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Manual

Specialized Police Teams on Assignment with United Nations Peacekeeping and Special Political Missions

Approved by:	Jean-Pierre Lacroix, USG DPO
	Rosemary A. DiCarlo, USG DPPA
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Contact:	The Strategic Policy and Development Section, Police Division, Office of Rule of Law and Security Institutions, Department of Peace Operations
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MANUAL ON SPECIALIZED POLICE TEAMS ON ASSIGNMENT WITH UNITED NATIONS PEACE OPERATIONS AND SPECIAL POLITICAL MISSIONS

ANNEXURES

A. PURPOSE AND RATIONALE

1. The Manual on Specialized Police Teams on Assignment with United Nations Peace Operations and Special Political Missions (hereafter referred to as 'The Manual') provides standardized operational guidance to coordinate and facilitate the support of Specialized Police Teams (SPT) as an effective tool for fulfilling the mandates in Peace Operations and Special Political Missions (hereafter referred to as 'field missions'), and in other settings.

2. The Manual aims to:

    a) describe the effective process for the deployment of specialized police teams, based on well-defined and structured project with clear objectives, defined timeline and specific deliverables, agreed upon through a tripartite cooperation involving, *inter alia*, the host-State and Police Contributing Countries (PCCs);

    b) provide a collective framework for relevant United Nations (UN) headquarter offices and field presences -including practical information and tools for experts and peers – to jointly assess, plan, implement, monitor, and evaluate SPT projects across different settings, without prejudice to and in support of the specialized roles and specific mandates of UN entities in-country;

    c) outline practical steps to ensure that all SPT projects are tailored to specific contexts and respond effectively to field requests for assistance to address the specific capacity-building and development needs of the national police and other law enforcement agencies.

3. An SPT, as a team of policing experts with specific specialities nominated and seconded by member States, offer highly technical and multidimensional expertise to implement discrete projects or operations in specific areas of police administration or function. They are typically deployed based on projects with well-defined goals, progression plans, deliverables, human resources management, communications management, and risk management frameworks. SPTs are an integral part of UN Police capacity-building and development architecture and contribute to the UN's broader peacebuilding and sustaining peace efforts.

4. SPTs are deployed in contexts where United Nations Police (UNPOL) already have a substantial role in strengthening rule of law institutions and a dedicated budget for police reform activities. They are also deployed as an organic component of a field mission, with their project goals aligned with and contributing to the respective mission's mandate. In other settings where UNPOL may not have field presence or active role, SPTs may be embedded within and contribute to the joint rule of law projects and programmes implemented in collaboration with United Nations Country Teams (UNCT). Such collaborations are enabled by UN coordination mechanisms, including, *inter alia*, the Global Focal Point for the Rule of Law (GFP) and Inter-Agency Tasks Force on Policing (IATF-P), with specific deployment modalities considered on a case-by-case basis.

5. UNPOL performs its mandated tasks in extraordinarily complex and dynamic operating environments, ranging from providing day-to-day operational support to the host-State police and other law enforcement agencies to capacity-building and development, supporting broader rule of law reform efforts and ensuring public safety, and protection of civilians. These tasks are increasingly being performed through the implementation of targeted projects designed to bridge the gaps between the operational requirements and the existing capabilities of the host-State in the areas of rule of law and security institutions.

6. There is increasing demand from the field and growing interest among member States to deploy specialized police teams that possess the multifaceted expertise to implement discrete

projects or offer operational support in a particular area of police administration or function. The advanced capabilities and specialized skill set of SPT members also make them more appealing to host-States. In field missions, SPTs are perceived to help overcome some key challenges related to staff rotation, loss of institutional memory, and the coherence of policing approaches and advice. While such expertise may also be found among individual police officers (IPOs) on assignment with peace operations, SPTs have the added advantage of providing a tailored response and cost-effective assistance with demand-driven expertise and skill sets in particular police specialities. SPTs are highly technical and equipped with the necessary assets and resources to implement the specific project activities.

7. For UN field offices, SPTs provide a cohesive and cost-effective means to implement mandated programmes and projects, maximising the impact of the available resources. While, for member States, this offers an opportunity to contribute to the UN's peacebuilding and sustaining peace efforts, enabled by and in coordination with the Police Division. The inclusive and well-rounded approach to SPT projects builds on the shared commitments, enabling effective execution through enhanced coordination and collaboration. This ensures continuity until the project objectives and deliverables are met. Nominated police experts also benefit from the opportunity to work in a multicultural environment and gain valuable experience in promulgating the internationally accepted standards of policing.

B. SCOPE

8. This manual complements the overarching UNPOL Strategic Guidance Framework for International Policing (SGF)[1] and is envisaged to be applied in parallel with the DPO-DOS Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations (hereafter referred to as the SPT Guidelines). It provides guidance on the operational processes and various elements of SPT projects for effective integration and coordination.

9. The Manual is designed to guide all personnel of the UN Police components and assist the Police Division, mission support teams, and planners. It also informs the relevant mission components and UN agencies, funds, and programmes (AFPs), including PCCs, host-State counterparts and other donors.

10. The specialized capacities deployed as part of SPT may include expertise in specific areas of policing, such as, but not limited to, sexual and gender-based violence (SGBV); conflict-related sexual violence (CRSV); criminal investigation and investigative interviewing; forensics; border policing; transnational organized crime; crime intelligence and crime analysis; digital transformation technologies (e.g., criminal records and biometrics, artificial

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[1] UNPOL Strategic Guidance Framework for International Policing (SGF) includes, *inter alia*, the following: the Policy on United Nations Police in Peacekeeping Operations and Special Political Missions , the Guidelines on Police Capacity-Building and Development, the Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions, the Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions, the DPO-DOS Manual on UNPOL Donor Coordination and the Manual on Fund Management in Peace Operations, and the Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions.

intelligence, Unmanned aerial vehicles and electronic surveillance); and public information management (e.g., misinformation, disinformation, malinformation, and hate speech).

C. PROCEDURE

C.1. Collective framework for SPT projects: SPT projects should have the following characteristics:

11. **An SPT is a group of experts.** An SPT is a group of experts consisting of two to fifteen police officers and civilian policing experts in a particular policing specialism, nominated and seconded by one or few member States to serve with the United Nations at the request of relevant UN field missions or other UNCT entities for deployment of expertise.[2] SPT candidates should be highly skilled police officers or civilian police experts with a minimum of five years of recent work experience in the required operational support and/or capacity-building and development specialized functions. The concept is further defined in the SPT Guidelines.

12. **An SPT can be funded and deployed in three different modalities.** The generation of SPT personnel and equipment is a highly context-driven process and their deployment can vary widely across different operational settings. SPT projects are typically tailored to the specific circumstances in the field taking into account several factors such as the capacity gaps and specific needs of the host-State, as well as the availability of and provisions for the resources, including funds, unique police equipment, and specialized skill sets required for the capacity-building and development activities. For the purpose of greater organizational flexibility and adaptability to different contexts, SPT projects are envisaged and deployed in three different modalities: a) personnel only, b) personnel with financial support, or c) personnel with equipment. The modalities are further described in the SPT Guidelines.[3] The Manual on UNPOL Donor Coordination and Fund Management in Peace Operations (2019.06) provides an overview of available instruments to support UN police capacity-building and development work streams. It also provides guidance on how to source and manage funds as well as establish and maintain positive relationships with the bilateral and multilateral donors and UNCTs.

13. **SPT tasks or activities should be developed as well-defined project proposals.** The UN Police components and/or other relevant components in missions, including where applicable, UNCT may propose and develop projects for SPT deployment in consultation with the UN Police Division. The proposal should clearly-outline the background, justification, and the comparative advantage of the SPT as an implementing entity. The proposed plan should articulate the shared objectives, strategies, activities, and the timeline, while clearly delineating a cohesive organizational structure, composition, and mechanisms for effective

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[2] In exceptional circumstances, the Head of Police component may authorize a numerical strength of the team above fifteen officers. It is strongly recommended that SPT includes representative(s) of the countries from the region of peace operation location.
[3] *Ibid*, para 9-11.

coordination, communication, monitoring, and oversight. The proposed activities should align with the mission's mandate and, where applicable, with the development assistance framework of the AFPs. Ideally, the proposed activities are aligned with the objectives of the long-term Police Development Plan[4] (if such plan exists) or similar national police and law enforcement plan or strategy supported by UNCT. The proposal should contain a budget that reflects the nature of the expenses to be incurred and link the costs to the types of activities planned and the types of equipment required. Local ownerships are ensured by involving host-State authorities and stakeholders at all stages of the project, starting with the inception, planning, implementation and after its closure.

14. **The project plan also serves as terms of reference.** The project document endorsed by the mission and mutually agreed upon by the host-State and the contributing parties serve as a common framework of reference for all actors involved in the police reform and/or capacity building and development efforts.[5] The project document should clearly define the shared objectives, strategies, activities, and timeframe, as well as outline a coherent mechanism for effective coordination, management (including budget and administrative support), implementation, monitoring and oversight.

15. **A project is time-bound with well-defined deliverables.** The project-oriented approach of SPT is envisaged to function for a limited time, based on the operational needs in specialized functions and/or as a means to deliver a defined product(s). The project design and results orientation of SPTs should articulate measurable outputs within the well-defined timelines. All capacity-building activities should be integrated into the project plan according to the DPO Guidelines on the Development, Delivery and Evaluation of Training[6] and Guidelines on Police Capacity-Building and Development. [7]

16. **SPT projects should be based on a comparative advantage analysis.** The comparative advantage should be assessed for each context as they may be situation- and intervention-specific. The SPT deployment should be based on a comparative advantage analysis, demonstrating why teams are best suited to offer operational support, technical or advisory support and/or execute the proposed planned capacity building and development projects. The comparative advantage analyses should include the elements such as but not limited to; a) mandate/priorities, b) established capability (resources, leverage, effective and efficient project delivery methodologies, accountability for results, and cost effectiveness), and c) a unique contribution in the specified fields of expertise.

17. **SPT projects should have a well-defined end-state and outcomes.** The project plan should identify specific, measurable, attainable, and relevant outputs and clearly identify how the planned activities will contribute to the implementation of the overall mission mandate or programmatic priorities. The SPT project plan should prioritise sustainability by incorporating

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[4] DPO-DOS Guidelines on Police Capacity-Building and Development.
[5] DPO-DFS Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations or Special Political Missions.
[6] DPO Guidelines on the Development, Delivery and Evaluation of Training.
[7] DPO-DOS Guidelines on Police Capacity-Building and Development.

strategies to facilitate meaningful national ownership of the SPT projects as well as follow-on plan to ensure long-term impact. It should consider how gains achieved during the project will be sustained after the SPT is withdrawn and outline how relevant entities, such as police components or other UN agencies, funds, or programmes, will continue to build on these achievements in their ongoing activities. As such, the project outputs should align with the Comprehensive Planning and Performance Assessment System (CPAS) indicators or with other relevant planning, performance and countability framework.

18. **An Advisory Committee for a SPT project should be in place.** An advisory committee, also referred to as a steering committee, serves a vital role in SPT projects, providing a common platform for raising awareness, generating buy-in, and identifying funding opportunities, as well as serving as a means to connect to broader rule-of-law actors and local counterparts. Involving key stakeholders, including the national counterparts, PCC(s), and other donors, in the committee is an effective means to foster shared ownership, commitment, coordination, and cooperation, all of which are essential for the effective implementation, continuity, and sustainability of the project. A coherent and well-coordinated SPT project will ensure effective delivery of integrated and tailored assistance, mirroring the 'One UN Approach.' This can create greater effectiveness and efficiencies, particularly in joint planning and delivery of assistance in the areas of police, justice, corrections, and security reforms in peacekeeping operations, special political missions, and other non-mission settings.

19. **SPT projects should include mechanisms for management, implementation, and monitoring and oversight.** SPT projects must clearly define the key components of and mechanisms for effective management, implementation, monitoring, and oversight. The project framework should clearly define the budget performance report in line with the periodic financial and substantive reporting requirements and include an effective monitoring and oversight mechanism to track progress, identify issues, and ensure that the project stays on track to achieve its objectives. While the project framework entails putting in place the necessary mechanisms, such as for example, an Advisory Committee, relevant substantive components may also use or build on their existing committees or management mechanisms so long as they fulfil the functions of the provisions described below (details outlined under section C.8 to C.10 of this manual).

20. Typically, SPTs are an integral part of the UN police components in the field missions with clear command and control relationship to ensure that they are integrated into and managed under the overall authority and guidance of the United Nations Head of Police Component (HoPC). In settings where UNPOL does not have a field presence, SPTs are embedded with the requesting UN entity for specific projects as per the agreed ToR. To ensure effective and accountable implementation, the project plan must clearly articulate the operational framework, tactical chain of command arrangements and the reporting lines including the technical reporting in accordance with the Strategic Guidance Framework for International Policing (SGF), DPO Guidelines on United Nations Police Command, DPO Standard Operating Procedure (SOP) on Directives for Heads of Police components of United Nations Peacekeeping Operations and Special Political Missions (2022.02), DPO-DOS Policy on

Authority, Command and Control in United Nations Peacekeeping Operations (2019.23) and other relevant guidance.

21. The HoPCs or other delegated authorities (in settings where there are no UNPOL field presence) should provide leadership and guidance to specialized police teams and periodically complete their performance assessment reports. Typically, in peacekeeping missions, the administrative pillar of the police component oversees the administration and logistical support of SPT members in coordination with other in-mission pillars. The project should outline such administrative and logistic arrangements for shared understanding.

22. **SPT project cycle:** the SPT project cycle flow chart illustrates sequential steps involved in the SPT project designing and deployment process. It also encompasses crucial elements such as knowledge management and the long-term sustainability of positive project outcomes.
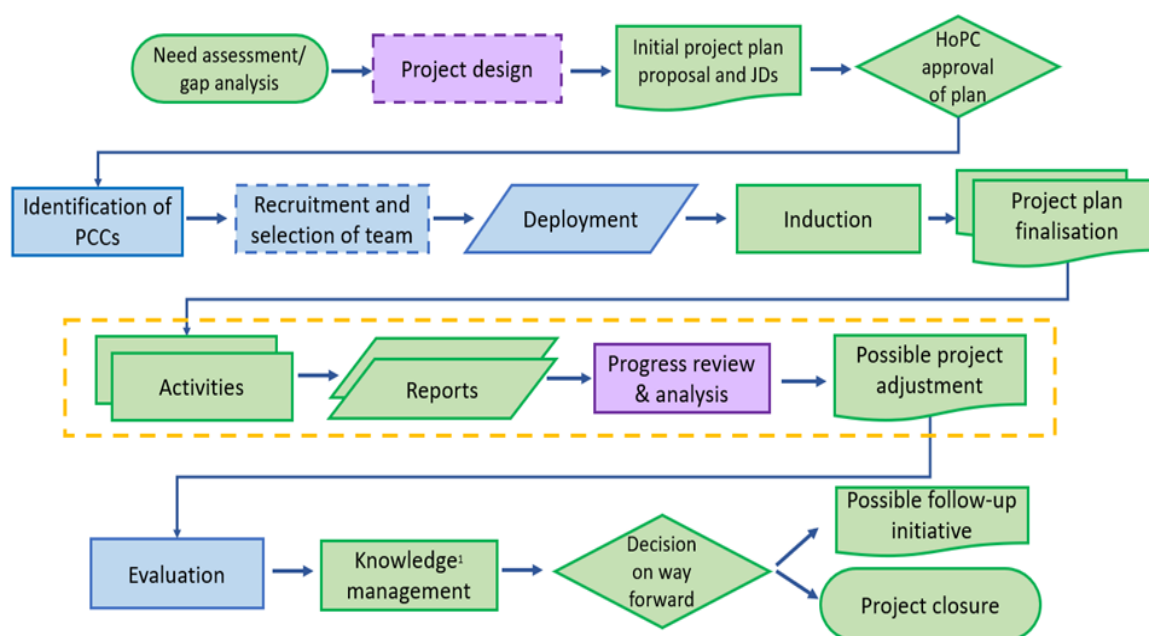
Flowchart of the SPT Generation and Functioning Process (See Annex 1)

C.2.   Project initiation

Needs assessment and gap analyses

23. The United Nations police activities in the area of capacity-building and police development are based on a systematic assessment of existing host-State capacities and resources and other relevant factors. [8] These analyses serve as essential basis for identifying operational needs and directing resources effectively. Where available, the police development plan agreed upon with the host-government and/or country programmatic plan serve as the

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[8] DPO-DOS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions and DPO-DOS Guidelines on Police Capacity-Building and Development.

standardised framework and forms the basis for formulating the project proposal. In situations where such a plan may be lacking, assistance from the Standing Police Capacity (SPC) can be requested to assess and identify key deficiencies in the national police capabilities and recommend the specialized police support or expertise required. In peacekeeping missions, insights may emanate from the Military and Police Capability Study (MPCS) or Performance Assessment and Evaluation Team (PAET) reports.

24. Typically, the project identification and need analysis processes entail active participation of the relevant mission components, such as the mission support team, mission planners a well as relevant UNCT entities, where necessary. Where feasible, participation of the representatives from the PCC(s) and the SPT Leader should be enabled in coordination with relevant counterparts at UN Police Headquarters. Participation of, and consultation with the representatives of AFPs present in-country is critical during the project identification phase, particularly to ensure coherence and avoid duplication of efforts with other humanitarian and development projects. All principles driving their participation, including humanitarian, human rights, development, political, and security areas, may be included in the early planning processes for smooth coordination and effective collaboration.

Project identification

25. SPT deployments may be initiated and proposed by Police components and/or, where applicable, by other AFPs, including under the auspices of the GFP in the area of police, justice, corrections, and security. All SPT deployments should align with the UN Police commitment to advance demand-driven initiatives and integrated planning process. The host government needs should guide the project identification and design processes. To this end, planners should employ methodical approach, using relevant tools and resources, including the Logical Framework Approach (LFA). Collaboration with national counterparts is imperative during the identification and initiation phase, and their role as equal partners in formulating the project must be effectively advocated.

Local ownership

26. Facilitating broader stakeholder consultation and participation in project design not only embodies the commitment to inclusivity and coherence, but also enhances local ownership and buy-in, fostering sustainability. Consultation with national authorities, such as heads of the host-State counterparts, police and other law enforcement agencies and police training institutes, while seen as essential in fostering local ownership of projects, also contributes to advance the overarching peacebuilding process.

Funding modalities

27. Financial undertakings should be established in the project document before the SPT is deployed. SPT activities will have various related financial implications. A comprehensive budget proposal, which includes estimated costs for activities, consumables, and equipment, as well as the request for funds - providing essential information for decision makers - should be included in and endorsed with the project agreement. Guidelines on mandated

programmatic activities funded through peacekeeping assessed budgets [9] and the Policy on Quick Impact Projects (QIPs) provides additional information. [10]

28. The UNPOL components in the field missions, enabled by their interaction and collaboration with UNCTs, multilateral and bilateral donors, and embassies in the mission area, are also encouraged to propose potential contributors who may be interested in or have already expressed commitments to support the SPT project initiatives. Additional guidance regarding the resources accessible to support UN police capacity-building and development efforts, including instructions for sourcing and managing funds can be found in the Manual on UNPOL Donor Coordination and Fund Management in Peace Operations (2019.06).

C.3.   Developing the project proposal

Contents of project proposal

29. The project proposal and the implementation plan will serve as the Terms of Reference (ToR) for the project, providing a documented basis for future decisions and establishing a shared understanding among stakeholders on the scope, objectives, design, and the progression of project activities over time. The proposal should provide a coherent and functional project framework, clearly outlining the process of implementing the planned activities from start to finish. It should articulate how the sequenced activities (reflecting the most effective and efficient progression from one activity to the next) and phased objectives (break down of larger goals into smaller, manageable phases or stages) will be defined, related, and executed, contributing to the overall goal. All parts of the project must fit together logically with effective progression plan that is coherent and deliver the shared objectives. It should also include description of the expertise and related competencies required for each member of the specialized police teams in the form of job openings. It must also include the cohesive administrative arrangements and operational accountability framework, including the strategic oversight, tactical command, and technical reporting lines. The collective framework for SPT projects provided under Section C.1. of the Manual elaborates on these general principles. The content of the draft proposal may include the following sections (They are further outlined in the standardized template provided in Annex 2): [11]
    1. Background – context.
    2. Main objective and strategy
    3. Expected outcome
    4. Activities
    5. Project organization – roles and responsibilities
    6. Resources brought by the PCC(s)
    7. Project stakeholders and partners
    8. Risks and Assumptions

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[9] DPO-DFS Guidelines on Mandated Programmatic Activities funded through Peacekeeping Assessed Budgets.
[10] DPKO-DFS Policy on Quick Impact Projects (QIPs).
[11] See Annex 2: Project Plan Template.

30. The draft project proposal and initial job descriptions should be enclosed with the note verbale inviting PCCs to deploy specialized police teams (see annex 2). This comprehensive package ensures that PCCs receive clear information regarding the proposed project and the special skillsets and competencies required for deployment as a part of the SPT generation process. [12] Presenting these documents together will enable potential member States to make informed decisions regarding their participation in the initiative.

31. The finalization of the project plan should be done upon completion of a joint assessment by the team (fact-finding visit) [13] and after the initial deployment. This process will entail a meticulous review of earlier assessment findings, and the integration of insights gleaned during the initial deployment phase. Revisiting the project plan together with the team members on site will enable the implementing entity to iteratively refine the project plan. This process ensures necessary adjustments are to align the project plan to effectively deliver the desired outputs and better address the challenges faced on site. Such inclusive and well-rounded approach will accelerate the implementation process and increase the likelihood of success.

C.4. Invitation to PCC and selection and recruitment of team

32. The Selection and Recruitment Section (SRS) of the Police Division oversees the selection and deployment process of SPTs. The SRS communicates SPT requirements to Member State's Permanent Missions to the United Nations in New York through regular vacancy announcements. This invitation to nominate qualified individuals for service in SPT includes a project proposal and initial job descriptions outlining the special skillsets and competencies required for deployment.

33. The specific equipment needs for a given SPT are assessed and identified during the project planning process. Depending on the deployment modality, either an exchange of notes (personnel with financial support modality) or a Letter of Assist (personnel with reimbursable equipment) between PCCs and the United Nations shall be finalized prior to deployment and shall state the number of SPT personnel as well as any major or specialized equipment and/or self-sustainment capacity that the SPT needs. Pre-deployment evaluation of and the rates of reimbursement for the equipment, if any, may be undertaken in accordance with the relevant UN regulations.

34. Member State(s), in response to the SPT vacancy announcement and project proposal, should convey their interest to support and submit the nominations to the Police Division through their Permanent Missions to the United Nations in New York. PCCs must indicate the project plan and specify the job description against which each officer/team member is nominated along with duly completed Electronic Application for Seconded Police (EASP) for each candidate. PCCs are encouraged to nominate candidates that meet the minimum

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[12] DPO-DOS Standard Operating Procedure (Revised) on Assessment of Mission Service of Individual Police Officers (2019.19) and DPO Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations or Special Political Missions (2019.34).
[13] See Annex 5: Terms of Reference for the fact-finding visit.

requirements with experience, competencies and skillsets as specified in the job description and the DPO-DOS Standard Operating Procedure on Assessment for Mission Service (hereafter referred to as AMS SOP) as well as a certification, ensuring that the nominated candidate has not been involved in violations of international humanitarian law and human rights law.[14]

35. Nominated candidates for the SPT should undertake the assessment outlined in the AMS SOP. Additionally, selected candidates should complete the relevant online courses on Strategic Guidance Framework for International Policing (SGF), and other courses as may be advised by the Police Division from time to time.

36. A more detailed guidance on the administration of police officers and civilian policing experts deployed as a part of a SPT can be found in the DPO Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations or Special Political Missions (2019.34) and DPO-DOS Standard Operating Procedure (Revised) on Assessment of Mission Service of Individual Police Officers (2019.19).

C.5. Fact Finding Visit (FFV)

37. A fact-finding visit, also referred to as a fact-finding trip, aims at "paving the ground" for expediting the team's initiation process and shortening the team's start-up time. FFV is undertaken – ideally, together with the representatives from the PCC(s) - to carry out joint assessment of the operating environment and the situation on ground in order to review the plan and iteratively refine and integrate insights gleaned during the visit. This is also envisaged to enhance collaboration, foster a positive relationship, establish collective coherence, and advance shared understanding of the project plan and better prepare for operational needs and challenges before the project commences.

38. Securing buy-in and support of the Head of the Mission (HoM) and/or the Resident Coordinators (RC), the senior police leadership and/or the head of the relevant UNCT and other implementing partners, as appropriate, is vital for the effective functioning of SPTs. This includes effective coordination within the Mission's Police component (for example, between the Capacity-building/ Development and Operation pillars) as well as between the Police component and other components (Justice and Corrections, Rule of Law, Gender, Human Rights, Child Protection, and others).

39. For the SPT to commence its project efficiently and effectively, it is imperative that the leadership from the UN Mission/Resident Coordinator Office (RCO), United Nations Development Programme (UNDP) and UNPOL extend their support and facilitate the team's operation where applicable. [15]

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[14] United Nations Policy on Human Rights Screening of United Nations Personnel (11 December 2012).
[15] After-action reviews reveal that many teams have experienced delays in gaining acceptance and securing resources (office space, equipment, and transportation etc.) already agreed upon and outlined in the project. Some have found themselves undertaking research that replicated the work done by other UNCTs. A better initial coordination, information review, access to resources and strategic handholding could potentially reduce the time

C.6. Pre-deployment preparations

40. It is recommended to base the preparation for the deploying SPT on a comprehensive pre-deployment assessment of both the proposed assignment and the local context. This should involve consultations with the host-State police, Senior Mission Leadership, and heads of the relevant mission components. Depending on the project focus and initiatives, other actors/partners, such as UNCTs, other Implementing Partners and donors should also be consulted.

41. Conducting a thorough pre-deployment assessment will enable the team to be better prepared and equipped to commence substantive work promptly upon arrival. Special attention should be paid to mapping a range of factors and actors that are likely to affect the team's work. The HoPCs or the relevant head of UNCTs may designate a focal point to coordinate the pre-deployment preparations.

42. Reviewing workplans is essential for informed deployment. The team should acquire a comprehensive understanding of the strategic objectives, benchmarks, and implementation roadmaps by reviewing the relevant workplans prior to deployment.

43. UN Police pre-deployment teambuilding, training and preparations serves to enhance the team's effectiveness, and ensuring a clear, robust, and unified message.

C.7. Finalizing the project plan – Project management

44. Project management should focus on planning and organizing a project and its resources. This includes identifying and managing the project lifecycle to be used, integrating it to the user-centred design process, assembling the project team, and efficiently guiding them through all phases until project completion.

45. When finalizing the project's design, it is essential to check that the project's basic logical framework is correctly formulated (see checklist below).

Checklist
• Does the project contribute to the implementation of the Mission's mandate and higher-level strategic plans or priorities?
• Are all the activities there to achieve the intended outputs?
• Do the combinations of the outputs lead to the expected outcome?
• Are there any loose ends (missing activities, outputs that are not relevant for the purpose…)?
• Is the target group clearly defined (size, location, type of activities they do, gender, age, etc.)?
• Who will receive the (financial/material) benefits from the project?
• What will happen with investments/ brought equipment once the project is completed?
• Are all the elements clear and unambiguous?

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needed to jump start project implementation and avoid duplications. Effective operational integration and flexible procedures within the Mission are equally important to enable swift response.

- Are there any concepts that can be interpreted differently different contexts (for instance, 'gender equality' is interpreted differently around the world). It is recommended to include definitions in the project plan to avoid ambiguity.
- Is the project, and its different elements, realistic?
- Is the analysis of the risks/ assumptions well made?
- Is it clear how you will act if one or several of the risks occur?
- Is the monitoring system established (indicators + verification sources)?
- Are the indicators well designed, and in line with the Police Component's overall workplan?
- Are the necessary resources there to execute the activities and to manage the project?

C.8.   Standardized project format

46. All SPT projects are recommended to use the standardized project format outlined below (A guiding template for the project plan can be found in Annex 2).

1. Background – context

47. When outlining the background and context for a SPT project, it is essential to clearly define the intended purpose, describing the problem it addresses. This section should include the rationale (i.e. describing why the SPT is requested and why the project is important). However, this should not duplicate the purpose or objectives. It should be aligned with the Mission mandate and address specific needs and gaps, ideally, identified in consultation with host-State authorities and other relevant stakeholders, including the beneficiaries. It should set a historical context, highlighting any prior efforts and a brief background of the political, social, and economic environment, including any regulatory or legal consideration that may influence or impact the project. It should also outline the comparative advantages offered by an SPT over the conventional structure/models. It is important to succinctly highlight the baseline and starting states, providing an account of the background against which the progress of the project could be generally assessed.

2. Main objective and main strategy

48. This section should describe all the primary objective(s) or desired end state(s) that the project intends to achieve. Plan should have SMART objectives (Specific, Measurable, Achievable, Relevant, and Time-bound) that can be achieved within the lifespan of the project. It is essential to choose a strategy that fits the team's capabilities, including the type of activities, experience, available donor funds and the capacities of staff. These strategic considerations will ensure that the project is effectively tailored to and leverages SPT resources and expertise to maximize its potential for success.

49. It may be necessary to consider two or more parallel projects if the objectives are complex, costly, or extensive. Although there may be different ways to achieve the same objective, it is important to agree on a definitive strategy for the project. Often, there will be a strategy that aligns better with your organisation's capabilities considering factors such as type of activities, experience, available donor funds, capacity of the available human resources, etc. Elements that may influence the choice include the following and evaluating these factors ensures a strategic approach that maximizes effectiveness and efficiency in achieving project objectives:

- the cost of each option,
- the potential risks and benefits,
- the ecological/ budgetary impact and sustainability of each option,
- the potential impact on gender mainstreaming-both positive and negative, etc.

50. Given the unpredictability of the security situations and political climate, particularly in post conflict and other crisis situations, where the risk of delayed or frozen funds is relatively high, it is recommended to have robust contingency plans in place. The plan should outline effective measures to mitigate the challenges likely to arise during project implementation.

3. Expected outcomes

51. Describe the expected outcomes of the project. It is important to measure and establish a baseline to be able to assess and map the project's progress and achievements. Within the project evaluation matrix, terms such as outputs, outcomes, and impact are used to describe change across different stages and levels. Outputs are the tangible products, goods, and/or services resulting from the intervention. These outputs are designed to produce outcomes – representing the short- to medium-term effects of an intervention – and eventually deliver the desired impacts or end states. Impact indicators typically relate to changes in knowledge, attitudes, and intended behaviour, providing valuable insights into the overall success of the project.

4. Scope and interface with other actors

52. To ensure a coordinated and coherent approach, it is essential to define the scope of the project (What is included and what is not, based on available resources), map the key actors involved in and affected by the project and the interface between the project and the actions or operations of other relevant stakeholders or entities.

53. Police reform in isolation will have limited success. Police do not exist in isolation from the wider system of criminal justice or those who manage and oversee policing services. Police reform, as part of a broader process of security sector reform, is essential considering, the inherent link and interdependence among the various actors within the criminal justice system besides the need to manage the politics around security and justice reforms.

54. Building the capacity of the host-State to effectively tackle impunity and adopt contemporary democratic policing methods, extend beyond mere police officer training. While the training of law enforcement personnel is a crucial aspect of crime response, it represents just one component within the broader chain of justice. It is imperative to recognise additional stakeholders sharing similar interests and/or mandates and/or being engaged in addressing similar issues and to foster coordination, collaboration, and potential partnerships for a comprehensive approach.

55. The SPT assistance should be targeted and tailored to host-State requirements. Coherence in its actions, particularly with its key partners, will boost its effectiveness and yield better results. Hence, it is essential to identify key stakeholders, including other actors and potential

partners, and map their interface with the project. While police components support the development of core functions of the national police, other important aspects of the criminal justice system need to be catered for by other development actors and specialized agencies, ideally, as a part of broader rule of law reform efforts. Effective coordination creates conditions necessary for a smooth transition, making it possible for the mission to transfer and enable UNCTs to build on the gains.

56. A matrix for mapping of other actors and the interface with them can be found in Annex 2, section 4.

5. Activities

57. All capacity-building activities must be undertaken based on the DPO Guidelines on the Development, Delivery, and Evaluation of Training [16] and Guidelines on Police Capacity-Building and Development. [17] Cross-cutting topics such as human rights, gender, and anti-corruption should be integrated in all capacity-building activities. Trainings should be conducted based on a training needs assessment (TNA) and a comprehensive plan.

58. It is important to sequence and prioritise activities. A PICK [18] chart (in Annex 7) is a brainstorming (Possible, Implement, Challenge, and Kill) tool that can be used to categorise and prioritise. It is used for organizing ideas and making decisions. PICK charts are useful for focusing team discussions and achieving consensus on the best solutions to solve a problem. It may be used to visualise prioritisations.

6. Indicators

59. The DPO-DOS Planning Toolkit, commonly referred to as OROLSI (Office for Rules of Law and Security Institution) Planning Toolkit, defines an indicator as a measure, preferably numeric, of a variable that provides a simple and reliable basis for assessing achievement, change, or performance. A unit of information measured over time can help show changes in a specific condition.

60. *Input indicators* - Personnel and other resources are necessary for delivering the desired outputs and achieving the set objectives. Example: Inputs to conduct a training course may include facilitators, training materials, and funds.

61. *Process/activity indicators* refer to indicators to measure whether planned activities took place. Examples of such indicators include holding of meetings, conduct of training courses, distribution of equipment, development, and testing of educational materials.

62. *Output indicators* add more details in relation to the product or output of the activity, e.g., the final product or deliverables, which an activity is expected to produce in order to achieve its

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[16] DPO Guidelines on the Development, Delivery and Evaluation of Training.
[17] DPO-DOS Guidelines on Police Capacity-Building and Development.
[18] Michael L George, *Lean Six Sigma for Service: How to Use Lean Speed and Six Sigma Quality to Improve Services and Transactions (*McGraw Hill LLC, 2003).

objectives. Such as for example; The output indicator of a training course on case management may be the number of police officers trained and, consequently, the number or proportion of them with improved knowledge and skills in case management.

63. Indicators should also monitor the quality of the activities conducted, based on a number of established quality criteria or standards. For example: Indicators to monitor the quality of an interview/investigative interviewing techniques training course may include the ratio of facilitator to participant, the total duration of the training, the percentage of total training time spent practicing the interview/interrogation skills, the number of interviews per participant, and the proportion of participants trained that were followed up with skill reinforcement visits within four weeks of training. These indicators are useful management tools to monitor implementation and its quality. However, they do not provide information on the results and impact of the activity.

64. *Outcome indicators* refer more specifically to the objectives of a project, that is, its results, and its outcome. These indicators refer to the reasons why it was decided to launch the project in the first place. They are the result of both the "quantity" ("how many") and quality ("how well") of the activities implemented. For example, the outcome of a training programme for investigating police officers should be an improved quality of preliminary investigations, such as, the proportion of preliminary investigations that lead to charges and/or convictions. Outcomes may be a result of the larger programmatic impact and may be difficult to associate with a particular project.

65. *Impact indicators* refer to the security and safety of the target population, including reduction of impunity and crime rates. These indicators do not show progress over short periods of time. It is the logical flow of indicators described above that enables more regular and frequent monitoring of changes.
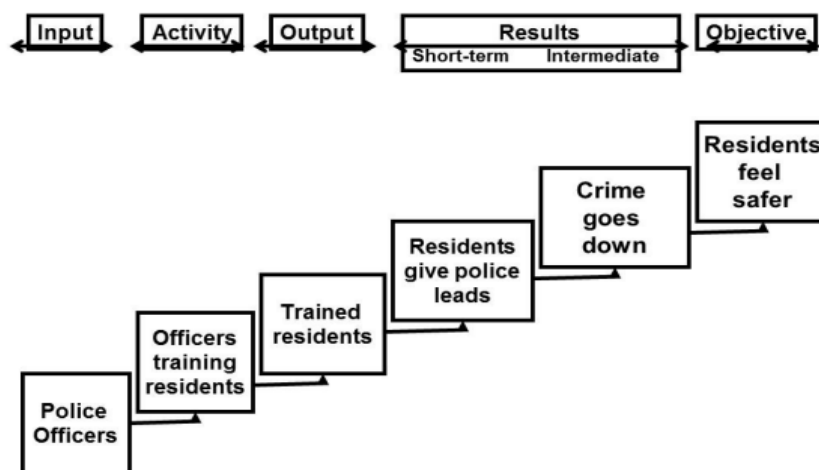
Illustration of relation between indicators[19]

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[19] DPO Manual on Mission-based Police Planning in Peace Operations.

66. There are several advantages to formulating the indicators with the whole workgroup:

- Individuals in the field working closer to actual problems will have better solutions to improve the situation.
- There is a tendency to create indicators that can be expressed in numbers, such as crime rate and perception of security. However, in the field, it may be exceedingly difficult to get such a number due to a lack of data. A stakeholder workgroup could potentially aid in identifying additional measurable indicators.

67. Once the workgroup has identified the indicators, they should examine each one individually considering the following aspects:

- What information is needed to measure it?
- From what source to get that information? and
- In what form?

68. If the indicator cannot be readily measured and verified, it should be considered.

69. It is recommended that the outcomes of the project are aligned with the Mission CPAS and other relevant indicators.

7. Risk Assessment and Planning Assumptions

70. Mission-based or field-based planning process or entities should identify and manage various elements, such as political, reputational, human rights, legal, operational (including staff safety), programmatic, and loss of assets/resources that would negatively impact project implementation or delivery of mandate. The risk assessment process should ensure that the project support provided to the non-UN security forces, including in peacebuilding initiatives, aligns with the UN Charter and its human rights obligations in accordance with the Human Rights Due Diligence Policy (HRDDP). Safety, security, and wellbeing of staff members is important for the success of the projects, and they must be ensured in line with the United Nations Security Management System (UNSMS) and relevant United Nations Department of Safety and Security (UNDSS) policies. This Manual only however delves only on risks related to success of the project and to ensure seamless implementation of its activities.

71. Risk analysis is a technique used to identify and assess factors that may potentially jeopardise the success of a project or the achievement of a goal. This technique also helps to define preventive measures to reduce the probability of these factors occurring as well as identifying countermeasures to effectively deal with these constraints should they arise to avert potential negative effects on the project. The procedure of the risk analysis involves the following:

   a. List the risks and assumptions related to the success of the project and assess them.

   b. Try to assess what the probability is that each risk occurs:

      (i) If the risk is highly likely to occur and the impact on the project is grave (it is doubtful you can achieve the project), then you must redesign your project to eliminate or

significantly reduce this risk. If this is not possible, you should really think again about doing the project.

(ii) If the risk is likely to occur and the impact is important, but not life threatening, you should include it in the log frame and put in place effective risk monitoring and management mechanisms. If possible, you should try to influence the risk.

(iii) If the impact of the risk is low, you should not include it in the log frame.

c. Identify the severity – whether the risk is a threat to one of the different outputs or to the achievement of the project's purpose itself. Other risks may threaten the sustainability of the project results and therefore, its long-term impact and contribution to solve some of society's problems.

d. Eliminate those that are unlikely/ have no or extremely minimal impact.

		Severity			
		Negligible -1	Marginal -2	Critical -3	Catastrophic -4
Probability	**Frequent -4**	Medium (4)	Serious (8)	High (12)	High (16)
	Probable -3	Medium (3)	Serious (6)	Serious (9)	High (12)
	Remote -2	Low (2)	Medium (4)	Serious (6)	Serious (8)
	Improbable -1	Low (1)	Low (2)	Medium (3)	Medium (4)

The Risk assessment matrix

72. Planning assumptions describe external factors that were assumed to be true during the development of the plan and are important for the success of the project (e.g. host-State willingness to participate in the project, availability of funds, socio-political and security situations etc.). These factors are predominantly or entirely beyond the control of the team but must be considered at the planning phase and reassessed through the project implementation.

8. Project organization – roles and responsibilities

73. This section should describe the hierarchy and reporting line, as well as the required strengths and skill sets. It is important to note that staffing strength and composition are flexible and may be changed depending on the operational settings and context of deployment, project phases and overall progress in project.

9. Chain of command

74. In accordance with the Policy on Authority, Command, and Control in United Nations Peacekeeping Operations [20] and the Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions[21], the HoPC exercises his or her authority to direct, coordinate, and control all personnel within the police component, including SPT. The HoPC can delegate authority to the appropriate subordinate levels but maintains overall responsibility. The HoPC or his/her designate also has tasking authority to deploy, re-deploy, and employ all or part of an enabling unit within the framework of the agreed SPT project or in other critical situations to achieve the Mission's mandate.

75. In the settings where UN Police have field presence, the HoPC, in consultation with the HoM and the relevant partnering agencies (where applicable) and in coordination with the Police Division at United Nations Headquarters (UN HQ), should establish the effective police chain of command and suitable reporting lines for the specialized police teams. The same approach towards establishing chain of command and reporting line for SPT should be followed in the contexts where there is no UN Police field presence or in non-mission settings. In this case, the oversight of the SPT may be carried out by relevant UNCT partner under the authority delegated by the Resident Coordinator and in coordination with the Police Division at UN HQ. This section of the project document should clearly define the operational authority, chain of command, control, and reporting lines. Any amendment to the organisational structure, including the chain of command and control, should be done in consultation with the Police Division.

76. SPT Leader is ultimately responsible for taking managerial decisions regarding his/her team and operations under the overall management of the HoPC reporting to the HoM in the field missions or the UNCT partner in non-mission settings in coordination with the RC.

77. The SPT Leader is responsible for ensuring that team members understand their tasks, the expected deliverables, and the designated timetable to accomplish the project on time and within budget. The SPT Leader should coordinate and manage projects effectively and ensure that the project objectives are met, and the risks mitigated, all while ensuring the effective and efficient use of existing resources.

10. Communication plan and reporting

78. The communication plan defines what information should be communicated, by whom, to whom, and when it should be delivered. This section of the project plan describes the reporting lines both up – down and bottom – up including frequency and recipients. As an example, a team member will report daily to the SPT Leader, while the SPT Leader will send weekly reports to the immediate supervisor and/or relevant UNCT partner (in non-mission settings) coordinating the programme/project. Based on the operational settings, the project plan should outline suitable reporting line and information exchange mechanism.

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[20] DPO – DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations.
[21] DPO – DOS Guidelines on Police Command in Peacekeeping Operations and Special Political Missions.

79. Further, the communication plan determines responsibilities for reporting to/feeding databases and similar system-wide sources of information.

11. Resources brought by the PCC(s)

80. The deployed SPT Leader and team members are listed, and their requested areas of expertise described in this part of the project document. The required experience, education, and competencies are further described in the respective job descriptions.

81. In some projects, depending on the terms of agreement, PCC will provide equipment, funds, and logistic arrangements are needed for the project. This section of the project plan describes what will be provided by PCC. For equipment, it is recommended to clearly define the procedures for handling and disposition at the conclusion of the project. This includes plans about whether the equipment will be handed over to the host-government, transferred to another project or organization, recycled, or disposed of in a responsible manner. Such planning ensures that equipment resources are managed effectively and responsibly once their initial use in the project concludes.

12. Resources provided by the Mission (or UNCT, or UNDP, etc)

82. This section defines what resources are available for the SPT and what resources must be acquired for start-up and operations, including the need for local staff (e.g. language assistants). For instance, office space and workplaces are equipped according to Mission/UNCT standards with a desk, office chair, laptop, and screens, including the necessary network connection, Wi-Fi, and printer. If needed for training sessions, the Mission/UNCT, including the PCCs and other donors may provide equipment for training, such as projector, screen, audio equipment and printing facilities. The SPT will be assigned vehicles according to the Mission's regulations, including such enabling arrangements in other settings. Further, they should be provided standard equipment such as blue items, radio, and office supplies either by the Mission or where necessary, by the UN Police headquarters.

13. Project stakeholders and partners

83. Mapping of partners and stakeholders to the SPT, such as:
    - The Host-State
    - In-Mission partners
    - UN country team/ UN funds programs and agencies
    - Contributing Member States
    - Other Organisations/NGOs

14. Phases, milestones, and timelines

84. Projects are typically broken down into phases. Each phase outlines the work that needs to be done and who is involved. For a phase to be considered as complete, specific deliverables need to have been completed and handed off. Some project teams, however, do choose to implement fast tracking, which is when phases are overlapping.

85. A lifecycle defines the beginning and end of the project; it represents all the phases together. When defining the project's life cycle, the first phase is noted as Step 0. It usually captures the vision and conceptualization of the project. Due to phasing, the activities and staffing of the project may vary over time, which needs to be considered for integration into the relevant workplan.

86. A milestone is a specific point within a project's life cycle used to measure progress towards the goal. Milestones in project management are used as signal posts for a project's start or end date. Milestones are optional as they have not been frequently used in recent project plans.

87. A project management timeline gives a detailed schedule for a project. It spells out all the phases and main tasks involved, illustrating when phases will take place and when the whole project will end.

88. The usual SPT project cycles are two to five years. The robust SPT project life cycle is expected to provide greater continuity of assistance in a targeted area combined with greater coherence in approach for a greater impact.

15. Monitoring and evaluation

89. Monitoring enables verification of whether the project is progressing towards achieving the desired outputs. During the design phase, the indicators and verification sources are identified. To be able to see and agree on the evolution of the project, it is important that the system of indicators and means of verification remains stable throughout the project to track the progress.

90. In the field, specific tools and formats should be developed to gather information and conduct measurements. In general, standardised forms are used and can be filled out by project staff. Sometimes a database or a spreadsheet is needed to manage the information effectively. Additionally, it is also important to define reporting lines, including who reports to whom; etc.

91. An evaluation is carried out to determine if the objectives of the project have been achieved. This involves posing questions such as:

- Was the project relevant and does/ did it address the actual problem(s)?
- What is the impact of the project, positive/ negative?
- Are the achievements durable/ sustainable? Will the positive outcomes persist when the project is finished?
- Are the partners or beneficiaries capable of maintaining the working costs and periodic investments costs that come with the new structures/ organisations/ infrastructures (financial sustainability)?
- Are/were there any risks having impact on the successful implementation of the project? How were they managed/mitigated?
- What are the best practices, lessons learned and are there any recommendations for succeeding projects?

92. Evaluations can be done by partner organisations involved in the project (internal evaluation) or by someone external to the project (third-party monitors), for instance, the SPC or an UNPOL Internal Evaluation Officer. Donors may not accept the findings of internal evaluations as their objectivity may be questioned.

93. Access to information produced by the monitoring system throughout the course of the project is necessary to perform an evaluation. The evaluator must be able to compare the situation of the beneficiaries before any activities took place (the baseline) with the situation at the end.

94. The purpose of an evaluation is to learn and to be able to adapt and guide projects that are still being executed, or to capture the good practices employed in SPT project, including determining lessons learned in the design of new projects. Evaluations also serve to control whether the project is likely to achieve or has achieved its purpose and ensure project objectives are in line with and integrated into the Police Component's or relevant UNCT's workplan. A sequenced project plan allows for the management of expectations on SPT activities over time.

16. Project handover and closure

95. It is important to define in the plan when the project objectives should be considered accomplished and to describe how, to whom, and when project products are to be handed over. Describe if the project has an end date or an end state with the accomplishment of a certain benchmark. To ensure organisational learning and the transition of the project's outcomes, a final report should be made. Sustainability of the effort once the project is handed over, i.e., continuity of efforts by the host-State police and other law enforcement agencies, is equally important to reflect in the project plan for shared understanding.

96. Even with well-defined objectives and plans, a project may be interrupted or discontinued due to political or security developments, including changes in mandate or priorities or PCC commitments. Nevertheless, it is equally important to produce a final report to ensure organisational learning and the transition of outcomes.

97. The contents of the final report are described in Section D.9.

C.9.   The Advisory Committee[22]

98. The Advisory Committee assists the project owner in the management and control of the project until its completion. Usually, it is comprised of representatives of the organisations who are stakeholders in the project and/or who have expertise to offer, including end users and/or beneficiaries. It is important (and useful) to include at least one potential user of the project, as their views can be helpful in ensuring that the project is well aligned or targeted. The committee is chaired by the project owner (HoPC in field missions or senior representative of the relevant UNCTs or his/her delegated officer). Members may consist of the representatives

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[22] In some of the past SPT projects, the functions of the Advisory Committee were fulfilled by the Steering Committee.

of the relevant mission pillars and UNCT entities. An Advisory Committee may consist of the following members:

- HoPC and/or senior representatives from relevant UNPOL sections and pillars
- Mission and UNCT partner organizations representatives, where applicable
- Host-State police representatives
- PD representatives
- PCC representatives
- Representatives of other criminal justice institutions, particularly from the host-State

99. The advisory committee's role is to provide advice, ensure delivery of the project outputs and the achievement of project outcomes. This may include but is not limited to:

   a. Providing input to the continued evolution of the project, including the evaluation strategy,
   b. Providing advice on the budget,
   c. Defining and helping to achieve the project outcomes,
   d. Identifying the priorities in the project – where the most energy should be directed,
   e. Identifying potential risks,
   f. Monitoring risks,
   g. Monitoring timelines,
   h. Monitoring the quality of the project as it develops,
   i. Providing advice about changes to the project as it develops.

100.   The Advisory Committee provides support, guidance, and oversight of progress. It ensures transparency and commitment from its members and could be used to manage expectations and coordinate with other entities with a similar focus. In their role, they may suggest actions to the project owner and support the team with advice, access to needed information or contacts, and funding. The SPT Leader will normally attend meetings of the Advisory Committee to report on progress and answer any questions raised by members. It is useful to have an additional person (such as someone else working on the project or an administrative staff member) attend to assist the SPT Leader/Project Manager by recording the minutes and decisions of the meeting.

101.   The Advisory Committee can provide advice on measures to address new challenges presented during the meeting. The discussion may include validation from other UNPOL sources. If the likelihood of intervention is deemed necessary, the HoPC will issue directives to address the issues. Further, the Committee is consulted regarding the closure and evaluation of SPT activities.

102.   Recognizing the complexity of operational environments and the unique organisational culture of host-State police, the Advisory Committee of the SPT must avoid replicating the efforts of other similar committees, including the Steering Committee that the UNPOL component forms in its engagement with national counterparts in mission settings. To ensure efficiency and avoid redundancy, clear boundaries and complementary roles should be

established. Multiple structures will have to be properly justified, particularly with the national counterparts. Already existing forums may cover the need for a governance structure in the best interest of maintaining smaller Peacekeeping Operations or Special Political Missions footprint.

C.10. Knowledge management and continuity

103.   Recording successes and failures, sharing experience and knowledge with peers in other missions and at UNHQ, and learning from them are fundamental to enhancing the effectiveness and efficiency of United Nations police peacekeeping. Methods and mechanisms to bridge this are described in the Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions[23].

104.   In peacekeeping operations, the Chief of Staff (COS) of police component, shall ensure that information concerning the component's activities is progressively collected, shared, analysed, and disseminated within the component with a view to developing the component's institutional knowledge, especially best practices and lessons learned. [24]

105.   After-action reviews (AAR) or lessons learned (LL) exercises for SPT projects should be initiated in accordance with the DPO - DPPA Policy on Knowledge Sharing and Organizational Learning. [25] .

106.   In non-mission settings, the AAR or LL exercises should be conducted by the relevant UNCT partner under whose authority the SPT functions.

107.   It is advisable to take experience from previous projects, both general and subject-specific, and design the project with these in mind.

1. Rotations

108.   To ensure continuity of assistance, the PCC(s) are recommended to plan for seamless rotations, taking into consideration that every discrete phase of the project may require different skillsets. Good practices applied by some teams is to have a handover period between outgoing and incoming SPT Leaders, and staggering personnel rotations so all personnel are not replaced at the same time. Staggered rotations enable the team's institutional memory to be retained, and relevant information concerning UN protocols and project implementation can be passed on to incoming members.

109.   Hand-over notes should be collected from experts ending their assignments and used to introduce succeeding officers. Beside sharing contacts and the current situation, sharing

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[23] DPO-DOS Guidelines on Police Command in Peacekeeping Operations and Special Political Missions.
[24] DPO-DOS Guidelines on Police Administration in United Nations Peacekeeping Operations and Special Political Missions.
[25] DOS-DPO-DPPA Policy on Knowledge Sharing and Organizational Learning.

successes and challenges will give the new arrival an introduction and an initial comprehension of the context.

2. Continuous improvement

110.   Continuous improvement is simply an ongoing evaluation to improve or make something better. It should be the responsibility of every member of the team. By routinely evaluating activities, learning, and developing from experiences, development is achieved. To ensure routine evaluations, it is recommended to use simple methods and questions as, for example, 'What worked?' 'What didn't work?' 'Why?' and the feedback tools 'Start with,' 'Continue with,' and 'Stop.' It is recommended to use continuous improvement in the team's work and to encourage the continuous improvement approach among host-State counterparts.

111.   After action reviews (AAR) could be used to identify good practices, gaps, and lessons to improve future responses and activities. [26]

3. Peer networks

112.   It is recommended to support workshops between teams to exchange experiences on lessons learned, challenges, and success stories between peer teams in-mission as well as between missions.

113.   The outcome of continuous improvement may make it necessary to update and amend the project plan. Therefore, the project plan should not be a static document for the entire project period. As an example, changes in mandates may also entail a need for updating project plans.

C.11. Closing and ending a project

114.   When designing the project plan, it is important to define when the project objectives should be considered accomplished. Launching a new project based on lessons learned rather than extending the existing one may be considered. The final report should ensure organisational learning and transition and include:

    a. Definition of who will ensure the sustainability of the project's outcome.
    b. Lessons Learned/After Action Review (AAR)
    c. Best Practice
    d. Listing and handover of project products (plans, curricula, and other relevant documents)
    e. Handover of equipment used in the project.
    f. Description of how host-State ownership and sustainability is ensured.
    g. An evaluation made by an impartial entity, for instance, SPC, including processes, achievements and lessons learned.

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[26] MONUSCO: Deployment of Specialized Police Team on Organized Crime (AAR).

h. Description of/suggestions for continuation (in mission, suggested new projects, etc.), when applicable.

115. A formal closing process ensures that no details have been overlooked. Project closure helps to avoid:

   a. Repeating mistakes on future projects and objectives.
   b. Final products or deliverables without dedicated support and resources.
   c. Failing to identify the team or individuals who will own and maintain the solution following final delivery.
   d. Following a clear project closure plan helps you properly transition your solution to the client or end-user. This process ensures the final stakeholders have the information, resources, and training to successfully manage and use the end-product.

116. The project closure process also ensures the project is formally completed and is no longer considered a project, allowing it to hand the reins over to the correct team in charge of managing and maintaining the project's outputs. Officially closing a project – and communicating it to stakeholders, minimises risks, increases client satisfaction, and ensures all parties are on the same page.

E. TERMS AND DEFINITIONS

Capacity-building: Efforts to strengthen the beneficiary component's capacity. Capacity-building targets individuals, institutions, and their enabling environment.

Civilian policing expert: A civilian policing expert is a civil servant from a police or other public administration entity of a Member States with expertise in areas that are not core policing responsibilities but are critical for the functioning of a host-State police or other law enforcement agency. Civilian policing experts fall within a peace operation's authorised police strength but do not exercise police powers. Depending on the host-State needs, a civilian policing expert may be selected individually or as part of a Specialized Police Team.

Command: The authority vested in a United Nations Head of Police Component (HoPC) for the direction, coordination, and control of police personnel. Command has a legal status and denotes functional and knowledgeable exercise of police authority to attain police objectives or goals as determined by the mandate.

Concept of Operations (CONOPS): The CONOPS translates the political intent of the mandate into specific strategies and operational directives. The UN police CONOPS reflects the Police Adviser's strategic intent, and establishes the broad approach, roles and responsibilities, processes, and identification of resource requirements from which to formulate the police component's work, operational, programmatic and projects, and resourcing plans; directives, SOPs and other guidelines in order to implement the mandated policing and other law enforcement tasks of the police component.

Gender mainstreaming: Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies, or

programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Head of Mission: The Head of Mission leads a peace operation, including its police component.

Head of the Police Component (HoPC): The Head of the Police Component leads the police component of a peace operation or specials political mission.

Host State: A State in whose territory a United Nations operation is conducted.

Individual Police Officer (IPO): Police or other law enforcement personnel assigned to serve with the United Nations on secondment by Governments of Member States at the request of the Secretary-General.

Member State: A Member State of the United Nations.

Mission Concept: A strategic Mission's planning document that prescribes how a field mission is to implement its mandate approved by the UN Security Council, considering the Mission's role within the broader UN system and international context. In this document UNHQ and Senior Mission Management present their vision for mandate delivery, set priorities and sequencing, and direct Mission components to align and synchronise their activities, as well as inform resource allocation. In terms of hierarchy, UN Police CONOPS derives its form from, and is aligned with the Mission Concept.

Mission Mandate: United Nations peace operations and special political missions function based on a mandate from the UN Security Council, outlining the tasks that it is required to perform. UN Police may be required under appropriate mandates to support capacity-building and development of the host-state police; support policing operations or assume either partial or full executive policing responsibility or other law enforcement duties within a designated territory while the host-State police and other law enforcement agencies regain functional self-sufficiency. The mandate will then be translated as overarching policing strategies with objectives and benchmarks in the UN police CONOPS and other planning documents. Mandates also assist to justify resource requirements.

Peacekeeping Operation: United Nations field mission lead by the Department of Peace Operations (DPO).

Planning: A structured process through which a United Nations field mission develops a plan to achieve its mandate(s) and in a way that is responsive to the environment. Planning includes elements such as agreeing on objectives, priorities, strategies, and activities, and guides the acquisition and allocation of resources to achieve the objectives.

Police and other law enforcement agencies: Includes police, gendarmerie, customs, immigration, and border services, as well as related oversight bodies, such as ministries of the interior.

Police component: All United Nations police officers in each Mission, i.e., seconded officers on fixed-term contract, individual police officers (IPOs), Specialized Police Teams (SPTs) and/ or Formed Police Units (FPUs).

Police Contributing Country: A Police Contributing Country is a Member State that provides police officers and/or civilian policing experts for service in a peace operation.

Police Development: Efforts to strengthen a Host-State police service through reform and restructuring, as part of capacity-building.

Resident Coordinator (RC): The Resident Coordinator is the highest-ranking representative of the United Nations Development System (UNDS) at the country level, with the responsibility to lead United Nations country teams.

Rule of law: Principle of governance in which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency.

Specialized Police Team (SPT): A group of experts in a particular policing specialism seconded by one or several Member States to serve with the United Nations at the request of the Secretary-General. The SPT would normally consist of 2 to 15 police officers and civilian policing experts. In exceptional circumstances, the HoPC may authorise a numerical strength of the team above 15 officers.

SPT Members: Individual police officers (IPOs) or civilians nominated by their government for service with United Nations peace operations as part of SPT. They will hold the legal status of "experts on mission" and provide operational support and/or capacity-building and development assistance to Host-State counterparts in specialized functions. These officers are considered United Nations personnel for the purpose of the United Nations Security Management System (UNSMS) and will have the same obligations and rights as expressed in UNPOL SOPs and other relevant steering documents.

Special Political Mission (SPM): United Nations field missions led by the Department of Political and Peacebuilding Affairs (DPPA).

United Nations Police (UNPOL): Includes both Headquarters staff in the United Nations Police Division (including the Standing Police Capacity) and Mission staff in United Nations Police components.

United Nations Country Team (UNCT): The UNCT includes all the UN entities working on sustainable development, emergency, recovery, and transition in programme countries.

F. REFERENCES

Normative or superior references

- DPO – DOS SOP on Assessment for Missions Service of Individual Police Officers

- DPO – DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (2019.23)

- Human Rights Due Diligence Policy on UN Support to non-UN security forces (HRDDP)

- DPO – DOS Policy on Gender Responsive United Nations Peacekeeping Operations, (2018.01)

- DPO - DPPA Policy on Knowledge Sharing and Organisational Learning (DPO 2020.11/ DPPA 2020.2)

- UN Security Council, Report of the Secretary-General on United Nations Policing (UN Doc. S/2016/952) November 10, 2016

- UN Security Council Resolution 2382 (November 6, 2017), UN Doc. S/RES/2382

Related procedures or guidelines

- DPO-DOS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions

- DPO-DOS Guidelines on Police Capacity-Building and Development

- DPO-DOS Guidelines on Police Command in Peacekeeping Operations and Special Political Missions

- DPO-D)S Guidelines on Police Operations in Peacekeeping Operations and Special Political Missions

- DPO-DOS Guidelines on Police Administration in United Nations Peacekeeping Operations and Special Political Missions

- DPO-DOS Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations (2019.34)

- DPO-DOS Manual on Police Monitoring, Mentoring and Advising in Peace Operations, (2017.14)

- DPO-DOS Manual on UNPOL Donor Coordination and Fund Management in Peace Operations (2019.06)

- DPO Manual on Mission-based Police Planning in Peace Operations (2017.13)

- DPO Guidelines on the Development, Delivery and Evaluation of Training (2019.14)

G. MONITORING AND COMPLIANCE

117.   In the field, the responsibility for implementing this manual rests with the HoPCs, senior police advisers, and the heads of relevant components or UNCT, supported by other

managers or coordinators or individuals mentoring and advising the team. At Headquarters, the Police Adviser to the Department of Peacekeeping Operations and Director of the Police Division shall monitor compliance with this document.

H. CONTACT

118.   The contact for this manual is the Strategic Policy and Development Section, Police Division, Office of Rule of Law and Security Institutions, Department of Peace Operations (DPO-PD-SPDS@un.org).

I. HISTORY

This is the first iteration of this manual. It was developed by the Policy Division's cross-sectional taskforce to complement the DPO-DFS Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations (2019.34).
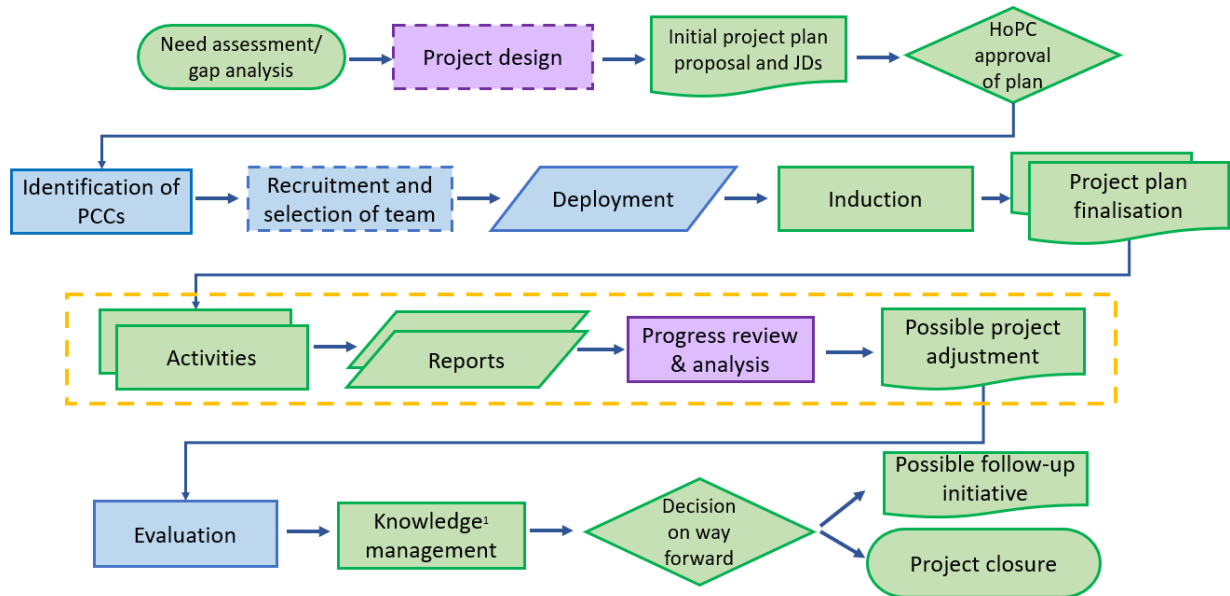
APPROVAL SIGNATURE:

Jean-Pierre Lacroix,
USG DPO

Rosemary A. DiCarlo,
USG DPPA

DATE OF APPROVAL: 13 November 2024

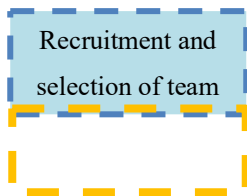**DATE OF APPROVAL:** 14 November 2024

Annex 1: Flow chart of SPT process

Legend:

Project design (purple dashed box)	See Section E. Identifying a need and drafting a project proposal.
Recruitment and selection of team (blue dashed box)	As per SRS recruitment process
(yellow dashed box)	SPT main operational process
(green box)	Activity in field mission
(purple box)	Activity with stakeholder/ Advisory Committee
(blue box)	Activity in Police Division (MMSS and/or SPC)
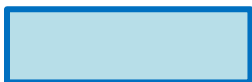
[1] Knowledge management should be done continuously. It is described in Section C.10. of the Manual.

Annex 2: Template Project plan – headings

Specialized Police Team *Project Name*

Project plan

Project owner: Head of Police Component (HoPC)

Project Advisory Committee: The Advisory Committee is chaired by the project owner or her/ his delegated officer. It can be composed of functions relevant to the project such as:

- Representatives from relevant UNPOL sections/ pillars

- Mission and UN partner representatives

- Host-state police representatives

- PD representatives

- PCC representatives.

1. Background – context:

Description of why this SPT is requested. Please include linkage to mission mandate, needs and gap analyses as well as coordination with Host-country and other stakeholders. Explain why the objectives cannot be achieved with the current UNPOL structure/model. Describe why the SPT modality is favourable.

It is important to describe and measure the baseline, starting states, to be able to assess the realisations made by the project.

2. Main objective and main strategy:

Describe all the primary goals wished end state(S) that this SPT wants to achieve. Develop SMART goals (Specific, Measurable, Achievable, Relevant, and Timebound) that can be achieved within the lifespan of the project. Chose a strategy that fits the team's capabilities (type of activities, experience, available donor funds, capacities of staff and available human resources)

Consider two or more projects if the objectives are complex, costly, or extensive.

3. Expected outcomes

Describe the expected outcomes of the project.

4. Scope and interface with other actors

Describe what is included in the project and what is not.

Map other actors and the project's interface with their activities. Example:

UNPOL Section/unit	Main AoR	Interface with SPT SGBV
Planning	UNPOL Planning	Including SPT activities in the UNPOL plan
Training	UNPOL training	Including SPT activities in the UNPOL training plan
Criminal Investigation	UNPOL Criminal Investigation	Cooperation and coordination with the SPT activities and investigation on crimes

5. Activities

Note what activities the team will perform to achieve goals. If applicable, describe sequencing of activities.

6. Risk assessment and planning assumptions

The risk assessment should identify and manage risks that would negatively impact the success of the project.

7. Project organization – roles and responsibilities

Describe the hierarchy and reporting line as well as the required strength and skill sets required.

Staffing strength and composition is dynamic may depend on the project phases.

8. Chain of command

In accordance with the Policy on Authority, Command and Control in United Nations Peacekeeping Operations and the Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions, the HoPC exercises his or her authority to direct, coordinate and control **all personnel** within the police component, including SPT. The HoPC can delegate authority to the appropriate subordinate levels but maintains overall responsibility.

10.   Resources brought by ___*xxxxxx*___ (PCC)

Describe what equipment and logistic arrangements are required for the SPT to operate in accordance with the objectives.

Equipment purchase and administration will be in accordance with the Contingent Owned Equipment" manual.

11.   Resources provided by the Mission

Note what resources are available for the SPT and what resources that must be acquired for start-up and operations. Include the need for local staff (for example language assistants)

12.   Project stakeholders and partners

List partners and stakeholders in the SPT:

- *Host-Country*

- *Mission*

- *Contributing Member State(s)*

- *Other Organisations/NGOs*

13.	*Alt. A:* Timeline, Milestones and Staffing[27]		
Describe the secondary goals and intended progression of the project			
Milestones and goals	**Deadline**	**Staffing**	**Total**

13.	*Alt. B:* Phases and timelines
Describe project phases, including purpose, main activities, timelines, and staffing needs.	

14.	Monitoring & Evaluations
Note how the SPT progression and end result will be evaluated and by whom.	

15.	Project handover and closure
Describe how, to whom and when project products are to be handed over. Define the timeline and accomplishment of objectives.	

16.	Comments
Add any comments not covered in previous sections.	

Annex 3: Example Note verbale Invitation to PCC

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[27] PCC responsible for travel costs, when deployments are for less than 1 year.

United Nations   Nations Unies

REFERENCE: DPO/OROLSI/PD/20XX/XXXX

The Secretariat of the United Nations presents its compliments to the Permanent Mission of Member State to the United Nations and has the honour to invite its government to nominate individual police officers in active service for non-contracted appointment on secondment to the Specialized Police Team (SPT) on [xxxxxxxxxxxx] in the [xxxxxxx] (mission abbreviation) for a period of one year. Any further tour of duty extension can be granted on an exceptional basis provided there is a mission mandate requirement and the incumbent displays good performance, dedication, professionalism, and the achieved results. The final decision on the extension is subject to approval by the United Nations and concurrence by the national authorities.

Details regarding the post/s for which the Secretariat is seeking qualified applicants are provided in the attached job opening/s. Also attached are the Guidelines on Specialized Police Teams on Assignment with United Nations Peace Operations, Project Proposal and "Application Procedures for Non-Contracted Positions in United Police Components in Peacekeeping Operations or Special Political Missions Requiring Official Secondment from National Governments of UN Member States."

The Secretariat kindly requests the Permanent Mission to submit a Commitment Letter expressing the interest in the implementation of the project, which will be conducted by the SPT, and confirming the commitment to maintain required operational capacity of SPT during the entire period of project implementation by carrying out timely rotations and replacement of personnel.

The Secretariat emphasizes that project may require certain extra budgetary funding within its implementation; this will be considered upon project proposal finalization. In this regard, participating Member States are encouraged to consider financial and material support to the SPT in addition to the nomination of qualified personnel. Member State's readiness to provide funding for the SPT project implementation should be reflected in the Commitment

Letter.

The Secretariat kindly requests the Permanent Mission to submit a **separate application for each nominee by e-mail to [xxxxxxxxx@un.org]** in accordance with the above-referenced procedures, certifying that the nominee/s meet/s the requirements as set forth in the attached job opening/s. **Applications submitted after the deadline specified in the job opening, will not be considered.**

The Permanent Mission is also requested to confirm that selected candidates will be released, in a timely manner, from the national police service obligations for service with the United Nations. In addition, it is strongly recommended that Member States carefully pre-screen their applicants and submit only those candidates meeting all requirements for the position as described in the job opening/s.

Member States are strongly encouraged to nominate qualified female police officers in accordance with United Nations Security Council Resolution 1325 (2000), dated 31 October 2000, United Nations System-Wide Strategy on Gender Parity and Uniformed Gender Parity Strategy 2018-2028. Preference will be given to equally qualified women candidates.

The Secretariat wishes to reiterate that promoting and encouraging respect for human rights is a core purpose of the United Nations and central to the delivery of its mandates. Should the Secretariat become aware of grave human rights violations which give rise to concerns as to the record and performance of [country] police personnel, this may constitute grounds to revoke its acceptance of such personnel to serve in UN peace operations. In the case of nominees who have been investigated for, charged with or prosecuted for any criminal offence, with the exception of minor traffic violations (driving while intoxicated or dangerous or careless driving are not considered minor traffic violations for this purpose), but were not convicted, the Government is requested to provide information regarding the investigation(s) or prosecutions concerned. The Government is also requested to certify that it is not aware of any allegations against its nominated candidates that they have committed or been involved, by act or omission, in the commission of any acts that may amount to violations of international human rights law or international humanitarian law.

The Secretariat recalls that it has a zero-tolerance approach to fraud and corruption. The Government is therefore requested to certify that there was no corruption or fraud in the nomination and extension procedures of police officers on secondment to the United Nations.

Should the Secretariat become aware of allegations of corruption or fraud in the nomination or extension procedures of police officers on secondment, this may constitute grounds to revoke its acceptance of such personnel to serve in the United Nations as well as suspension of any future police deployments from the contributing country concerned.

The Secretariat also recalls that the responsibilities of those personnel who are appointed to serve in United Nations peace operations or special political missions are exclusively international in character. They perform their functions under the authority of, and in full compliance with, the instructions of the Secretary-General of the United Nations and persons acting on his behalf and are duty-bound not to seek or accept instructions in regard to the performance of their duties from any government or from other authorities external to the United Nations. Seconded personnel should carry out their functions in accordance with all applicable regulations, rules, and procedures of the Organization.

The Secretariat of the United Nations avails itself of this opportunity to renew to the Permanent Mission of Member State to the United Nations the assurances of its highest consideration.

[Day Month Year]

Annex 4: Example Monthly report – headings

Monthly Report May 20XX
Ref:

Monthly Report May 20XX

Phase III

The purpose of phase III is to:

- Capacity-build through training of specialized officers.
- Continue capacity-building through mentoring and advising.
- Support the National Police delivery of trainings.
- Support the creation of xxx.

The timeline for phase III is until XXXX.

The output of phase III will be:

- Possible donation/construction/refurbishment.
- Training modules.
- In 2021 officers will be trained on:
  - basic information collection incl. systemizing and evaluating information
  - operational crime analysis
  - basic database organization and alimentation
  - integrated investigations techniques

Results[28]

Global Objective	Specific Objective	Output/ Activity	#	Name	Total aim BA02[29]	Aim May	Achieved May	% of BA02 aim achieved	Remarks

Report from the SPT Experts on xxx

A description of the month's activities.

Comments from the SPT Leader

General situation, comments, and conclusions.

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[28] It is recommended to follow the Police component's format.
[29] BA = Bi-Annual

Meetings

Date and brief description.

Deliveries

Date and brief description.

Status of the team

Including TOD.

Diverse

Any other business.

Challenges

Brief description including actions taken to mitigate/ overcome the challenge.

Next Month – Some Important Dates and Events.

Date and brief description.

Annex 5: Terms of reference (ToR) for Fact finding visit (FFV)

ToRs should be no longer than two pages. They should succinctly provide relevant information and should not resemble a detailed report on the situation.

1. Introduction/ Background/ Rationale

- Rationale for the FFV- why is it necessary and relevant to conduct an FFV, what is the added value of the FFV in the current context; and
- Constraints and limitations expected - regarding data collection, data quality, analysis, and implementation e.g., access, security, logistics, seasonality, coordination, availability of data, and partners.

2. Objectives

Clearly explain the key questions and issues the FFV aims to answer. They should be written as bullet points in plain language. You should not have more than four main objectives though these can be sub-divided into specific questions or sub-objectives. Objectives should be:
- Specific: Described in specific terms, clear and unambiguous
- Attainable: Achievable with given budget, resources, and time
- Relevant: Worthwhile and related to the purpose

3. Methodology

The **methodology** section provides brief details on the following:
- Data collection and analysis methods to be used,
- Description of sampling techniques,
- Description of any tools to be used, and
- Description on how various stakeholders (beneficiaries, partners, donors) are to be involved.

4. Expected deliverables

Please describe how, to whom and when the results of the FFV will be provided.

5. Composition

Please describe the composition of the team.

6. Duration and timeline

Indicate duration of deployment. Ensure compliance with the 21-day travel rule per UN Staff Rules when/ if PD representative is included.

A detailed **timeline** should be developed after the FFV ToR is approved. A detailed timeline includes all the activities necessary to plan, implement, analyse, and report the results of assessment.

7. Budget and Finance

The **budget** in the ToR should include resources available for the FFV. It should identify costs of materials, additional human resource (if required),logistical arrangements, administrative support, accommodation, and transportation for the field visit, including an account of various costs and the sponsor(s).

Annex 6: Example Terms of reference for Advisory Committee

POLICE MONUSCO

Terms of Reference for the Steering Committee[30]/ Advisory Committee of the Specialized Police Team- Sexual and Gender-Based Violence in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Background

In 2019, Canada and Sweden agreed to deploy experts with the necessary skill sets for a Specialized Police Team on Sexual Gender Based Violence (SPT-SGBV) to MONUSCO. The SPT is called on to perform its activities in accordance with the Police Division Strategic Guidance Framework. It is a project-oriented policing model with defined goals, progression plan, deliverables, human resources management, communications management, risk management with possible funding for specific activities as mentioned in the project plan.

The SPT-SGBV is comprised of 5 Canadian police officers, 2 Swedish and 2 Tanzanian. The team is divided in two locations: Bukavu and Goma. Five members are in Goma, including the SPT Leader, and four in Bukavu.

Canada and Sweden have agreed to support this SPT-SGBV Project for a duration of 3 years.

Steering Committee participants:

- MONUSCO Head of the Police Component or his representative
- Deputy Police Commissioner
- UNPOL Chief Gender:
- UNPOL UPS representative
- SPT-SGBV Team Leader:
- Police Division: Mission Manager, Mission Management and Support Section
- Standing Police Capacity representative
- Police & Corrections Adviser, Permanent Mission of Canada to the United Nations
- UN Team of Experts on the Rule of Law and Sexual Violence in Conflict
- Senior Women Protection Advisor (SWPA)
- Chief Justice Support Section
- Host-country representatives from the *Direction de Escadrons de la protection des enfants et prévention des violences sexuelles* (DEPEPVS)

- PCC representatives:
  - The Royal Canadian Mounted Police represented by the Head of International Peace Operations or his delegate:
  - Global Affaires Canada represented by the Senior Civilian Deployment Officer – Canadian Police Arrangement
  - Public Safety Canada represented by the Canadian Police Arrangement and Strategic Issues/ International Affairs Division

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[30] In previous SPT the term Steering Committee was used although the function is advisory.

- Swedish national police represented by Chief of Section for Peace Support Operations (PSO):
- The Tanzanian Police Force represented by the Officer in charge of Peace Operations

Objectives of the Steering Committee/ Advisory Committee

The Committee will have a consultative purpose. The establishment of a Steering Committee aims to facilitate discussions/ exchange on a quarterly basis on the progress, results, and challenges of the SPT-SGBV project. Throughout these exchanges, committee members will be able to make strategic recommendations to the HoPC regarding the project. For example, the steering committee could make recommendation regarding allocation for human, financial, and logistical resources to support the project.

Methodology / Operation

- The Committee will convene on a quarterly basis (every 3 months) or upon request from the HoPC or contributing countries
- The meetings will be held on MS Teams and will be convened in English
- The HoPC or his delegate will act as the Chair of the Committee
- Agenda and project updates will be provided to committee members ahead of the meeting.
- Meeting minutes will be recorded for each meeting and shared among the committee members.

Deliverables

Throughout these various meetings and supporting documents, the Steering committee will be kept appraised of the project progress and challenges. In their quality of manager and/or subject matter resources in their specific field, they will provide advice to the SPT-team leader and HoPC. For example, quarterly meetings could lead to strategic recommendations to re-orient the project objectives if needed.

At the end of the current Work plan, the Steering Committee shall prepare/ issue recommendations to the HoPC concerning the strategic direction of the project including but not limited to, renewed commitment towards human/ financial and logistical support for this project.

Timeline:

The Steering committee shall be operating from the first scheduled meeting until the end of the SPT-SGBV project. The project start date has been established as April 1, 2021. No project end date has been determined.

Annex 7: PICK chart

Payoff	High	Implement (Start here)	Challenge (Long Term)
	Low	Possible (Quick Wins)	Kill (Ignore)
		Easy Hard	
		Difficulty	

The PICK-chart matrix

A PICK chart is used to rank projects by considering their level of difficulty (the scarcity of required resources) and the level of payoff (the improvement gain). The acronym PICK stands for the four possibilities:

- o Possible – Low Payoff, easy to do – Useful for getting some momentum behind improvements by solving some simple problems right away. The risk is also low with these ideas, so if they do not work out, then limited effort was wasted on them.

- o Implement – High Payoff, easy to do – Where most of the effort should be focused,

- o Challenge – High Payoff, hard to do – Longer term projects that are good to do, but not right away, may be only after most of the Implement projects have been resolved.

- o Kill – Low Payoff, hard to do – These ideas should be ignored, or redefined so they can fall into one of the other three categories.

The procedure to use a PICK chart is to:

- o Define the subject question to keep a common focus. The more specific the question is, the more practical suggestions can be collected.

- o Gather the suggestions, at this stage there are no 'bad' ideas.

- o Categorise the suggestions within the PICK chart while aiming for consensus in the workgroup.

- o Consider the result to make prioritisations.

This is a visual tool for organizing ideas and making decisions. PICK charts are useful for focusing improvement team discussions and achieving consensus on which are the best solutions to solve a problem.