

9TH EDITION, JULY 2012

UN POLICE

MAGAZINE

WANTED

SKILLED POLICE OFFICERS



REWARD: PEACE AND SECURITY

United Nations
Department of Peacekeeping Operations





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JULY 2012
9TH EDITION

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Correction: On the inside of the back cover of the 8th edition of the UN Police Magazine January 2012 it stated that police officer Joyce Kapampa Kasosa worked for the Police Division from 2009 – 2011. In fact Ms. Kasosa worked for the Mission Management and Support Section from July 2008 to September 2010 when she was deployed by the Police Division as specialist to the Integrated Operational Team where she remained until April 2012.

FOREWORD

The United Nations has more than 14,000 police serving in 19 peace missions helping to implement Security Council mandates and advance the cause of peace. As I know from my time as Under Secretary-General for Field Support, these officers face tests and circumstances that require all their skill, resolve and experience. Some assist fledgling police services, others work in environments with failing legal frameworks and few judicial institutions, and almost all work with communities that are traumatized, fearful and insecure.

In addressing these situations and helping to restore security, UN Police must demonstrate dignity and integrity at all times. They must be professional and adaptable, acting as teachers, guidance counsellors, mentors and colleagues. They are ambassadors for the United Nations as well as for their own countries. They must uphold the values of the Organization, and defend the human rights on which it is founded.

The Police Division requires more than 50 specializations, including crime scene management, transnational crime operations, data analysis, police administration and community-based policing. Beyond the specific skills we continue to need, a fundamental shift in UN policing is underway with a long-overdue increase in the number of female officers. Three years ago, there were 867 female officers. Today, there are 1,364 – 9.4 per cent of the service – and the United Nations aims to reach at least 20 per cent by the end of 2014.

The deployment of women police officers is having far-reaching effect. In Liberia, where we sent an all-female police unit, there was an immediate practical benefit. Women felt safer and more empowered to report the abuse they were enduring. But there was another unanticipated consequence. Liberian women queued to join their own police force. Because they *saw* it, they knew that they could *be* it. Bangladesh and India have contributed all-female Formed Police Units, and many other countries are increasing the number of female officers that they deploy.

The Secretary-General and I strongly commend this growing trend, and we are urging Member States to support it further by providing the necessary human, financial and logistical resources. Our police and our female police provide an invaluable service – as guardians, confidants and role models for all society.

Susana Malcorra
Chef de Cabinet
United Nations
June 2012



UN Photo/Eskinder Debebe

GETTING CAPACITY BUILDING RIGHT

Policing is at the heart of the United Nations Peacekeeping Operation in Timor-Leste (UNMIT) mandate, and of peace and security in Timor-Leste. Created in 2006, in response to a crisis which left the national police (PNTL) factionalized and without a command structure, UNMIT was mandated by the Security Council to help restore and maintain public security and strengthen national capacity for policing.

By the time I took up my role as the Special Representative and Head of UNMIT in January 2010, the situation in Timor-Leste had improved greatly. The security situation was calm and stable, with PNTL well on the path to resuming its rightful place as a capable, credible and accountable national police service.

Indeed, I arrived in the midst of the PNTL district-by-district re-sumption of policing responsibility for police operations across the country, which culminated in the 27 March 2011 hand-over of the last districts and units and overall command and control. Progress was confirmed during Timor-Leste's presidential elections of March and April 2012, when PNTL successfully managed the first significant test of its ability to manage high-profile police operations with only backseat support from UN Police.

The March 2011 handover of policing responsibility created an opportunity for UN Police to shift its focus towards capacity-building. It was clear to me from the outset that the ability of UNMIT to transfer knowledge and skills to the PNTL would be one of our most important contributions to lasting peace and stability in Timor-Leste.

In line with this, the PNTL and UN Police developed a Joint Development Plan (JDP), addressing five areas of strategic development identified by the PNTL: legislation, discipline, training, operations, and administration. To ensure that the plan had an immediate impact on the ground, specific capacity-building plans were developed with the PNTL and UN Police district and unit commanders, who were also tasked with monitoring implementation and reporting on progress. Complementing the JDP, and a peacekeeping first, UNMIT had recruited 19 civilian police advisers to provide support to the PNTL in areas where it had long-term capacity gaps.



UN Photo/Martine Perret

The results of the concerted efforts by PNTL and UN Police to create a more professional and able Timorese police service are already visible. The relatively low rate of reported crimes has remained unchanged since the handover of policing responsibility, and 80% of Timorese men and women state that they have confidence in the national police. Naturally, building a police service takes time, and PNTL will require continued support and engagement from bilateral and multilateral partners, as well as adequate financial and logistical resources from the Timorese authorities. But, as we have seen in this electoral period, the institution is on the right track.

As UNMIT prepares for drawdown and the conclusion of support to the PNTL, two key lessons are emerging. First, effective capacity-building requires specific skills on the part of UN Police officers, and an understanding of the challenges of institution-building. Here, we can do much more with police-contributing countries to ensure that we select the right officers for the right assignments, including higher numbers of female officers.

Second, training and mentoring also require strong interpersonal relationships. Much of what UNMIT was able to achieve in the area of policing during my tenure was thanks to the outstanding partnership between the PNTL General Commander and UNMIT Police Commissioner. Such relationships need to exist at all levels – from Headquarters to sub-district police posts. I have continuously urged police-contributing countries to extend the tours of duties of key officers with capacity-building responsibilities, allowing them to create the relationships that will maximize the impact of their work.

As UNMIT comes to a close, I hope the lessons from UNMIT support to PNTL – in particular on capacity-building and institutional development, including the Joint Development Plan and the 19 advisers initiative – will be carefully collected for the benefit of other missions. As for me, I look forward to working closely with all of the UN partners in my new role to ensure that our missions in the field are fully equipped to deliver on every aspect of their policing mandates.

Ameerah Haq
Under-Secretary-General
for the Department of Field Support
and former Special Representative
of the Secretary-General to Timor-Leste
and Head of UNMIT
June 2012

PROFESSIONAL SERVICE



LASTING IMPACT



UNITED NATIONS POLICE RECRUITMENT

UN Photo/Bernardino Soares

SPECIALIZATION REQUIRED

United Nations policing is evolving quickly and helping to lead the way into 21st Century peacekeeping with the United Nations Security Council tasking the Police Division through ever more detailed mandates. At the same time, the vast experience that we have gathered over the last decade of unprecedented deployment has made our efforts more efficient, more targeted and more effective. The Police Division is shaping lessons learned into comprehensive guidance and most importantly is striving to deliver expertise when and where needed.

This magazine is dedicated to the most important aspect of UN policing, namely the women and men who serve as United Nations Police officers. The cover shows that we want qualified and well prepared officers, specialized police, experienced cops and good leaders to ensure that the mandates we are given are fully and efficiently implemented. Like a mechanic we have used pliers to undo different bolts, but it was not always the perfect fit. Over the last couple of years we have gone to a crescent wrench, it is adjustable and an excellent tool, but today we are developing the socket set for UN Police recruitment. With the establishment of the Selection and Recruitment Section in early 2010, where we are placing a great amount of our Headquarter resources, we are now at a turning point in our recruitment paradigm.

The Police Division is enhancing all aspects of recruitment of individual police officers, formed police units, and civilian police experts within the police components and UNHQ staff, including the Standing Police Capacity.

We have undertaken a number of reviews to enhance the operational capabilities of formed police units. We are finalizing the review of the predeployment assessment procedures, in consultation with field missions and Member States during workshops in Jordan and Italy, and a special meeting with police contributing countries in New York. This has allowed us to ensure that the final product is comprehensive and reflects the consolidated view of experts, practitioners and Member States. In the coming weeks, new standard operating procedures (SOP) will be adopted by the senior leadership of the Departments of Peacekeeping Operations and Field Support. Clear and coherent assessment procedures will contribute to increased efficiency and effectiveness of selection and deployment of formed units to peacekeeping operations. This SOP will also provide guidance and assistance to Member States in their preselection procedures.



UN Photo/Krister Atle

Deploying the right officers at the right time makes an impressive impact. In South Sudan last year, shortly after the new peacekeeping operation was deployed, the Government requested immediate assistance for specialized police to help with diplomatic security and livestock policing. Its neighbour Kenya, which has expertise and knowledge about both these areas of policing, quickly supplied eight highly qualified officers to the UN operation in South Sudan. They were deployed within six weeks of the request and began helping the Government to train and mentor South Sudanese police.

In light of the scourge of sexual and gender-based crimes in Haiti, a small team of Norwegian police officers created a pilot programme in 2010 to train Haitian police to prevent and investigate gender-based crimes. Since October 2010, 326 Haitian police officers have been trained. Norway deploys specialized officers for one year, with staggered rotations every six months, ensuring a smooth transition. This project is boosted by the fact that the Norwegian Government has donated funds to build and equip police offices for the Haitian National Police coordinator for gender and women's affairs and regional offices where sexual and gender-based crime units can work. Specialized police officers from Canada and Sweden have also assisted with this programme. The Haitian Government has praised this effort as having had a real impact.

The United States has used a similar approach in Liberia where it has provided trainers, equipment and funds to build an office to help establish an emergency response unit inside of the Liberian National Police. Combining specialized knowledge, when it is needed, with the right material to make it possible for the police to do the jobs they are trained to do, is an effective model of support.

The list of specializations that the Police Division seeks (see page 19) includes administrative functions, management, operational and other specialization in the area of organized crime, procurement, finance, project management, organizational planning and human resource management.

The last magazine highlighted the Secretary General's first ever report on UN Police, emphasizing the importance of building national capacity. This edition describes the skills and experience needed to deliver in this crucial area.

Ann-Marie Orler
Police Adviser
Department of Peacekeeping Operations
June 2012

OVERVIEW OF RECRUITMENT

Consistently capture and seek specialized skills

United Nations missions where UN Police are deployed are requested to provide and regularly update a list of required police skill-sets needed in their mission. The list is also shared with Member States to guide their nominations and pre-selections of officers to be assessed during a Selection Assessment and Assistance Team (SAAT).

Develop standard messages to promote outreach

The Police Division reaches out to Member States at every opportunity with a standardized message that can be easily communicated at all levels from the Secretary-General to Special Representatives of the Secretary-General in-missions, and in individual meetings with Member States.

Facilitate communication with Member States

The Police Division has developed a Selection and Recruitment Kit that informs Member States about skill sets and application procedures, in order to speed up and clarify the process. All documents concerning recruitment are included.

Hone selection process

- (a) The Selection Assessment and Assistance Team (SAAT) procedure now involves longer interviews that allow the Police Division to assess a candidate's skills in person, with harmonized interview questions reoriented towards skills and understanding of UN core values. These measures strengthen the basis on which recruitment decisions are made and lead to higher standards among selected officers.
- (b) The new assessment has a more comprehensive language test to ensure that officers can communicate in the language required within each mission.
- (c) Candidates are now also assessed on their knowledge and use of new information technology.
- (d) The Police Division is currently looking into integrating UN standards of conduct for individual UN Police and formed police units (FPUs), with a special focus on command staff, in the ongoing revision of the Special Police Assessment Team (SPAT) Guidelines.

Harmonize standards for assessment

The Selection Assessment and Assistance Team (SAAT) procedures have been harmonized with the assessment procedure in missions, further promoting a unified standard for all UN Police. This entailed professionalizing the language assessment with the assistance of language experts and making the driving assessment consistent with the in-mission driving test.

Enforce standards through vetting and pre-screening

- (a) Police Contributing Countries (PCCs) now certify that seconded police officers have a clean criminal, human rights and disciplinary record. The requirements to pass the shooting assessment were raised to ensure higher security.
- (b) The Police Division now systematically screens all candidates nominated by contributing countries to verify whether they have been subject to administrative measures for misconduct during their previous assignments as UN Police. UN Police repatriated are *ipso facto* declared ineligible for future assignments as per applicable guidelines.

Ensure preparation for deployment

The Police Division certifies that the officers that are to be deployed have received predeployment training. Working with the Integrated Training Service in the Division for Policy Evaluation and Training, the Police Division assists Member States that do not have training facilities to find training capacity in their region.

Inspect FPU equipment on a regular basis

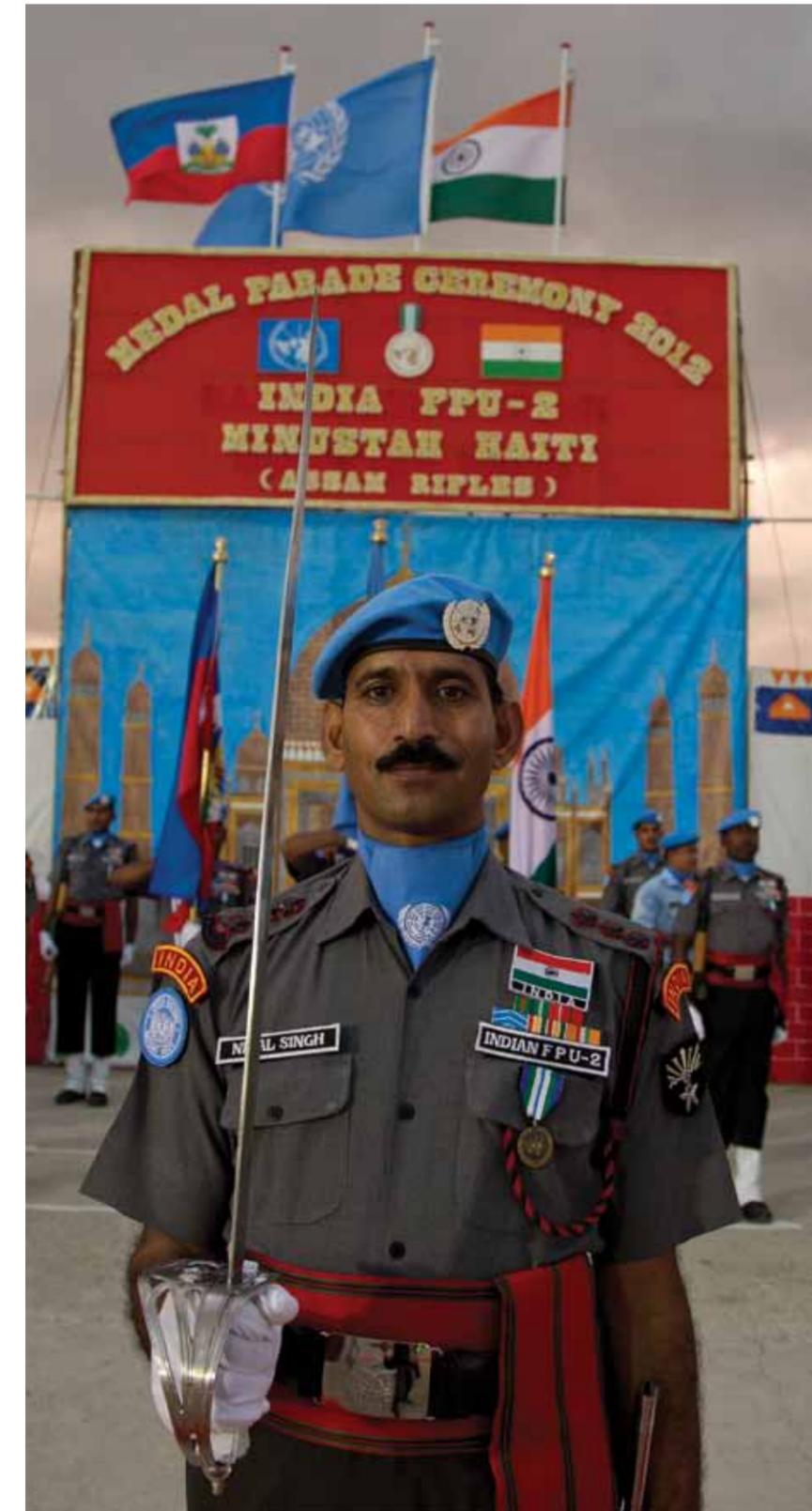
Monthly inspections of operational equipment, including stocks of lethal and non-lethal ammunition, are being carried out to identify deficiencies and the Police Division initiates remedial measures with the respective police contributing country. The Police Division has created a specific template through which the results of these inspections are submitted on a regular basis.

Improve induction training for FPU officers

Missions have been asked to improve FPU induction training, as well as raise awareness through formal briefings on the applicable, mission-specific directives.

Extend the FPU tour of duty

The Police Division now requests contributing countries to extend the tour of duty of FPU personnel from six months to one year. Less frequent rotations allows the Police Division to select more qualified FPU candidates, improves the level of professionalism of FPU personnel and directly increases operational capabilities by raising the level of experience among personnel in the field. As longer tours of duty require greater welfare considerations, the Police Division emphasizes the need to deploy adequate sports and recreation equipment to boost the morale of FPU personnel.



UN Photo/Logan Abassi

Enhance contributing countries capacity through training of trainers

In an effort to foster fully prepared and operationally capable FPUs for deployment to UN peace-keeping operations, the Police Division in cooperation with Member States developed a Train-the-Trainer course targeting a total of 180 participants from Africa, Asia and Francophone countries. The first course was conducted in India in November 2011, the second in Botswana (April-May 2012) and the third course in French is planned for September/October 2012.

Strengthen predeployment and in-mission testing

Special Police Assessment Teams (SPAT) examine FPU operational capacities, readiness, the unit's professional background as well as any specific training received. The Police Division is reviewing the SPAT guidelines and identifying new standards to assess their operational readiness. Once in the mission, FPU coordinators ensure that each FPU is tested in its public order management capacity one month after arrival and at four month intervals thereafter. All FPU operational members are re-tested in their weapons handling and shooting skills every six months. As a means of ensuring compliance with these new requirements, the Police Division will conduct periodic inspections of deployed FPUs.

Increase the number of FPU contributing countries

Currently, the burden of deploying FPUs falls on a few large contributors. A wider variety of FPU contributing countries will allow the Police Division to select better qualified and better equipped units that meet Mission requirements. A wider variety of source countries gives the Police Division the flexibility to repatriate underperforming FPUs, signalling that the UN will maintain the highest standards of professional conduct and capability.

Engage Member States in FPU discussion

To re-examine whether full use is being made of FPU capabilities across the entire spectrum of operations, the Police Division has launched a discussion with Member States to find additional ways to address current challenges and consider if and how the FPU concept might evolve further.

Strengthen guidance on disciplinary matters

- (a) The Police Division is currently updating/strengthening the language in the disciplinary directives for UN Police and the Memorandum of Understanding for formed police units with clearer provisions on immunity, the applicable legal process, roles and responsibilities of the UN and police contributing countries, operating procedures on investigations, reporting and handling of evidentiary material.
- (b) The Police Division is developing the Police Adviser's specific guidance to Heads of Police Components on the prevention of misconduct, including how to make the best use of the UN police internal inspection unit, the designation of sexual exploitation and abuse (SEA) focal points, continuous in-mission training and sensitization, non-fraternization measures, enhanced controlled-environment in high SEA-risk locations, regular unannounced inspections and regular SEA-risk assessments.
- (c) The Police Division is exploring with the Office of Internal Oversight Services and the Conduct and Discipline Unit ways to reduce reporting and investigative timeframes in the processing of misconduct cases, not least in light of the fact that UN Police officers have time-limited assignments in missions.

Reinforce command responsibility on sexual exploitation and abuse (SEA)

- (a) Heads of Police Components (Police Commissioners and Senior Police Advisers) will be asked to report on the implementation of their strategies to prevent misconduct, including the implementation of welfare strategies as part of their prevention strategy.
- (b) The Police Division will explore with Mission leadership how to include the command responsibility on SEA in the evaluation of the Heads of Police Components.

Promote Police Contributing Country accountability on SEA

- (a) The Police Division will approach contributing countries to set up national accountability mechanisms (legal and financial accountability, victim's assistance) for their seconded police officers as provided in recent General Assembly resolutions concerning "Criminal Accountability of United Nations officials and Experts on Mission" (see A/Res/66/93).
- (b) The Police Division will work with contributing countries on how they could support individual police officers and formed police units to cover their compensatory time off (CTO)/annual leave travel costs and/or organize family visits in family-duty stations or neighbouring countries. This is also linked to the extended tour of duty.

Police Division Staff at Headquarters

The majority of Police Division staff at Headquarters in New York and in Brindisi are seconded police officers. The recruitment of these officers is done through semi-annual recruitment campaigns. Member States are approached to nominate qualified and skilled police officers who meet the requirements outlined in the circulated job openings. Today there are more than 80 contributing countries and a limited number of posts making the process highly competitive. The more experienced and skilled nominated officers are, the greater chance they will have to be selected. The Police Division seeks professional police with operational and administrative experience combined with superior coordination, planning and organizational skills. Team work and communication skills are vital in enabling these officers to interact with a wide spectrum of colleagues and interlocutors from other Departments, Offices and Services.



UN Photo/Bernardino Soares

NEW PROCEDURES FOR ASSESSING INDIVIDUAL POLICE OFFICERS

In order to assist United Nations Member States to meet the challenge of seconding individual police officers who have the required skills to implement the increasingly complex mandates of UN missions effectively, the Police Division has developed a new Standard Operating Procedure: *Assessment of Individual Police Officers for Service in United Nations Peacekeeping Operations and Special Political Missions*.

This document does not apply to the selection of formed police units (FPUs), or police officers on UN contracts (Staff Members), for which separate assessment and selection procedures exist.

Need for Review

The deployment of UN Police has increased dramatically over the last 15 years. In 1994 the total number of UN Police was 1,677, today there are more than 14,500 UN Police deployed, an eightfold increase.

Not only has the scale of UN policing expanded but the mandated tasks have become more complex. In the early missions UN Police were deployed primarily as observers, but after 1989, peacekeeping operations gained increased importance as a tool for international peace and security and UN Police mandates grew more multifaceted.

Including:

Support the reform, restructuring and rebuilding of national police and other law enforcement institutions.

United Nations Police were first tasked with institutional development in the 1990s, including in the missions in Cambodia, Haiti, and Bosnia and Herzegovina. Since 2003, almost all new mandates have included reform, restructuring and rebuilding tasks. Typically, these missions start with an assessment, which may include a census of police personnel, security sector mapping, and other efforts to evaluate the capacity of the national police service. Using this information, deficiencies can be identified and plans to address them formulated. Reform efforts may include support for the vetting, training and certification of police and other law enforcement officials as well as changes to the policy and legal framework, administrative procedures and personnel management systems. These tasks require strong political support, resources and commitment from the host-state Government. In brief, such tasks require UN Police to support complex change management processes that necessitate a high level of technical expertise in this area.

Provide operational support to the host-state police.

UN Police are mandated to provide operational support to host-state police, in the areas of public order management, investigations, election security and security for camps for refugees and internally displaced persons (IDPs). All missions with a mandate to provide operational support also have a mandate to protect civilians under imminent threat of physical violence. These measures include preventative patrols in IDP camps, joint operations with United Nations military components, and capacity building of host-state police in these respective areas. The UN has long recognized that the nature of security challenges confronting the international community and

afflicting the populations in mission areas is evolving. Today intra-state conflicts are compounded by emerging threats from organized crimes, including trafficking, terrorism and financial fraud. UN Police need to support global security by providing the appropriate expertise to host-states in dealing with these new threats.

Carry out executive policing functions as an interim measure until the local police are able to perform such functions effectively.

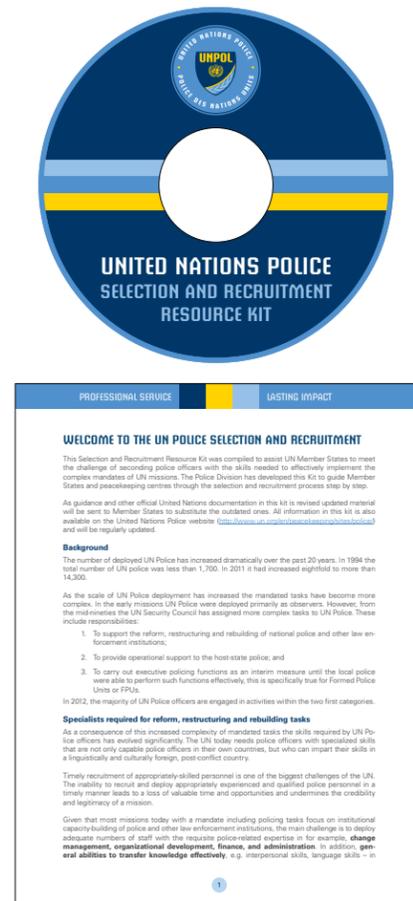
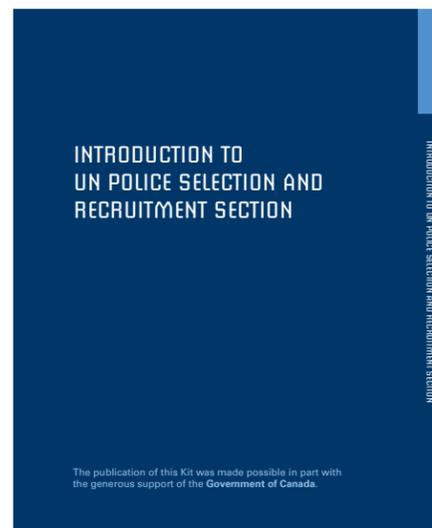
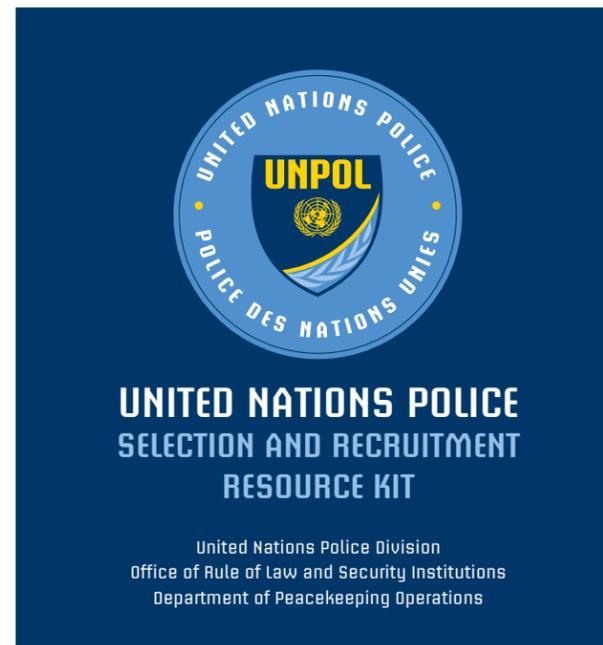
UN Police have been asked to assume full responsibility for policing and other law enforcement activities in missions where police services were initially absent, most recently in UNMIK and Timor-Leste. The United Nations Interim Administration Mission in Kosovo (UNMIK) was entrusted with the responsibility of “maintaining civil law and order including establishing local police forces and meanwhile through the deployment of international police personnel to serve in Kosovo.” After gradually transferring responsibility to the Kosovo Police Service, the UNMIK police component was drastically reduced and handed over the majority of its remaining executive responsibilities to the European Union Rule of Law Mission, EULEX Kosovo, in December 2008. Similarly, the police component of the United Nations Transitional Administration in East Timor (UNTAET) and its successor missions were mandated to provide ‘interim law enforcement and public security’ functions.

UN Photo/Bernardino Soares



UNITED NATIONS POLICE SELECTION AND RECRUITMENT KIT

The Selection and Recruitment Kit, which was printed with generous support from the Government of Canada, is a comprehensive tool for Member States. The Kit contains all procedures, policies, rules, guidelines, applications, statutes and conventions pertaining to the selection and recruitment of police officers. It was designed to contribute to a quicker and more accurate process. If Member States are better informed about the process it will give the Police Division more time to concentrate on analysis of the content of the information sent to us and less on the format. The Kit also describes predeployment training modules and explains how the Police Division can better support Member States to ensure that both individual police officers and formed police units are well-trained before deployment.



UN POLICING SKILL SETS

Modern peacekeeping's contribution to early peacebuilding demands successful interaction with the authorities and the population in the country where the United Nations is deployed. This is particularly important for UN peacekeepers involved in reforming and restructuring state and local structures, such as police services, and means that UN Police officers not only need specialized skills, they also need the interpersonal skills to impart these skills and communicate them during complex reform processes.

The Police Division must select police officers with the right profile, in terms of both specialized and general skills assessed by the Selection Assistance and Assessment Team (SAAT). This is part of the rationale behind the expanded interview that these teams conduct. The Division has also harmonized the interview questions to focus on skills and understanding of UN core values, including conduct and discipline as well as gender mainstreaming.

The New Approach

Today a majority of individual UN Police officers carry out tasks falling into the category of reform, restructuring and rebuilding mandates. DPKO has developed a **Standard Operating Procedure** called the Assessment of Individual Police Officers for Service in United Nations Peacekeeping Operations and Special Political Missions (AMS). It was developed after a review of the Selection Assistance Team (SAT) guidelines originally developed in 2005. In this process extensive consultations were held with experts from UN field missions and Member States. The AMS is used by UN teams to assess police officers in Member States and in the mission area. The harmonization of the processes makes the assessment more consistent and fair, increases mobility and reduces the number of assessments. The name of the UN teams that conduct the assessments in Member States has been changed from Selection Assistance Team (SAT) to Selection Assistance and Assessment Team (SAAT) to better reflect the assessment nature of the work of the team.

Police officers looking to deploy to a UN mission must satisfy the following selection criteria:

- Be competent in the mission language, both in speaking and in writing;
- Have a valid driving license and be capable of driving a four-wheel-drive vehicle;
- Be adaptable and comfortable in different social and cultural environments;
- Have the appropriate operational skills required for performance of the duties of the appointment for which they are selected;
- Be knowledgeable about the overall Mission environment and the parties to the respective conflict;
- Be capable of conducting investigations into alleged incidents, of analyzing the evidence, and of compiling and submitting factual and impartial reports.

In broad terms these are the Skill Sets that are sought by the Police Division for any given mission:

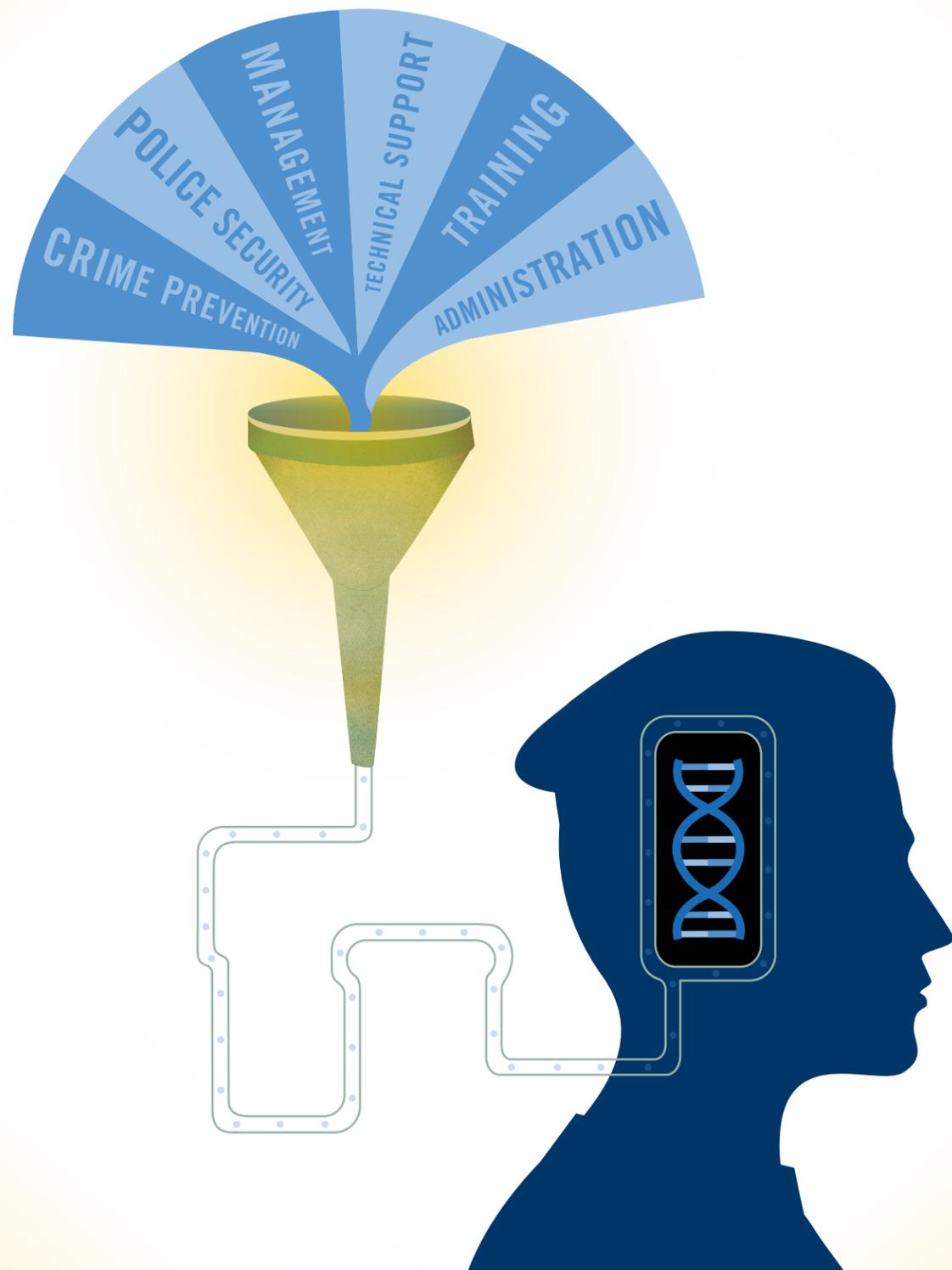


Illustration: Nora Rosansky

	Skill Sets	Expert Profiles
1	Management	<ul style="list-style-type: none"> Supervision/command of police units Project design and management Institution building Organizational planning Police reform and restructuring
2	Administration	<ul style="list-style-type: none"> Police infrastructure administration Fiscal management, budget development, payroll system management, financial auditing Procurement, logistics, assets management, fleet management, tenders and contracts Human resources management Internal affairs, discipline management Audit and inspection of police units Legal support and legal drafting
3	Police Operations/ Security	<ul style="list-style-type: none"> Planning and running critical police/security operations (elections, demonstrations, public events, etc.) Public order (FPU-related) VIP protection and security Traffic management Airport security and security of other strategic infrastructures Border security, customs, riverside police, immigration, etc. Transnational crime operations, Interpol, operations to combat trafficking in human beings, drugs and weapons Special police (SWAT, rapid reaction units, antiterrorist, undercover operations)
4	Crime Management/ Crime Prevention	<ul style="list-style-type: none"> Crime scene management Suspect/witness interview Crime investigation (serious crimes, fraud, homicide, burglary, SGBV, etc.) Criminal records/data base management Crime/data analysis, crime trend recognition Criminal intelligence analysis and management Forensics including crime scene and evidence preservation, fingerprints, ballistics, firearm examination, DNA, pathology, handwriting and fraudulent documents identification, money counterfeiting, etc. Community policing Traditional policing (paramount, tribal, nomad-focused, etc.)
5	Training	<ul style="list-style-type: none"> Training organization and management Training curriculum and training plans development General training delivery (including in-service training) in the areas of basic training, leadership training, general policing, police legislation, ethics, etc. Tactical training including training in self defence, police formations, procedures such as arrest, search, detention, etc. Weapons handling training (non lethal and fire arms) Language training
6	Technical Support	<ul style="list-style-type: none"> Weaponry: armoury management and inspection, gunsmith, weapon safety and storage, shooting range construction, explosives handling, etc. IT: database development and administration, system design, computer programming, network specialists, etc. Communication: radio and data communication system establishment and management, police radio network installation and maintenance, etc. Police surveillance: equipment installation, running operations, use of evidence, etc. Public information Civil engineering: construction projects, building standards, architecture, building plan development, etc. Medical services

FORMED POLICE UNITS

The Police Division is constantly working to enhance the operational capabilities of Formed Police Units or FPU. These units are a core pillar of UN capacity to provide safety and security in peacekeeping operations. The Security Council continues to mandate their deployment and today there are 56 FPU in six Missions (Côte d'Ivoire/ONUCI, Democratic Republic of the Congo/MONUSCO, Haiti/MINUSTAH, Liberia/UNMIL, Darfur, Sudan/UNAMID, and Timor-Leste/UNMIT).

The Police Division continues working to improve the level of professionalism of FPU officers. Together with Member States and practitioners from the field, the Division is in the process of reviewing the predeployment assessment procedures for the Special Police Assessment Team (SPAT). New criteria will be detailed in a new standard operation procedure that will be approved in 2012.

To ensure that the FPUs deployed to the field missions meet the operational requirements, the Police Division conducts regular operational assessments of the equipment and in case of shortfalls addresses the issue with the concerned Permanent Missions to fill the gaps. The role of the Member States that contribute FPUs is critical.

Predeployment Training for FPUs

After a successful first course in India last year, the second United Nations Formed Police Unit (FPU) Train-the-Trainer Course took place at the Botswana Police College in Otse, the Republic of Botswana from 16 April to 25 May this year. The course was organized by the Police Division and the Integrated Training Service in cooperation with the Government of the Republic of Botswana.

The six-week course was attended by 48 participants from 20 Member States. Delivering the training were 11 international police experts in public order management and firearms. All trainees successfully completed the course and were certified as United Nations FPU Trainers. Following this training the Police Division now has a database of 159 certified UN FPU instructors. Some of these trainers will deliver UN Standardized Predeployment Training in their countries or through regional police training hubs. This important initiative, which helps address some of the fundamental problems that DPKO has faced with the increased deployment of FPUs, was sponsored by the Governments of Canada and the United States of America.

This training represents the culmination of a multi-year, comprehensive UN effort, which included pilot trainings in the United States and in Russia, the deployment of Mobile Training Teams to six peacekeeping operations, and the development and refinement of the United Nations FPU curriculum that was delivered at the first course in India and the second one in Botswana.

This training enables the UN to expand the international team of police trainers, who can, in turn, train police officers from around the world to work together according to the same operational standards despite differences of countries, languages, backgrounds and cultures.



UN Photo

MEMBER STATES

Early planning of the Selection Assistance and Assessment Team (SAAT) visits is crucial to their success. In 2011, the Police Division conducted 29 SAATs visits covering 45 countries. Out of the 16,644 police officers assessed, approximately 30 per cent passed. Even though the SAATs save money and increase the efficiency of the UN mission due to less repatriation – this remains a costly procedure. The Police Division hopes that Member States can work with the UN to better prepare candidates so that the percentage of candidates that pass the assessment increases. For its part, the Police Division provides a list of required skills twice a year to Member States to allow them to better pre-select candidates. Contributing countries should make sure to undertake preparations and exercises to increase the number of candidates that pass these assessments.

Member States are also encouraged to facilitate women’s participation through specially tailored pre-selection training and other measures.

Member States are responsible for the nomination of candidates. The Police Division selects police officers from this designated pool of officers. Member States may not always be able to provide the police skills that are required for effective implementation of mandated police tasks. They may also need those skills at home or in some cases they may not develop those skill sets in their national service. This can be particularly true because UN Police are often mandated to assist with restructuring and rebuilding national police services.

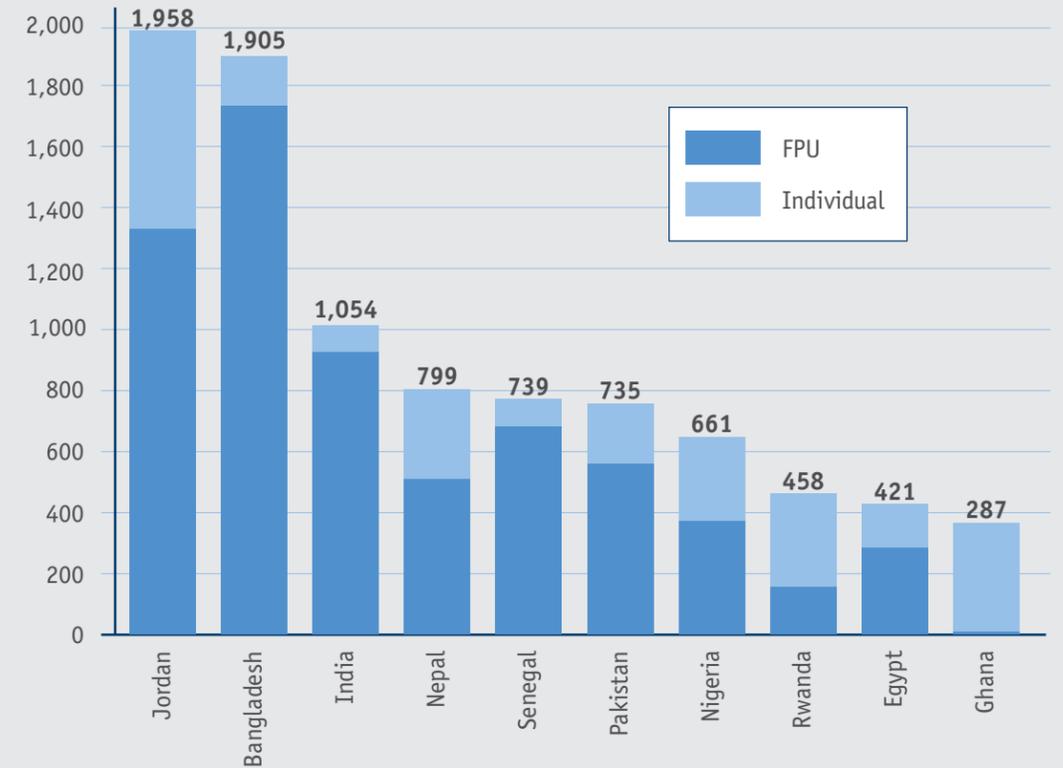
The other area that is crucial for the Police Division is finding the right candidates for leadership positions. The Police Division is constantly looking for Police Commissioners, to lead peacekeeping police contingents and Senior Police Advisers for special political missions. These senior officers must be skilled managers, able to think strategically and able to engage effectively with the national authorities in the countries where they are serving.

Another critical issue that needs to be adequately addressed by Member States is the deployment of qualified officers within the command staff to ensure an effective command and control structure of FPUs. These officers also need to be accomplished and experienced managers.

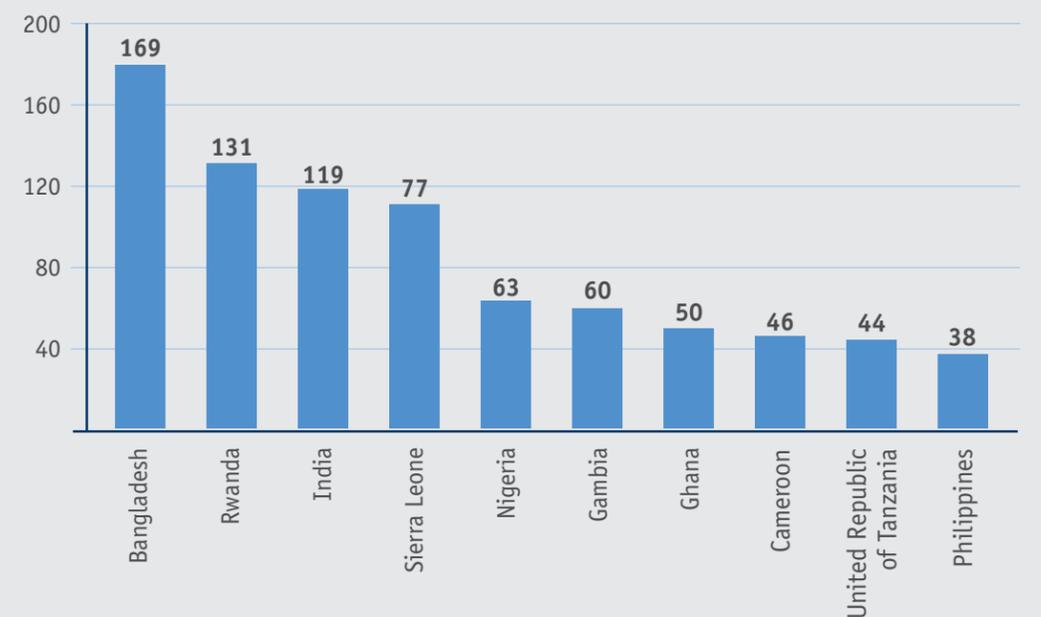
FPU Deployment

	FPU OFFICERS	AUTHORIZED	FEMALE OFFICERS
MONUSCO	1,050	1,050	90
UNMIL	843	845	120
MINUSTAH	1,684	2,100	99
UNAMID	2,238	2,660	37
UNOCI	999	1,000	0
UNMIT	490	490	2
Total:	7,304	8,145	348

UN Police Top Ten Contributors — June 2012



Top Ten Contributors of Female UN Police Officers — June 2012





UNITED NATIONS POLICE SPECIALIZATION IN ACTION

UN Photo/Logan Abassi

PREVENTING AND INVESTIGATING SEXUAL AND GENDER-BASED CRIME IN HAITI

In late 2010 the Norwegian Permanent Mission to the United Nations in New York and the Police Division launched a small pilot project in Haiti. Designed to impact on the police expertise available in the Haitian National Police to address sexual and gender-based crimes, five specialized Norwegian police officers joined the UN Police in Haiti. All the deployed officers had professional backgrounds in the investigation of sexual offences and homicide and experience in pedagogy and training.

The innovation included deploying and rotating experts so that each new officer worked for six months with the officer he or she was replacing. This helped guarantee smooth and comprehensive handovers and knowledge retention. The project also includes funding for the construction and equipping of offices from which special gender units can work.

Having funds to invest, the present Project Manager Jon Christian Moller explains, “gives us an easier and more effective way of working and it makes us accountable for how the money is spent”.

Training

The training teaches techniques and skills and gives general knowledge to Haitian police officers about how to prevent, investigate and prosecute sexual and gender-based crimes. The UN Police are only training Haitian trainers who are themselves responsible for training Haitian National Police officers. Some of the first trainings were for instructors as the Police Academy in Port-au-Prince, and then trainings began for trainers in central and northern regions of Haiti. The UN Police provide essential support for the Haitian trainers, but the courses are directed by Haitians.

To date the trainers have trained 326 Haitian National Police officers. In July 2012, training-of-trainers will begin in the southern regions of the country. The goal is to train 500 HNP officers by October 2012.

Other Canadian and Swedish officers, with years of experience investigating serious sexual offences and homicide, are helping with this project and Gender Focal Points working in the peacekeeping operation (MINUSTAH) monitor how the newfound knowledge is being applied by Haitian National Police (HNP). This provides feedback for the UN Police on the impact that the training is having. For example in the region of Artibonite, the Gender Focal Point witnessed how a victim of a sexual crime who came to the police station to report the crime, was not interviewed in the overcrowded station, but instead was taken to a private location where she could speak confidentially. This is exactly the type of situations and conduct explained in the training.

Building

At the end of 2011 a suite of offices for the HNP National Coordinator for gender and women’s affairs was opened in Port-au-Prince and in June of this year another office was opened in Ouanaminthe in the northeast of the country. These offices are fully equipped with all essential material, including cameras, computers, printers and office furniture, for them to function efficiently. The project envisages opening an additional six to eight offices in regional capitals by October of this year.

Some offices are modular constructions and others will be created by renovating areas of existing police stations. Combining training with practical infrastructure improvements reinforces the level of commitment from police officers and overcomes administrative obstacles that could get in the way of implementing best practices for investigating these crimes.

This project is a good example of combining specialized officers who are highly experienced in a particular field and who have knowledge of training to boost the specific expertise. Adding a small amount of funding to construct the infrastructure and providing material needed to ensure that the national officers trained will be able to apply the knowledge further supports the implementation of the training. It also adds to the accountability of both the trainers and the trainees. The UN Police are responsible for the budget and the Haitian National Police officers own and work out of the new offices.

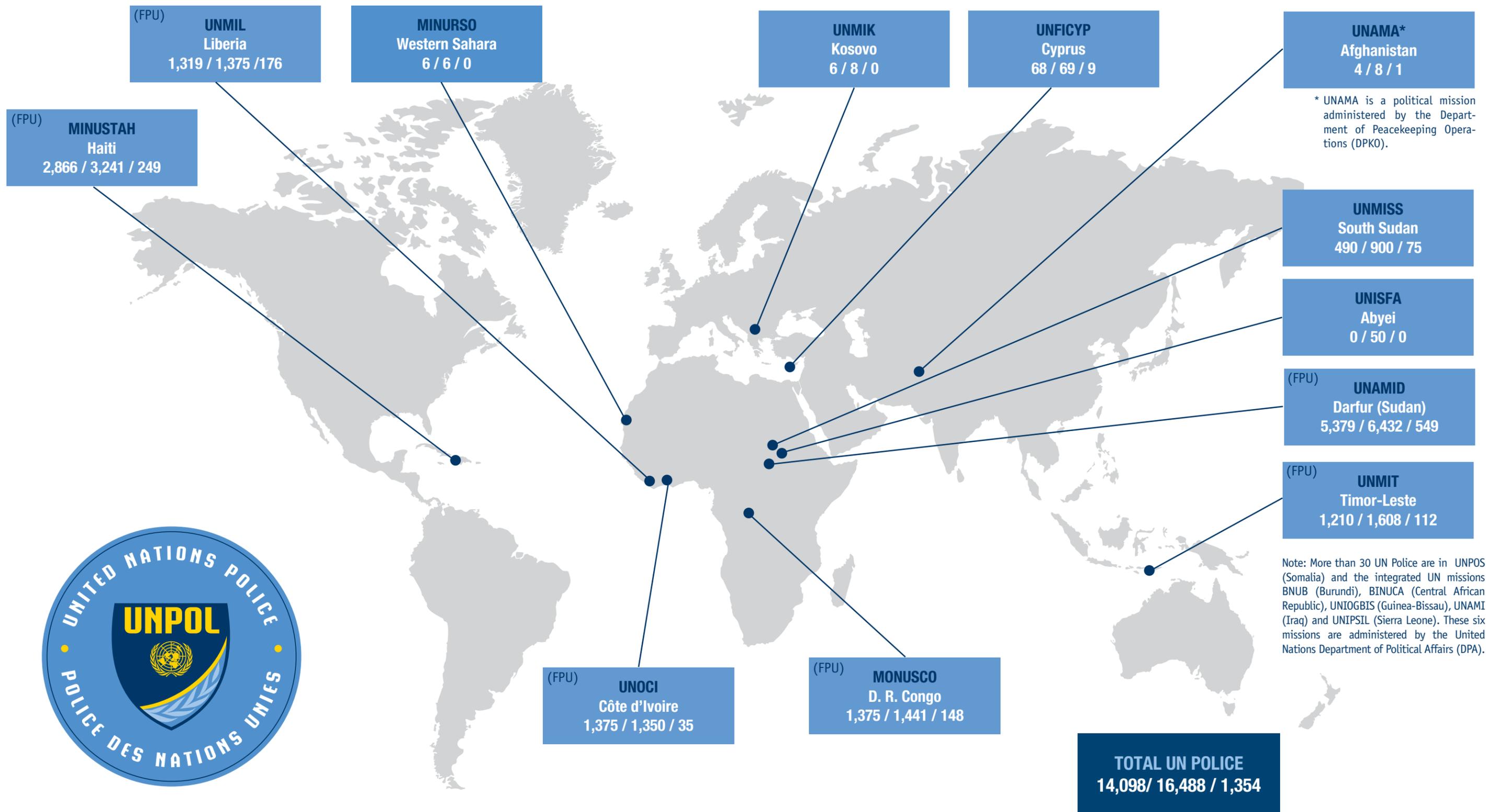
“This has been a very good experience,” explained Moller. “Our most important lesson is that the key to success is local ownership. We have involved the HNP at every single step of the process and today we are only organizing, evaluating and administrating the courses. All the instruction is done by HNP trainers and an added value to this is that by educating regional Haitian police trainers, we have also strengthened the local capacity in the gender branch of the police.”

Opening of the renovated office in Ouanaminthe, Haiti. (UN Photo)



ACTUAL / AUTHORIZED / FEMALE DEPLOYMENT OF UN POLICE IN PEACEKEEPING MISSIONS (JUNE 2012)

(FPU) — includes Formed Police Units



UN SUPPORT MISSION IN LIBYA – THE LEAN MACHINE

The situation in Libya is unlike others in which a United Nations mission is typically deployed. In Libya, there was a clear victory for the revolutionaries; there is significant political and popular commitment to change and to establish effective, democratic institutions; and there are resources to fund the resurrection of Libya. That's why United Nations envisaged the need for a different kind of response.

The strong Libyan drive for change, coupled with a deeply engrained suspicion of outsiders and growing financial austerity, led to a mission design that puts a premium on leanness, flexibility and focus. Throughout the mission, the mantra has been quality and expertise rather than quantity. Interim Senior Police Adviser Mr. Sharif al-Omari, from Jordan, is currently heading a team of only nine UN Police specialists, who are experts in training, planning, election security and information technology. Many of these experts, especially in the early and planning stages, came from the Standing Police Capacity, which has been instrumental in supporting the establishment of this mission.

Despite its small size, the UN Police team has been engaged in a host of activities, including providing support to the Ministry of the Interior (MOI), facilitating training delivery, helping the Libyan police in preparing for the elections and working with the European Union on border management issues. Many countries expressed an interest in helping Libya and Libyan authorities early on asked the UN political mission (UNSMIL) to help coordinate all offers of assistance.

Helping with coordination has been a pivotal role that affects all the other areas of support. UN Police are providing strategic advice and guidance to the MOI to help lay the foundation for reforming the Libyan police service. To this end, its priority role is to focus on the immediate needs and requests of the Libyan police, including mobilizing and coordinating international support to the Libyan police; assisting in the integration efforts of revolutionaries into the police service and contributing to a safe and secure electoral process. In response to several requests from the MOI to improve the effectiveness of policing operations, UNSMIL has embedded five police advisers/experts to assist the Libyan police in the areas of training, logistics, election security and media outreach. An UNSMIL police expert was also deployed to Benghazi to provide technical advice to the security elements and coordinate the training of Libyan police, mainly in the area of election security.

The July election is the milestone that Libyans are looking toward to consolidate the freedom won in the revolution. In part, the legitimacy of the election will rest upon the ability of Libyans to vote freely and in a secure environment. UNSMIL has played a tremendous role in ensuring that elections can take place: that the necessary legislation, regulations and organizations are in place, that ballots are printed and that election staff have been trained. Electoral security is an urgent priority in which the Libyan authorities had requested assistance. UNSMIL assigned police experts to work with the MOI Election Security Committee. They are assisting with the development of an election security plan including training. Together with police advisers from several embassies in Tripoli, UNSMIL police have conducted train-the-trainer courses for more than 600 police trainers from seven training centres and Directorates in Libya.

Security will remain an issue beyond the elections. Moving forward, UN Police will assist with integrating former fighters into the police service. They will continue to work closely with the other parts of the mission responsible for human rights and the rule of law, for security sector reform and for demobilization and reintegration.

These are big tasks that UNSMIL will continue to address with a small core staff, relying on additional expertise that will be brought onboard as needs arise and requests are received from Libyan authorities. UNSMIL will continue to adapt, while remaining a lean machine. No more, no less.

Special Representative of the UN Secretary-General Ian Martin hands over a certificate during a police officer graduation ceremony held in Tripoli in April 2012. (UN Photo/Jason Fououten)



DEVELOPING THE MENTORING SKILLS OF POLICE PEACEKEEPERS

In April, 26 UN Police and Corrections officers from six missions received training at the Regional Training and Service Center in Entebbe, Uganda on how to teach mentoring skills to colleagues charged with developing national specialist capacities in sectors ranging from police, corrections and justice to human rights, security sector reform and mine action.

The two-day training-of-trainers course was developed by the DPKO Office of Rule of Law and Security Institutions to bolster the mentoring skills of UN Police and corrections officers deployed across 18 peacekeeping operations and special political missions.

As peacekeeping mandates have evolved to require the strengthening of national rule of law institutions and the development of capacity in specialist areas, DPKO has deployed thousands of seconded police officers and hundreds of seconded corrections officers who are expected not only to be substantive experts in their technical fields, but also to transfer knowledge to host country counterparts.

This course, developed with support from the Governments of Italy and the United Kingdom, represents a first attempt at conveying mentoring skills and performance expectations to peacekeeping mentors.

The course guided mentors on how to conduct a needs assessment and establish SMART (specific, measurable, achievable, relevant, and timely) objectives and a mentoring plan with the mentee, which should reflect both national priorities and mission mandated tasks. Mentors taking the course also benefit from interactive sessions designed to reflect practical peacekeeping scenarios, in which a range of communication and coaching skills are rehearsed. Even after a mentor and mentee establish a trusting relationship and mentoring plan, the mentor will routinely have to negotiate, solve problems and give constructive feedback.

The course will now be delivered to mentors in all of the missions that participated in the course, including MONUSCO, UNOCI, UNMIT, UNMISS, UNPOS and MINUSTAH. The DPKO Standing Police Capacity and Integrated Training Service (ITS) participated as well. In June, the course lead by ITS, was delivered to some 60 UN police officers in Haiti.

A course for supervising mentors will also be developed. The initiative will be evaluated from its inception to gauge the transfer of knowledge from mentors to mentees and the extent to which this transfer of knowledge improves institutional functioning.



UN Photo/Albert Gonzalez Farran

UNITED NATIONS POLICE GLOBAL EFFORT



UN Photo/Bernardino Soares

In 2009 the Police Division launched the Global Effort to increase the number of female police officers working for the United Nations. The goal set by the United Nations was for at least 20 per cent of UN Police serving the Organization to be female by the end of 2014.

Due to the fact that UN Police are deployed for six to eighteen months, figures fluctuate dramatically month to month as formed police units and individual officers are moved in and out of missions. In January of this year female officers made up more than 10 per cent of the 14,000 UN Police deployed, at the beginning of June that percentage had dropped to 9.4.

Out of the 85 UN Police staff members, 14 are female, representing 16 per cent. In leadership positions today the DPKO Police Adviser and the Senior Police Adviser in Sierra Leone are female.

This was always an ambitious goal, but the Police Division and the leadership of the United Nations remain determined to reach it. As they need the support of Member States to do so, part of the strategy was to encourage Member States to also increase the number of female police officers in their domestic police services and to support partners, making it possible for them to send more policewomen to the United Nations.

These women have proven to have an important influence on national police services – more women join these services and in many cases state that having seen UN female officers was one of the reasons for signing up. There have been even more direct influences. The Minister of Justice of Liberia Christiana Tah announced her intention in 2010 to reach the same milestone, 20 per cent by the end of 2014, and in recent discussion at UNHQ she stated that the Liberian National Police is presently 16 per cent female and that more than 30 per cent of Border Security police were now female.

The Government of Rwanda is aiming even higher. Its Constitution stipulates that 30 per cent of its police service must be female. The Minister of Internal Security for Rwanda announced in May of this year that the police service is 19 per cent female and that the Government is aiming to achieve its 30 per cent goal by 2014.

The top female police contributing country is Bangladesh. The majority of Bangladeshi female police officers are deployed in Formed Police Units (185) as compared to the 103 individually deployed officers provided by Rwanda, the fourth largest provider. Bangladesh has a very small percentage of female police officers in its national service, but in 2011 an all female Armed Police Battalion was established.

Ghana and Sierra Leone have more than 15 per cent in their national services and Nigeria has more than 12 per cent, all three are top ten providers of female police officers.

Indonesia, which is in the process of more than doubling its contribution of uniformed peacekeepers and recently offered to provide the UN with three military helicopters, has also taken on board the UN Global Effort and has prepared and trained 50 female police officers who are now ready for deployment.



UN Photo/Logan Abassi

TRAINING POLICE TO ADDRESS SEXUAL AND GENDER-BASED CRIMES

Two training courses on the newly developed UN Police Standardized Training Curriculum on Preventing and Investigating Sexual and Gender-based Violence in Post-conflict Environment were delivered to UN Police and their host-state counterparts in African-based UN field missions in March 2012.

Forty-three police officers from 18 countries were trained, of which 65 per cent were female. The courses were conducted in English (22 participants) and in French (21 participants). Twelve UN Police officers were accompanied by 29 host-state police officers from nine countries - Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Haiti, Liberia, Libya, South Sudan and Sudan. The courses were taught by five certified instructors from Cameroon, Ghana, Rwanda, Senegal and the United States of America.

The Police Adviser Ann-Marie Orlor opened the course together with the Inspector General of the Ugandan Police, Lieutenant General Kale Kayihura and the Permanent Secretary of the Ministry of Internal Affairs, Mr. Kagoda Stephen Paul.

"Ensuring protection of vulnerable persons against crimes related to sexual and gender-based violence is one of the priority issues that I am addressing in my time as the UN Police Adviser. As UN Police assist in the rebuilding and restructuring of host-state police institutional capacity, and mentor, train and build the professional capacity of our national counterparts, addressing sexual and gender-based crimes must be part of every step of our planning and implementation," explained Ms. Orlor.

The two courses, which took place at the UN Regional Service Centre in Entebbe, marked the sixth pilot regional training-of-trainers course. In 2011, five pilot regional courses were held in the Philippines, Rwanda (English and French), Germany and Uruguay. A total of 146 police trainers from 62 countries were certified.

The UN Police Division continues to stress a gender-sensitive agenda. In February, 15 police commissioners and senior police advisers agreed to seven commitments on gender during the heads of police components annual conference. The commitments involved integrating/applying a gender perspective into each step of reforming and rebuilding the police service in the host-state and providing training for UN Police officers and the host-state police on preventing and investigating sexual and gender-based crimes. They also highlighted empowering female police peacekeepers and female host-state police officers and rigorously implementing the UN Police Gender Guidelines and UN Police Best Practices Toolkit to ensure that UN Police are role models.

INTERVIEW

Ms. Janice McClean is the Senior Police Adviser in the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL). She is from the United Kingdom of Great Britain and Northern Ireland. Today the UK has seconded four police officers to work in UN missions, two male and two female. Senior Police Adviser McClean was deployed to Sierra Leone in May last year. Here she responds to questions from the UN Police Magazine editor about how she came to join the UN, her experience, her duties, her day-to-day work, lessons learned and advice she has for other prospective UN Police officers.

Q. How long have you worked as United Nations Senior Police Adviser?

Senior Police Adviser Janice McClean (JMC): I took on this role in May 2011 so am just completing one year now. I have renewed for a further year. I have previously worked as the Contingent Commander and Head of the War Crimes Unit for the European Union Police Mission in Bosnia & Herzegovina (2003-4) and as a senior investigator in the UN International Independent Investigation Commission in Lebanon (now the STC in The Hague).

Q. How did you learn about the job and how were you recruited?

JMC: Having previously worked abroad for my Government, my skills and experience were already known. I was contacted and selected by the UK Foreign Office through the Stabilization Unit and put forward to interview for this post.



UN Photo/Annika Hansen

Q. What were your duties in your national service?

JMC: I joined the London Metropolitan Police in 1982 as a Police Constable and have worked in both uniform and detective roles. I have worked in many different areas both in HQ at Scotland Yard, and on Police Divisions, known as Boroughs, in public order, community policing, response policing, hostage negotiation and crisis intervention, sexual offences investigation, child protection, and many other roles. In my last role I led the development and implementation across all London Boroughs of the Proceeds of Crime teams. We took the cash off criminals. It was very satisfying. Before that I was the crime commander of the London Borough of Greenwich.

Q. Considering your professional background, what skills/knowledge have been instrumental for you to carry out your present responsibilities?

JMC: I think it was useful that my experience has been very broad. My force allows you to try many different things so that when it comes to working on a Mission and in particular this one, there are few areas of policing I have not experienced. I have walked the beat and been in riots, managed budgets and tackled corruption. I often say the only issue I have not come across in London is attacks on the population by wild animals as we have here in some of the forests. I also was a lawyer before joining the police and the studying helps me to assimilate facts quickly. It is always helpful to have a good knowledge of the local legislation and I was interested to see that here in Sierra Leone the old larceny acts are still in use – I last looked at those as a young undergraduate studying under the now former Irish President Mary McAleese in Trinity College, Dublin University. I was a uniform inspector in Southwark Borough and there is a fairly large concentration of West African people still living there. Apart from the weather I often feel there are lots of the same issues.

Q. As the Senior Police Adviser for the United Nations in the integrated mission in Sierra Leone, what are your duties?

JMC: My role is to assist the Mission in the capacity building of the Sierra Leone Police. I am part of the Senior Management team within the Mission so that together with my colleagues in Human Rights, Democratic Institutions, Political Affairs, and Strategic Planning for the UN Country Team we progress the development of the rule of law. I also sit on the Sierra Leone Police Executive Management Board and several other committees where I have a voice in advising on their policy and procedures, directing various training efforts by other donors and NGOs, and resource inputs into the most appropriate place.

Q. Can you describe three areas where you have made headway in implementing the mandate of UNIPSIL?

JMC: In the adoption of the new Constitution of the Local Policing Partnership Board (LPPB) and mainstreaming the use of them into police decision making; in pushing them to engage fully with all political parties in the planning and development of their coming Election Policing Plan and in the increasing development of counter-narcotics and serious crime operations with the Transnational Organized Crime Unit.

Q. Can you describe the work that your office does to help national authorities reform and professionalize the Sierra Leone police service?

JMC: As I mentioned above a lot of the criminal legislation needs to be brought up to date and I advise on these matters. The key ministry is the Ministry of Internal Affairs for the governance of policing and this is where I channel my advice, for example with regard to the creation of the Independent Police Complaints Board. I have a seat on the National Security Council Co-ordinating Board and as the police have taken on more national security issues, away from the military, my role within the Office of National Security – ONS – is also becoming more demanding.



Visit to Bo, Sierra Leone. (UN Photo)

Q. Can you highlight areas where the UN works “as one” on policing questions?

JMC: I have found that working in an integrated Mission makes the policing element more relevant and others understand that the foundation of all rule of law issues is effective policing. Translating the highest standards of human rights into dealing with the messy reality of everyday life is greatly assisted by having my UNIPSIL human rights colleagues and political and civil affairs colleagues next door. The lines of communication can flow much more smoothly and understanding of the compromises that sometimes have to be made, in order to achieve the longer term aims.

Q. Will you give us an update on how the implementation of the West African Crime Initiative (WACI) is going in Sierra Leone?

JMC: Under the auspices of the West African Crime Initiative (WACI) Sierra Leone has developed a Transnational Organized Crime Unit (TOCU). This developed from a Joint Drugs Interdiction Task Force set up by my predecessor and has been highly supported by donors over the years. Currently we are developing an HQ building, forensic capacity and maritime capability. The team have just taken delivery of a small boat in order to combat illegal trafficking and fishing activities. The key part for me to make this succeed, as Senior Adviser, is in attracting skilled, practical, operational, international officers to work with them, developing policing tactics and skills, understanding budgets and planning of crime operations, and the national justice framework that they have to work within. The TOCU has about 55 police officers and agents from Interpol, the Anti-Corruption Commission, Revenue Authority etc., and the various national intelligence agencies. They also have financial investigators so that they can follow up the bigger fish in these complex investigations. The UN Police that join have to be up to speed with current policing methods and also with what is happening internationally in the criminal world. Training skills are not so essential as a good investigative mind, and willingness to go out “on the plot”, as we say in London, with the team. They also bring in intelligence from their own countries, which help the national team understand that they are developing into part of the wide international picture of policing and have their part to play.

Q. What has been the most satisfying part of working as a Senior Police Adviser?

JMC: The growing trust and openness that has been placed in me by the Sierra Leone Police themselves. I had a hard act to follow; my predecessor had been here for about five years and was very well known and respected across the force. Now officers talk to me more openly than at first, and I can act as an intermediary in many issues with the Management Board. I also like the fact that I have a small but more specialist team than in the big Peacekeeping commands. Each officer has to work more strategically and understand the political implications of the various areas they work in – so I also get a chance to mentor them more closely than would happen otherwise. It’s not easy but the rewards are much higher.

Q. What has been the best part of your experience in Sierra Leone?

JMC: I thought originally that I would only wish to deploy for a year but as I prepared for my interview for this role, and learned more about the country, I realised that I would have to give more of my time to this. It is not fair to arrive, spend months getting to know the key players and build up mutual trust only to walk away. We have elections in November and of course I need to see those through. For me the most rewarding experience will be those elections passing peacefully and fairly and any changes of Government as a result, taking place in a good way.

Q. What has been the most difficult aspect of carrying out your role as Senior Police Adviser?

JMC: Time. There is never enough time to do all the things that we would like to do and I find it stressful at times when I have issues back in the UK to manage.

Q. What have you learned since working for the United Nations?

JMC: So much. I get frustrated with the bureaucracy parallels, that is, my force has over 55,000 people in it so I am used to trying to make cogs move in a huge engine, but the UN is always slightly different. You can never assume that what you have said or written will be easily understood.

Q. What experience or skills have you garnered from your work as a UN Police official that could help you with your job and duties in your national police service?

JMC: It has been a real eye opener working here in West Africa after so much experience of dealing with West African citizens in south London. I do literally feel I understand a lot better where they are “coming from” and what a huge cultural gulf exists between them and UK citizens. We did a lot of cultural diversity awareness raising-type trainings with my force throughout my service but still, until you live here, there is no way that you can understand. Just be open minded.

Q. For other police officers, male and female, thinking about joining the UN what advice would you give them?

JMC: Do so! In the UK we are only just coming back into the UN fold with contracted officers. The hard part is getting into a role that suits the individual and the organization. I feel that I have been very fortunate because I am in a country with a very similar policing set-up to my own, so my experiences are relevant. That is the key to it working best for all parties – the UN, the host country and the individual. I really appreciate the realisation that policing is not about brawn but brain within the UN and the traditional view that women can play a supportive role is just simply not countenanced at UNHQ. Of course I still meet many less enlightened colleagues but their place is very limited in this game.

UN Photo/ Annika Hansen





UNITED NATIONS POLICE NEWS

AU-UN IST. (Photo/Stuart Price)

UN CONTRIBUTES TO DEVELOPMENT OF SOMALI POLICE

The Somali Police Force (SPF) received equipment donated by the Government of Japan through the United Nations Political Office for Somalia (UNPOS) Trust Fund in the capital Mogadishu in May. The donation came as part of the effort to rebuild the SPF, which has included the training of 500 police officers, the development of a biometric data base for the SPF and the payment of salaries in 2011.

This support was given to reinforce the SPF and allow it to provide security in Mogadishu and around Somalia. The equipment included a motor transport fleet of 15 pick-up trucks, two troop personnel carriers, two ambulances, 1,800 ballistic helmets and sets of handcuffs, 1,068 VHF radio handsets, 20 Motorola VHF mobile (base) radio sets, eight communication masts, 1,800 bullet proof jackets and new musical instruments for the police band. These items were procured through the UN Trust Fund with a generous contribution from the Government of Japan.

Present at the ceremony in Mogadishu were the Somali Prime Minister Abdiweli Mohamed Ali, the Minister of Interior and National Security Abdisamad Mohamud Moalin, the Somali Police Commissioner Sharif Sekhuna Mayi, the Deputy Prime Minister and Minister of Defence Hussein Arab Essa, the UN Special Representative of the Secretary-General Augustine Mahiga and the Japanese Ambassador Toshihisa Takata.

The Government of Japan had contributed \$US 20 million to the UNPOS Trust Fund to support training, procurement of equipment, construction of police stations and payment of stipends. The Government donated a further \$US 10 million to help build the capacity of the Ministry of Interior and National Security and the SPF.

"I would like to emphasize that Japan is keen to continue with our support for the Transitional Federal Government and in particular the SPF," stated Ambassador Takata during the ceremony.

"I would like to thank the Government of Japan for its continued commitment and contribution towards improving the human resources and operational capacities of the Somali Police Force. Our long-term goal is to contribute to the development of a Somali-owned national police, upholding principles of national ownership and the rule of law, with a view to contributing to the provision of security and access to justice services in protecting the Somali people," stated the Special Representative of the Secretary-General Mahiga during the ceremony.



AU-UN IST. (Photo/Stuart Price)

UN POLICE SUPPORT TO ELECTORAL PROCESS IN GUINEA-BISSAU

Following the sudden death of the President Malam Bacai Sanhá of Guinea-Bissau in early January 2012, an Interim President was nominated. The National Electoral Commission (CNE), in close consultation with all political parties, decided to organize new elections within 60 days as proscribed by the electoral law.

Due to the fact that the last census in Guinea-Bissau took place in March 2009, the youth population, not counted in the census but eligible to vote, had to be registered within this 60-day timeframe. Many groups did not consider this adequate which created high levels of tension in the country.

On 20 February 2012, groups of young people organized a demonstration to protest against the decision taken by the CNE. The protesters claimed that their voting rights were being violated. Tempers flared, tensions rose and the situation quickly got out of hand. The police were called in to intervene and while trying to control the demonstration, the Bissau-Guinean military arrived at the scene and clashed with the Bissau-Guinean police. Several police officers were injured.

Following this unrest, the protesters threatened to organize another demonstration in collaboration with politicians. Due to the rising tension between the police and the military, the UN took immediate action and held multiple meetings with national leaders. The authorities requested the participation of the integrated UN mission (UNIOGBIS) and international observers to help mediate the tension between these two security institutions. As a result, a Joint Command Task Force (JCTF) was established, made up of representatives of the military and police.

Election Day

During the electoral process, the JCTF, with the full support of UNIOGBIS, was able to keep the situation calm. On 18 March, the day of the first round of the presidential election, a JCTF mixed team established several smaller mixed patrol teams and began their joint operations which covered the capital Bissau and polling stations around the country. The UNIOGBIS Police Reform Unit provided technical assistance and logistical support, as well as providing the JCTF team with transportation to travel to different regions outside of the capital where road conditions and access to polling stations was extremely difficult.

The election was carried out successfully to the credit of the people of Guinea-Bissau and the JCTF. This was not just a view held by UNIOGBIS Police, but also by all international observers who were present to monitor and watch the counting of the votes. National authorities thanked UNIOGBIS for their commitment and support.

Despite these promising events, the second round of the presidential election scheduled to take place in April, was derailed when the military staged a coup and took the leading contender for the Presidency into custody. The UN is working with the African Union and regional Governments to help find a solution to the crisis.



UN Photo/Vladimir Montero

REGIONAL PEACEKEEPING MEETING IN INDONESIA WORKS TO DEVELOP STRATEGIC GUIDANCE FOR UN POLICE

With global demand for international police peacekeeping on the rise, a regional meeting to define the guidelines for police work in peacekeeping missions was held in Semarang, Indonesia in June. The meeting drew participation from more than a dozen countries in the Asia-Pacific region.

The Semarang meeting, held at the Jakarta Centre for Law Enforcement Cooperation (JCLEC), was the first in a series of regional consultations designed to help UN Member States provide the best possible police expertise in peacekeeping operations, based on the development of a common Strategic Guidance Framework for international police peacekeeping. "This is a once in a generation opportunity," explained Andrew Carpenter, the Chief of the Strategic Policy and Development Section of the UN Police Division. "An endeavour like this has never happened before, where we get together and define UN police work."

In addition to growing in numbers, UN Police have also seen the scope of their responsibilities expand into many new areas beyond the traditional monitoring and evaluation of host country police operations, including the prevention of gender-based violence and combating transnational organized crime. "The development of the strategic guidance framework will help UNPOL define who we are and how we go about fulfilling our tasks," Mr. Carpenter explained. Besides setting the standards for UN police peacekeeping, the guidance framework is intended as a tool that can guide regional organizations and bilateral partners in international police peacekeeping.

Mr. Terry Nunn, Police Adviser to the Australian Permanent Mission to the United Nations in New York, reminded the participants – some of whom came from as far away as Fiji, Vanuatu, Mongolia and Bhutan – that in this initial part of the consultations the focus would be on defining what the duties of UN Police peacekeepers should be in various mission scenarios. The question of how to perform those duties would be addressed at a later stage, he said.

The keynote address was provided by William Durch of The Stimson Center, a non-partisan institution based in Washington, D.C., that provides research and analysis on topics of international peace and security. The Semarang meeting, which concluded on 15 June, will be followed by other regional consultations.



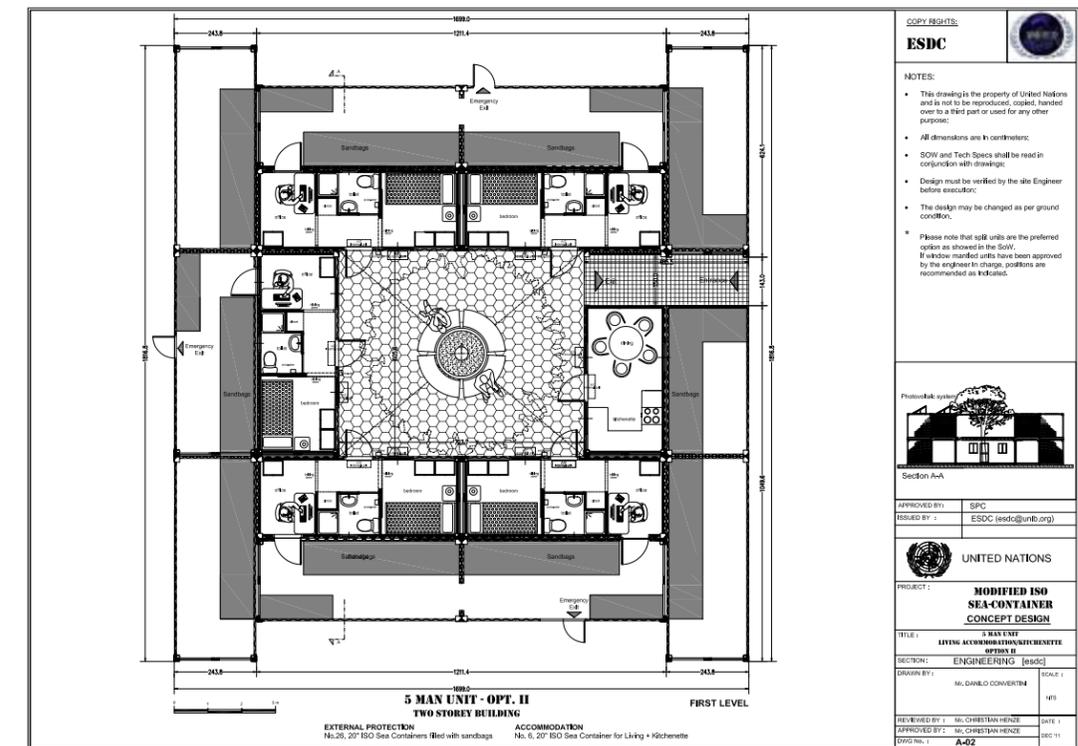
UN Photo

IN BRIEF

Fast-Track for Police Infrastructure

Modular Design Partnership

The Police Division and the Engineering Standardize Design Centre (ESDC) in the United Nation Logistics Base in Brindisi, Italy developed a partnership to draw up architectural plans for a modular policing infrastructure. The standardized modular structures are being designed to be easily, quickly and inexpensively deployed. The goal of the project is to make it possible for UN Police and national counterparts in countries where the UN is deployed to be able to construct or obtain standard modules that can be used and linked to create standardized police stations, offices, accommodations, training facilities, police cells, mobile police centres, armouries, command and control centres and police academies. Designs have already been made for a 200-officer modular formed police unit base and a 100-officer police station (see illustration).



Start-up in South Sudan Completed

In the last six months the Standing Police Capacity finished its start-up deployment to the United Nations Mission in South Sudan (UNMISS). The specialized officers sent to South Sudan provided leadership, administrative, legal, reform and training assistance for the new peacekeeping operations. Among the key accomplishments were the facilitation of the screening and registration of 52,000 South Sudan Police Service (SSPS) officers, active involvement in the protection of civilians and livestock. A Strategic Training Plan to be used by the Government from 2012 to 2015 was developed with and approved by the Minister of Interior.

Strengthening the Objectives of the West African Coast Initiative

In line with the objectives of the United Nations and the West African Coast Initiative (WACI) for the detection, disruption and dismantling of transnational organized crime in the this region, the Standing Police Capacity took part in a joint assessment missions to Guinea-Conakry in April 2012 and Côte d'Ivoire in May 2012.

Police Assessment Mission to Haiti

In March 2012, a Police Assessment Mission (PAM) travelled to Haiti (MINUSTAH) to examine the current approach and configuration of the police component, to assist in the rightsizing of the police component and to help identify strategic goals. In line with the Policy Committee of the Secretary-General, the focus of the UN engagement in Haiti is shifting towards longer term capacity building and away from the operationally focussed support that followed the earthquake in 2010. Changes recommended by the PAM included: strengthen collocation procedures with the Haitian National Police (HNP); reorient the priority areas of support to the HNP to strengthen long-term capacity building; focus more on reinforcing the HNP administrative backbone; further develop HNP public order capabilities; better coordinate bilateral donors and maintain the present number of formed police units in the country for the time being.

UN Police Standards Compliance and Audit Officer

The Police Standards Compliance and Audit Officer (Compliance Officer), in the Office of the Police Adviser, is responsible for the evaluation and inspection of procedures, practices or programmes in the Police Division and in the police components in peacekeeping operations. This post was filled in August 2011 by a Superintendent of the Irish Police.



UN Photo/Paul Banks

UN POLICE AWARDED “ORDER OF TIMOR-LESTE” MEDAL

United Nations Police serving in Timor-Leste were awarded the country’s “Order of Timor-Leste” medal of merit for their efforts to assist the fledgling nation consolidate peace and security.

Timorese President José Ramos Horta presented the award in the capital Dili, during the 12th anniversary celebration of the national police, *Policia Nacional de Timor-Leste* known as the PNTL, on 29 March 2012. The medal is awarded for merit or for “exceptionally relevant acts performed on behalf of the Timorese, the Nation or Mankind”.

There are 1,242 UN Police Officers from more than 40 countries serving with the UN Integrated Mission in Timor-Leste (UNMIT). Since 2006 more than 9,000 police officers have served in this peacekeeping operation. They helped maintain law and order while building a professional police service in the country, which the UN had shepherded to independence in 2002 after it broke away from Indonesia.

“The UN Police are proud of the work that they have done in Timor-Leste to ensure that the country’s police officers are true public servants,” said the UN Police Adviser, Ann-Marie Orler. “We are very honoured that the country’s President has recognized our efforts and awarded our police serving there with the national medal of merit.”



UN Photo/Martine Perret

UNMIT's Police Commissioner, Luis Miguel Carrilho, received the medal of merit on behalf of his officers, noting UNPOL efforts in the country during the past months.

"Our role, the role of the United Nations Police, is to support the PNTL operationally and at the same time to enhance capacity building. There are areas where we're working more closely: legislation, administration, training, discipline and operations," he said.

UN Police assumed responsibility for public security in Timor-Leste following the violence that broke out in 2006, in which dozens of people were killed and 155,000 others, or 15 per cent of the population, were driven from their homes. UN Police have gradually handed policing duties back to the PNTL, with the full transfer of all police operations taking place in March of this year.

"We can say that since one year ago, during the resumption of police responsibilities by the PNTL, all incidents that happened were properly managed by them," said the Commissioner.

In February, the Security Council extended the mandate of UNMIT until the end of this year. Up to that time the mission will continue to assist with key tasks such as institutional development and capacity building.

Presidential elections were held in April and legislative polls were held at the end of June. In May, the country celebrated the tenth anniversary of the restoration of its independence.



Police Commissioner Carrilho receiving the "Order" from President Jose Ramos-Horta. (UN Photo/Martine Perret)



UN Photo/Martine Perret

The UN Police Magazine 10th edition, which will be published in January 2013, will be dedicated to the work of the UN Police in Timor-Leste.

UN Police Contributing Countries — June 2012

Country	Male	Female	Country	Male	Female	Country	Male	Female
Argentina	37	3	Indonesia	157	12	Singapore	7	3
Australia	59	15	Ireland	15	2	South Africa	51	20
Bangladesh	1736	169	Italy	5	0	Spain	29	4
Belgium	2	0	Jamaica	9	6	Sri Lanka	75	2
Benin	117	6	Jordan	1944	14	Sweden	15	14
Bosnia & Herzegovina	38	5	Kenya	38	6	Switzerland	3	1
Brazil	20	4	Kyrgyzstan	15	0	Tajikistan	9	1
Burkina Faso	223	30	Madagascar	31	6	Thailand	26	12
Burundi	90	13	Malawi	41	20	Togo	149	3
Cameroon	67	46	Malaysia	247	24	Turkey	158	6
Canada	100	18	Mali	69	5	Uganda	36	8
Central African Republic	18	7	Montenegro	4	0	Ukraine	69	7
Chad	46	8	Namibia	17	36	United Kingdom	2	0
Chile	11	3	Nepal	767	32	United Rep. of Tanzania	89	44
People's Rep. of China	83	0	Netherlands	15	3	USA	99	14
Colombia	22	3	New Zealand	3	2	Uruguay	10	2
Côte d'Ivoire	124	26	Niger	152	27	Yemen	283	0
Croatia	11	2	Nigeria	598	63	Zambia	209	17
Czech Republic	3	1	Norway	21	9	Zimbabwe	34	24
Dem. Rep. of the Congo	25	2	Pakistan	727	8			
Djibouti	49	4	Palau	0	1			
Egypt	421	0	Philippines	192	38			
El Salvador	19	4	Poland	3	0			
Ethiopia	21	0	Portugal	177	7			
Fiji	32	3	Republic of Korea	2	1			
France	52	3	Romania	36	2			
Gambia	194	60	Russian Federation	11	2			
Germany	13	0	Rwanda	327	131			
Ghana	237	50	Samoa	12	7			
Grenada	1	0	Senegal	719	20			
Guinea	39	6	Serbia	12	1			
India	935	119	Sierra Leone	180	77			



NEW UN POLICE IDENTIFIER WINS GRAPHIS GOLD AWARD

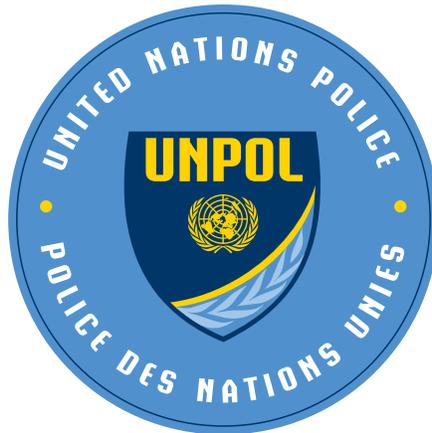
Graphis, the International Publisher, awarded its highest honour, the Graphis Gold award, to the United Nations for the design of the UN Police badge in the new UNPOL visual identifier. As part of the honour the badge will be published in the 2012 Graphis Logo series, an annual publication that features the most outstanding and original logos, corporate symbols and trademarks from around the world. The Police Division and the UN Graphic Design Unit will also receive a Graphis Gold Award certificate.

The UN Police Division, as part of its efforts to make its services more professional and to standardize its visual identity, worked with the Graphic Design Unit, part of the United Nations Department of Public Information, between 2009 and 2011 to develop this identity. Following a broad study of shields, colours and symbols and extensive consultation within the UN Secretariat and with policing specialists, this design was adopted.



About Graphis

Graphis is the international publisher of books and magazines on communication design, advertising, photography, annual reports, posters, logos, packaging, book design, brochures, corporate identity, letterhead, interactive design and other design. Each year Graphis invites leading professionals across the photography, illustration, and graphic design communities to be considered for inclusion in their annual books in each of these visual art fields. Among the thousands of submissions, the Graphis jury selects the most compelling work. (<http://www.graphis.com/>)



More information about the United Nations Police and the Department of Peacekeeping Operations can be found through the following sites:

Police Division:

www.un.org/en/peacekeeping/sites/police

UN Global Effort:

www.facebook.com/United-Nations-Police-Division-Female-Global-Effort

Department of Peacekeeping Operations:

www.un.org/en/peacekeeping

Facebook:

www.facebook.com/unpeacekeeping

Twitter:

www.twitter.com/unpeacekeeping

Flickr:

www.flickr.com/unpeacekeeping

You Tube:

www.youtube.com/unitednations