explains.

### Promoting policing worldwide

Cognizant of the growing demand for police assistance "know how", UNODC and United Nations Police Division put forward a proposal to establish a system-wide Inter-Agency Task Force on Policing. The Task Force would promote the UN work on policing and ensure strategic and policy coherence.

INAUGURAL MEETING OF THE DOCTRINAL DEVELOPMENT GROUP IN OSLO, NORWAY, JANUARY 2020. PHOTO: SUSANNE H. FLOELO/NCHR,UIO





*To respond to this growing demand, we need evidence-based tools in line with international standards.*

UN entities would jointly emphasize the critical role of policing in the achievement of peace and security, development and the enjoyment of human rights. They would work

together to develop tools to assist Member States in achieving the vision of the UN General Assembly for a responsive, representative, and accountable policing.

The UN Secretary-General approved the plan in May 2021.

"Either in West Africa or in the Middle East, military and police corps are usually very knowledgeable of the human rights legal frameworks at a high-ranking level. The demand coming from the hierarchy is for the tactical level where there is a constant need for the personnel on the ground to understand how to put into practice and respond according to the legal framework and State's international commitments," Kinga Janik from OHCHR Regional Office for the Middle East and North Africa says.

"We are in support of the task force and off to a good start," she adds.

### **A repugnant and immoral crime**

For many UN colleagues – United Nations police, human rights officers, UNODC law enforcement advisers – torture is not an abstract notion. It is not a distant topic debated in a room full of well-dressed and well-meaning people. It is something they – sadly – encounter daily when they patrol the streets of cities, talk to the communities and torture survivors, or hear testimonies of torture victims.

UNPOL, UNODC and OHCHR have been at the forefront of anti-torture work of the UN. One common thread noticed

by colleagues of all entities:

Torture and other cruel or inhuman treatment often occurs in conjunction with police or other law enforcement agencies interviewing (or interrogating) a suspect. In some contexts, the police may face pressure to obtain a confession and quickly

*Producing the first-ever joint United Nations manual on a police topic was no easy feat.*

close the case.

"Torture is not only a repugnant and immoral crime but it is also counterproductive in the police work. It produces wrong leads, results in botched investigations and leads to bad court outcomes," Commissioner Shahkar points out.

Indeed, there is a better, human-rights compliant and effective way of obtaining information from victims, witnesses or suspects.

### **Enter investigative interviewing**

To counter the narrative that "torture works" but, more importantly, to equip police worldwide with human rights-compliant and effective tools, UNODC, OHCHR and UNPOL partnered to develop the UN Manual on Investigative Interviewing, launched in 2024.

Producing the first-ever joint United Nations manual on a police topic was no easy feat. It required extensive outreach to and consultations with all Member States and their policing services. To reflect and respect the





world's policing diversity, the manual could not be a copy of a domestic police ordinance or law.

"Everybody had to chip in with their knowledge, experiences and approaches to policing. We put everything on the table and challenged the experts to identify common approaches that would work for everyone," recalls Mr. Gisle Kvanvig, Director of Multilateral Cooperation at the Norwegian Centre for Human Rights, an important partner and facilitator of consultations on the manual in Oslo.

With the generous support of Norway and the able facilitation of the Norwegian Centre for Human Rights, experts from over 30 UN Member States representing all regional groups participated in the doctrinal development group, and many international and UN experts contributed to the drafting and review of the Manual. The end product is a reflection of the best policing practices from across the world.

"The Manual offers a suite of effective techniques as an ethical and effective alternative to flawed practices that rely on the use of torture and ill-treatment to elicit

confessions," three UN Under-Secretaries-General said in the foreword to the Manual.

"This manual stands as a testament to our collective effort and commitment to advance human rights in policing," they added.

### Future plans

Inspired by this initial success, Inter-Agency Task Force partners are already busy planning future projects.

A joint photo exhibition promoting the positive impact of policing assistance carried out by UN entities, including on the subject of women's participation and representation in policing. A joint handbook on promotion and protection of human rights in the context of peaceful protest. A joint consultation on integrity and accountability in policing.

"Our ambition is to promote policing's positive impact and to achieve guidance coherence and interoperability," Charles Kim says.

"And we are just getting started."

OSH SAFETY AND HEALTH AWARD CEREMONY, KINSHASA. PHOTO: MONUSCO/GEDE HENDRA





# L'importance du français dans le maintien de la paix des Nations Unies

*Au cœur des missions de maintien de la paix des Nations Unies, la langue française occupe une place centrale, tant dans la communication que dans la formation des services de police opérant dans les pays francophones.*

L'importance de la langue française dans ce contexte réside dans sa capacité à faciliter la communication entre la Police des Nations Unies et les populations locales, ainsi qu'avec les différents services de police et administrations locales.

La coopération entre l'Organisation internationale de la Francophonie (OIF) et la Division de la Police des Nations Unies a été et reste cruciale pour renforcer les capacités linguistiques et opérationnelles des services de police francophones. À travers des séminaires de formation spécialisés, ces deux entités continuent d'œuvrer main dans la main pour former les policiers francophones sur les modalités de recrutement des Nations Unies. Cette collaboration a abouti à un résultat tangible : une augmentation significative du nombre de policiers et policières francophones intégrés dans les opérations de maintien de la paix de l'ONU.

Par ailleurs, l'importance des femmes dans ces missions de maintien de la paix ne saurait être sous-estimée. Les femmes policières apportent une perspective unique et complémentaire, favorisant le dialogue et la compréhension au sein des communautés locales, souvent marquées par des normes culturelles spécifiques. Leur présence contribue à renforcer la confiance des populations locales envers les services de maintien de la paix, essentielle pour le succès de ces missions délicates.

La langue française, soutenue par une coopération efficace entre l'OIF et la Division de la Police des Nations Unies, joue un rôle crucial dans la réussite des opérations de maintien de la paix dans les pays francophones. Intégrer pleinement la diversité linguistique et la représentativité des genres au sein des services de police contribue non seulement à renforcer l'efficacité opérationnelle, mais aussi à promouvoir la paix, la sécurité et la stabilité.



SÉMINAIRE SUR LES MODALITÉS DE RECRUTEMENT DES POLICIERS POUR LES OPÉRATIONS DE MAINTIEN DE LA PAIX. PHOTO: OIF/CYRIL BAILLEUL



# UN Police expertise in election security

*Elections are a crucial aspect of democratic processes, including political transitions, implementation of peace agreements and consolidation of democracy.*

The United Nations can play a major role in providing international assistance to these processes, either at the specific request of the Member State concerned or based on a mandate from the Security Council or General Assembly. Elections are a powerful tool for establishing and maintaining peace, particularly in post-conflict environments, as they provide a peaceful means for political transition processes. As an essential step towards achieving international peace and stability, the election process contributes to the consolidation of durable peace, helping to build trust and confidence in the democratic processes.

The mandate of UN peace operations may include provisions related to elections. In these situations, UN Police contribute to the mission-wide support strategy under the guidance of the electoral component. Specifically, UN Police can support host State police and other law enforcement agencies in enhancing their capabilities to manage election security more effectively, through the provision of technical assistance and advice or operational support. UN Police training and capacity-building programs on election security include assistance in security planning and management, advisory support on conducting security risk assessments, conducting training, developing security plans, and supporting the management of

election-related violence, among other tasks. By strengthening the capacity of national authorities to effectively maintain law and order before, during and after elections, UN Police bolster the overall integrity of the election process. In addition, the UN Police, often through the Standing Police Capacity (SPC), can support Member States in non-mission settings through UN entities such as UNDP and OHCHR.

### 2023 Elections in the Democratic Republic of Congo

As mandated, MONUSCO provided assistance to the 2023 electoral process in Kinshasa as well as North Kivu, South Kivu and Ituri. More specifically, UN Police

provided technical and logistical support to strengthen the capacities of the Police Nationale Congolaise (PNC), including over 40 training and retraining sessions on subjects including the assessment of election security management and prevention of electoral violence. In addition, UNPOL provided extensive logistical support to the PNC through donations of office equipment, the installation of an election call centre comprised of 24 lines

powered with solar panels and the design and printing of a pocketbook on election security for staff. The contribution of UNPOL allowed the PNC to strengthen its capacities in election security, develop a detailed security plan in advance of the elections and anticipate potential challenges. As a result, the elections took place smoothly, and no serious incidents involving the PNC were recorded.

### Support in the Central African Republic

As part of the support by MINUSCA to the 2020 and 2021



UNPOL ELECTION SENSITIZATION CAMPAIGN, JOINTLY WITH THE CENTRAL AFRICAN INTERNAL SECURITY FORCES, BOUAR, CENTRAL AFRICAN REPUBLIC.  
PHOTO: MINUSCA



presidential and legislative elections, UN Police provided logistical and technical support to the internal security forces (ISF). This included refresher training for 1,969 ISF, including 19 per cent women, on key policing activities including election security. This enhanced national capacities to prevent and address elections-related human rights concerns, including through the development of integrated electoral plans. This was complemented by operational support from formed police units that conducted security patrols in strategic hot spots targeted at reducing the risks of electoral violence while building trust between the ISF and local communities.

### Support in South Sudan

In anticipation of the upcoming general elections in South Sudan, the UNMISS Police component is working to strengthen the host-State police capacity ahead of the elections, providing training and guidance on election security planning and offering technical assistance in developing effective election security measures.

### Support in non-mission settings

More recently, there have been growing requests for provision of UN Police election security in non-mission settings. UN Police – often through the SPC — in collaboration with other UN entities, have supported Member States including The Gambia, Sierra Leone, Kenya, Malawi, and Somalia with technical assistance and advisory support in election security.

**The Gambia 2021 — 2022 electoral support.** In collaboration with the Resident Coordinator's Office and UNDP, the UN Police supported the security institutions in The Gambia during the pre-election phase of both presidential and parliamentary elections. Support focused on capacity-building on election security management risk assessments, review of election security training materials, and training of trainers on international human rights standards and the role of police in the electoral process. This support led to more effective and efficient means to address human rights issues, resulting in reduced numbers of

human rights violations during the elections period.

### Support to Sierra Leone 2023 General Elections.

Building on past UN support in the country, the UN Police in partnership with UNDP provided support to the Sierra Leone Police in reviewing the Election Security Strategy and conducting training programmes

*More recently, there have been growing requests for provision of UN Police election security in non-mission settings.*

on election security planning and management and violence prevention mechanisms, among other topics. The support was instrumental to establish and operationalize the Integrated Election Security

Planning Committee and the National Situation Room, enhancing early warning and response systems for election security under the Office of National Security. This resulted in improved tracking of security incidents, which led to quicker police response and mitigated the risk of violence during the election period.



UN POLICE/SPC ADVISER FACILITATING A REGIONAL TRAINING OF TRAINERS ON ELECTION SECURITY, KENEMA, SIERRA LEONE. PHOTO: UNDP/SIERRA LEONE

As the United Nations actively supports elections in many countries, it may be worthwhile for the Member States and the United Nations to explore ways in which UN Police could contribute with the provision of expertise in election security, given that elections are a crucial aspect to peace and security.



# A new frontier in UN peace operations

*United Nations peacekeeping operations have long been associated with the blue helmets — soldiers and police officers from various countries working together to maintain peace and security. However, a challenge has emerged on the horizon taking on a new urgency: climate change. Secretary-General António Guterres himself has stressed that the climate crisis is one of the “looming threats of the 21st century.”*

With approximately 8,000 UN Police officers deployed on four continents today, the UN Police Division has long recognized their potential damage on the environment, along with the entirety of UN peace operations. In 2016, the UN Department of Operational Support (DOS) launched its initial Environment Strategy to mitigate the potential environmental damage that UN peace operations can have. In 2019, the UN Police Division senior leadership and Heads of Police Components of UN peace operations followed suit, committing to a United Nations Police Environmental Management Framework.

At the last UN Chiefs of Police Summit in 2022, former UN Police Adviser Commissioner Luís Carrilho recalled that “our United Nations Police environmental focal points are working tirelessly towards better managing and reducing our environmental footprint” adding that “they also engage host-State counterparts on enforcing the existing plethora of national, regional and international environmental norms.”

This is good news. UN Police are taking a firm “do no harm” stance regarding their environmental impact and working with DOS and mission support to stop situations where UN missions could sometimes be seen by local communities as a competitor for scarce resources such as water. But it is not enough — it does not address the increasingly visible tie between climate and conflict or harness those 8,000 UN Police to contribute more directly to combating the effects of climate change on peace and security.

Conflicts over natural resources are not new. The first recorded water conflict occurred around 2500 B.C. between the Sumerian city-states of Umma and Lagash. Today, UN Police in the field cannot help but witness similar tensions, where climate change can drive food insecurity, exacerbate competition for land and water leading to violence between farmers and herders during cattle migration and transhumance, and act as an overall threat multiplier. Increases in tensions and conflict in areas hosting peacekeeping operations, such as UNISFA and UNMISS, can be at least partially attributed to this multiplier effect, where long-existing seasonal migration patterns overlaid with drought, flooding and displacement due to fighting can create a powder keg scenario, with various drivers all connected by the red thread of climate change.

The 2018 establishment of the Climate Security Mechanism (CSM), which now includes the Department of Political and Peacebuilding Affairs (DPPA), the Department of Peace Operations (DPO), the UN Development Programme (UNDP) and the UN Environment Programme (UNEP), is one positive step. The CSM supports field missions, UN Resident Coordinators and regional organizations to conduct climate security risk assessments and develop risk management strategies. This is critical where the way forward must involve active dialogue between not only





UNSOm UNPOL SUPPORT FOLLOWING THE DEVASTATING  
FLOODS IN HIRSHABELLE STATE, 2023. PHOTO: UNSOM

UN peace operations but missions, sharing experiences and partnering with stakeholders. By using climate forecasting as part of the United Nations prevention toolkit, UNPOL can better mitigate risks in fragile contexts and ensure that their strategies support the needs of local communities, especially women and youth. The role of UN Police continues to evolve in response to global needs. As the world grapples with

*By using climate forecasting as part of the United Nations prevention toolkit, UNPOL can better mitigate risks in fragile contexts and ensure that their strategies support the needs of local communities, especially women and youth.*

the looming threat of the climate crisis, UN Police — with their focus on community-oriented and intelligence-led approaches — should be well positioned to play a key role in mitigating negative security aspects impacted by the climate while contributing to the overall efforts of the United Nations in this critical area.

As recognized by the climate, peace and security agenda, climate change is not just an environmental issue but concurrently affects international peace and stability. By integrating climate considerations into their operations, UNPOL can contribute to the Secretary-General's prevention priorities and offer support in implementing sustainable solutions to conflicts fueled by climate-related changes. Such an approach may well be the key to minimizing localized conflicts and thus helping maintain broader peace in an era of environmental uncertainty.



## THE FUTURE OF UN POLICE FROM A FINANCE PERSPECTIVE

*We asked Mr. Kelvin Ong, Director of the Field Operations Finance Division (FOFD), for his thoughts about the future of UN Peacekeeping and UN Police in particular.*

QUESTION: Richard Gardner\* stated in an article in *Foreign Affairs*\*\* in 1970 that “The United Nations is not dead. But it certainly is ill. It is suffering, even supporters admit, from ‘a crisis of confidence,’ a ‘decline in credibility,’ and ‘creeping irrelevance.’” Within this current context of shrinking UN peacekeeping, what do you think of this statement? How relevant is this for the UN Police?

MR. KELVIN ONG: Thank you very much for the opportunity. Mr. Gardner’s observation certainly appears to reflect our current realities to an extent. The world, with its multiple challenges, needs an effective United Nations, hence it is critical that the Secretariat (on its part) continuously adapt and improve. We see the operating environment of our peacekeeping and special political missions evolving rapidly. Our mandating entity, the Security Council, faces divisions on many issues, and

our Member States (and their taxpayers) are hurting economically. Hence, it is vital that we continue to deliver the best results possible, as economically as we can – there is no room for complacency. These difficult political and economic times dictate clear strategy and plans for all parts of our operations, great unity of effort in the Secretariat and individual responsibility. Leaders (at all levels) must lead and provide clarity of vision for both effective and efficient mandate implementation.

Specifically in the management of resources, we need to build and strengthen a culture of efficiency. The legislative bodies are skeptical that we have this, although we have islands of excellence and efficiencies throughout our system. Hence, we are determined to transform the current system of discrete efficiency initiatives (undertaken at Headquarters

and missions) into a global, coherent, systematic and consistent approach. Such an approach requires that efficiency considerations (and quantitative measures) be included into relevant strategies, policies, assessments, budgets and plans; that every staff member in every field mission/entity be imbued with a deep commitment to be effective mandate implementers as well as custodians of the resources





provided by Member States (i.e., that sensitivity to cost efficiency is a part of the DNA of all staffers); and that nurturing such a sensitivity in people and programmes is reinforced by those in leadership positions, supported by well-developed systems/ processes in place to promote adherence to a culture of efficiency.

**Q:** Thank you for your remarks. On a last note, can you please tell us how the UN Police can do better in the future?

**KO:** I recall that a key reason for the establishment of

The Field Operations Finance Division (FOFD) in the Department of Management Strategy, Policy and Compliance (DMSPC) works with peace-keeping operations, special political missions and all parts of the Secretariat to ensure the highest effectiveness and efficiency standards in budget and financial management.

OROLSI was to enable the development of coherent rule of law strategies — to maximize coherent programming and results, with an efficient use limited resources. I believe that remains relevant today for OROLSI and its Police Division. The success of any field mission, or the United Nations more broadly, is not about what happens in any single

component of an Office or even a Department. We need to take a global perspective. We are all working in service of a singular vision of making a difference in places where we serve — as an Organization. Success is not measured in the size of any one office, the number of its personnel nor the size of its budget.

I cherish my time as the Special Assistant to the very first OROLSI Assistant Secretary-General Dmitry Titov back in 2008. I have always been so impressed with the professionalism of our colleagues in OROLSI and its Police Division, and remain optimistic for its future. I count on our police colleagues, wherever they are deployed, to champion our culture of efficiency.

\* Richard Gardner was a former Ambassador of the United States of America, long-time Columbia Law School law professor and Deputy Assistant Secretary of State for International Organization Affairs under Presidents John F. Kennedy and Lyndon B. Johnson.

\*\* <https://www.foreignaffairs.com/print/node/1108910>

FOFD DIRECTOR DURING HIS VISIT TO THE UNITED NATIONS GLOBAL SERVICE CENTRE (UNGSC), BRINDISI, ITALY, APRIL 2024. PHOTO: UNGSC/LUCA NESTOLA





## VIEW FROM THE FIELD

The narrative power of photos from the field entitles them to a spotlight of their own. Special acknowledgements go to UNPOL public information focal points and all others who joined the photo contest that echoes various areas of UNPOL work as featured in this issue. In addition to composition, originality and emotive expression, the selection process took into account UNPOL values and reach.



**Handover of MONUSCO Kamanyola Base, presided by the Special Representative of the Secretary-General Bintou Keita. PHOTO: MONUSCO**

TRANSITIONS — Framing the key in the centre, effectively staging it as a powerful symbol of transition.



**Workshop 'Women in Uniform Network' for South-West State Police, Baidoa, Somalia. Photo: UNSOM/Christina Reinig**

GENDER MAINSTREAMING — Radiant smiles. Gender as unity and harmony of purpose.



**UNPOL hands over Community Protection Committee (CPC) uniforms, Activism Against Gender-Based Violence in Diffra, Abyei. Photo: UNISFA**

GENDER MAINSTREAMING — Solemnity and unity against SGBV.



**Monitoring the security of a pride event in the Buffer Zone, Cyprus. Photo: UNACYP/Marek Kōša**

GLOBAL CHALLENGES — The UNPOL officer is in the margin and blurred, yet she dominates the scene that she is surveying.



**Awareness-raising on the search, identification and seizure of suspicious weapons, Bukavu. Photo: MONUSCO/GÉDE HENDRA**

TRANSNATIONAL ORGANIZED CRIME — A dynamic staging that depicts UNPOL engaged and in action.







**OSH Safety and Health award ceremony, Kinshasa. Photo: MONUSCO/Gede Hendra**

**PARTNERSHIP** — At a glance, a wide spectrum of UN actors, all looking in the same direction and strongly conveying a sense of common goal.



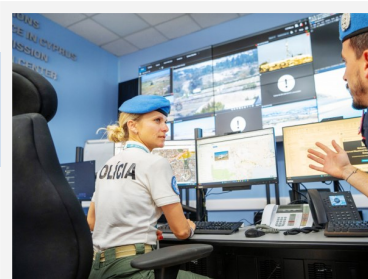
**UNPOL in Buloburde, Somalia, to assess the Hirshabelle floods and strengthen crisis management for community safety. Photo: UNSOM**

**CLIMATE, PEACE & SECURITY** — The meeting forms an imperfect circle. In spite of the seemingly improvised nature of the gathering, momentum is building up around the UNPOL officer.



**UNPOL members of the UNFICYP Joint Operations Center team. Photo: UNFICYP/Tomáš Iliev**

**TECHNOLOGY** - Computer and surveillance monitors monopolize the space, yet a self-confident UNPOL officer portrays a sense of control over technology.



**UNPOL at an observation post in Pyla, Buffer Zone, Cyprus. Photo: UNFICYP / Rastislav Sentivan**

**FUTURE OF UN POLICE** — The binoculars symbolize looking to the future.



**UNPOL pavilion at UNGSC Base, on the International Day of United Nations Peacekeepers (2023). Photo: UNGSC/Luca Nestola**

**FUTURE OF UN POLICE** — UNPOL SPC officer is engaging with students visiting the pavilion, confidently seeing the future in their young eyes.



**UNPOL planning security arrangements ahead of the Security Consultative Meeting held in Todach, Abyei. Photo: UNISFA/Caroline Njuguna**

**FUTURE OF UN POLICE** — Collaboration, planning and respect for diversity.







**Website:** [police.un.org](https://police.un.org) | **X:** @UNPOL | **Instagram:** [police.un](https://www.instagram.com/police.un) | **Facebook:** United Nations Police



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