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Standard Operating Procedure

Directives for Heads of Police Components of United Nations Peacekeeping Operations and Special Political Missions

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**DPO STANDARD OPERATING PROCEDURE (SOP) ON
DIRECTIVES FOR HEADS OF POLICE COMPONENTS OF UNITED NATIONS
PEACEKEEPING OPERATIONS AND SPECIAL POLITICAL MISSIONS**

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A. PURPOSE AND RATIONALE

1. This Department of Peace Operations (DPO) Standard Operating Procedure (SOP) on “Directives for Heads of Police Components” (hereinafter referred to as “SOP”) is intended to provide guidance and direction on the organizational responsibilities that a Head of Police Component (HoPC) is required to exercise in the performance of his/her functions as the most senior police officer in a UN peacekeeping operation, special political mission, other UN offices or field presences. The SOP specifies the HoPC’s core roles and responsibilities, including the operational authority, command, and control arrangements over all the members of the police component within a field mission; operational coordination and relationship with other mission components, host-state counterparts, and international actors; and core duties and responsibilities in implementing mandated tasks, and reporting requirements.
2. This SOP should be read in conjunction with Strategic Guidance Framework for International Policing (SGF), including the overarching DPKO/DFS Policy on the United Nations Police in Peacekeeping Operations and Special Political Missions (2014.01) and the associated DPKO/DFS Guidelines on Police Capacity-Building and Development (2015.8), DPKO/DFS Guidelines on Police Operations (2015.15), DPKO/DFS Guidelines on Police Command (2015.14), DPKO/DFS Guidelines on Police Administration in United Nations Peacekeeping Operations and Special Political Missions (2016.26), and

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the DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23).

3. The UN police (UNPOL) elements in a peace operation are generally established as a separate component within a mission with a single chain of command and with all personnel accountable to and under the operational control of the HoPC, who is generally referred to as the Police Commissioner in peacekeeping operations. In missions with smaller police components, usually limited to advisory functions, the HoPC may be referred to as a Senior Police Adviser (SPA). In both – peacekeeping operations and special political missions – the HoPC is an integral member of the Mission Leadership Team (MLT). This SOP outlines the responsibilities of the HoPC and provides guidance on the execution of these tasks and responsibilities.
4. From the initial start-up of the mission, the HoPC is responsible for all aspects of managing the police component, including those tasks that relate to planning, operations, and budgeting, and UNPOL human resources management (except for selection, recruitment and deployment of UNPOLs to field missions, which is the responsibility of the Police Division at DPO, in close coordination with the missions), including induction, in-mission training and in-mission deployment, as well as the conduct and discipline of the police personnel. She/He shall be aware of and comply with all relevant guidance issued by the United Nations Headquarters (UNHQ) in respect of the management of UNPOL under his/her command, including in line with the requirements of improving performance and accountability, as well as safety and security of all personnel within the UNPOL component. She/He is responsible for critical mission tasks that will ensure effective mandate implementation and mission management.
5. While the UN Police Division will provide support to the HoPC, the latter is required to use approved DPO and police guidance materials, and work with other mission components, agencies, funds, and programmes and other national and international actors, including IOs, NGOs, civil society groups and other stakeholders on all aspects of mandate implementation. Additionally, the UNPOL component may also be guided by mission-specific police policies, guidelines, directives, and planning tools. Operational guidance and direction with respect to the tasking of the Police component is provided in other documents such as the mission-specific Police Concept of Operations (CONOPs). The Mission-specific Standard Operating Procedure (SOP) provides the organizational and procedural framework governing personnel administration and management of the Police component. Additionally, the Mission-specific SOP also outlines the fundamental operational and procedural principles that will support the Police component's operations and relations with the other mission components as well as within the UN Headquarters, especially the Police Division and its Standing Police Capacity. Additionally, in cases of unforeseeable circumstances, such as natural disasters and epidemics and/ or pandemics like Ebola, cholera or COVID-19, the UN Police Division as well as DPO may issue ad-hoc guidance related to the deployment, rotation, extension, and management of administrative matters for police components, as well as the operations and planning of UNPOL activities to minimize the impact of such contingencies to mandate implementation. In these cases, compliance to this SOP will be superseded in such areas as defined by relevant temporary issuances, to the extent possible, to facilitate UNPOLs safety and security and retain necessary operational capabilities to ensure the continued implementation of mandates.

B. SCOPE

6. This SOP applies to the HoPC and to all staff of police components in United Nations peace operations. It shall also apply mutatis mutandis to police officers seconded to other UN offices and field presences. Other UN departments, agencies and partners may need to be informed of this SOP. This SOP can further serve as a reference for police-contributing countries (PCCs).
7. This SOP may also be supplemented by other generic and mission-specific guidance on cross-cutting issues like gender, human rights, protection of civilians, performance and accountability, safety, and security¹, and the achievement of benchmarks or objectives associated with the authorizing mandate of the peacekeeping operation or special political mission in which the HoPC is assigned.
8. The HoPC shall comply with this SOP in a manner consistent with legislative decisions of UN governing bodies, UN rules and regulations, system-wide policies of the Secretary General, and administrative issuances. It shall be applied in line with the Department of Peace Operations and as relevant the Department of Political and Peacebuilding Affairs policies, standard operating procedures (SOPs) or guidelines, and other relevant policy directives, strategies and guidance issued by entities other than DPO that are applicable to personnel of United Nations Police (UNPOL) components.

C. PROCEDURES

C.1. UN operational authority, mission command and control,² and senior leadership roles and responsibilities

9. **Headquarters' level** - The Under-Secretary-General (USG) for Peace Operations is responsible for providing political and policy guidance and strategic direction to the Department of Peace Operations (DPO), and peacekeeping operations. The USG for Peace Operations also directs policy development and approves guidance materials related to the planning and conduct of peacekeeping operations based on Security Council mandates and General Assembly resolutions³.
10. **Mission-level** - In United Nations peace operations, responsibility for mandate implementation and authority for managing resources are both vested by the Secretary-General in the Head of Mission (HoM). Each mission has a Mission Leadership Team (MLT) that supports the HoM in the execution of their functions and in ensuring coordination and consultative decision-making on strategic and operational issues.
11. **UN Operational Authority:** UN operational authority is defined as the authority transferred by Member States to the United Nations to use the operational capabilities

¹ In line with Security Council resolutions 2378 (2017) and 2436 (2018) on performance; and 2518 (2020) on safety and security of peacekeepers; and the Integrated Peacekeeping Performance and Accountability Framework (IPPAF)

² The section summarizes authorities, core command and control relationships and reporting responsibilities of the senior mission officials. Further details can be found in the *DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)*; *DPA/DFS Policy on Delegated Authority in United Nations Field Missions led by the Department of Political Affairs and supported by the Department of Field Support, 15 December 2010*; and the *DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions, 1 February 2014, Ref. 2014.01, DPKO/DFS Guidelines on Police Command in Peacekeeping Operations and Special Political Missions (2015)*.

³ the functions and organizations of DPO are outlined in the relevant ST/SGB

of their military contingents, units, formed police units, and/or military and police personnel to undertake mandated missions and tasks.⁴ Overall authority over such units and personnel is vested in the Secretary-General, under the legal authority, strategic direction and political guidance of the Security Council, to execute such authorities within the limits of a specific Security Council mandate for an agreed period of time, and in a specific geographic region.⁵

12. **Delegation of Authority** - The Secretary-General, for the purposes of decentralizing decision-making, aligning authorities with responsibilities and strengthening accountability, and to delegate to managers the necessary managerial authority over, financial and physical resources to allow for effective mandate delivery, has established relevant new frameworks for delegation of authority⁶ which includes general principles on delegations and sub-delegations, management of these delegations and sub-delegations and the management and monitoring of these authorities. However, for the uniformed components this delegation of authority does not extend to the selection, recruitment and deployment of personnel and units, which are the responsibility of the Police Division.
13. **Mission management structures and support:** UN peace operations are managed within three levels of authority, command, and control; the strategic level (UN Headquarters), operational level (senior mission headquarters officials), and tactical levels (military, police, civilian operational management and/or supervisions of individual personnel below the Mission HQ). Senior mission headquarters officials refer to those officials with the vested operational authority in mission, including:
 - Head of Mission (HoM)
 - Deputy Head(s) of Mission (DHoM)
 - Head of the Military Component (HoMC),
 - Head of the Police Component (HoPC)
 - Director/ Chief of Mission Support (D/CMS)
14. Below headquarters level, civilian components are managed and coordinated by a civilian Head of Field Office (HOFO), who represents the HoM in the respective region, district or sector. Heads of Field Office do not hold command or control authority over the UNPOL component. Police commanders at the sector/regional level and below report through the respective chain of command in accordance with their field command framework. However, these commanders must coordinate with the Head of Field Office, Military field commanders, civilian components at field level, regional integrating entities and with Mission Support staff on the planning and execution of all activities in the Field Office area of responsibility. Where police areas of responsibility do not align with those of the mission's administrative boundaries, mechanisms for coordination should be established by the HoPC in consultation with the respective Heads of Field Office and the regional police commanders.
15. **Management Systems:** At the senior operational level of a mission, there are generally three decision-making bodies of which the HoPC is a member. These include the Mission Leadership Team (MLT) (sometimes referred to as the Senior Management Group (SMG)); the Security Management Team (SMT) comprised of

⁴ See DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)

⁵ Ibid.

⁶ ST/SGB/209/2 of 17 December 2018

representatives from the mission and the UNCT⁷ in support of the safety and security of all UN personnel in the mission area; and the Crisis Management Team (CMT) that act as the senior executive group responsible for decision making and coordination to mitigate or resolve a crisis.⁸

16. **Head of Mission (HoM):** The HoPC reports and is accountable to the HoM and will consult with the HoM on major police operations and the exercise of his/her management responsibilities. The HoM is the senior UN representative, with the overall authority in a mission, and responsible for implementation of the mandate, having overall authority over UN activities in the host country in multi-dimensional missions. In missions where the HoM is the most senior United Nations official in the country or designated area in which the mission is deployed, the HoM simultaneously serves as the Special Representative of the Secretary-General for the country or designated area. The HoM leads and directs the heads of all mission components, including the police component. The HoM guides the mission in implementing the mandate and in providing operational direction, and in providing unity of effort and coherence among all UN entities in the host country. Being the most senior UN official, s/he may also be appointed as the Designated Official for security for all UN personnel and dependents in the mission area. The HoM represents the Secretary-General in the mission and reports to the Secretary-General through the USG DPO or USG DPPA, respectively.
17. **Deputy Heads of Mission:** In a multidimensional peace operation, the Secretary-General generally appoints at least one Deputy Head of Mission (DHoM) or Deputy Special Representative of the Secretary-General (DSRSG) to support the management and other specified tasks and exercise the same authorities as the HoM in his/her absence. The DHoM/DSRSG generally manages a pillar that includes specific mission components. The DSRSG provides direction and coordination to the components to achieve mission objectives. A multidimensional peacekeeping operation may also have a Deputy who serves as the DSRSG/Resident Coordinator and Humanitarian Coordinator. This DSRSG/RC/HC is usually responsible for a pillar that is generally comprised of components more closely related to the work of the UN Country Team and programmatic areas. The programmatic areas may have operational implications for the police component requiring coordination such as DDR, the protection of civilians (POC), elections, gender mainstreaming and longer-term development work in support of the Sustainable Development Goals. The HoPC shall maintain a close working relationship in accordance with mission established coordination and reporting structures with the DSRSG HC/RC.⁹ The police component may be designated within a pillar under the management of the DSRSG, both in a peacekeeping operation as well as SPM. When such arrangements are in place, the HoPC shall retain the direct operational reporting lines to the HoM; while reporting to the DSRSG on mandate implementation and coordinate activities in support of the mandate that fall within the purview of the pillar.
18. **Director Mission Support/Chief Mission Support (DMS/CMS):** In a field mission, the DMS/CMS has the vested authority and accountability for all financial, administrative, and logistical assets and decisions taken in the area of mission

⁷ For further details, refer the UNSMS Security Policy Manual 2017.

⁸ DPKO-DFS SOP on Headquarters Crisis Response in Support of Peacekeeping Operations (Ref.2016.17)/ DPA SOP on DPA Headquarters Arrangements in Support of Crisis Response at the Field Level (2017).

⁹ Ibid

support,¹⁰ reporting and is accountable to the HoM on administrative and logistical matters in mission. The DMS/CMS:

- Has singular authority in the field to commit UN financial resources and exercises this authority in consultation with the HoM
- Provides advice to the HoM on financial rules and regulations
- Responsible for compliance with UN regulations related to mission administration and logistics.
- The DMS/CMS is authorized to communicate directly with the Office of Mission Support at UNHQ on administrative and financial matters.

19. **Head of Military Component (HoMC):** Reporting to the HoM, the Head of Military Component (HoMC) has UN operational command and control over all military personnel and units in the mission and establishes the military operational chain of command. In missions with military contingents, the Force Commander serves as the HoMC, while in missions to which only military observers are deployed, the Chief Military Observer serves as the HoMC. The HoMC maintains a technical reporting and communication link with the UN Military Adviser.
20. **Head of the Police Component (HoPC):** The HoPC maintains a technical reporting and communication link¹¹ with the DPO Police Adviser at UNHQ. This technical reporting link must not circumvent, or substitute, for the direct command chain between the USG DPO, the HoM and the HoPC; nor should it interfere with decisions taken by the HoM or the HoPC in accordance with the DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23). The HoPC, in accordance with existing directives, communicates any substantive or policy matter to DPO¹² through the office of the HoM. The HoPC is responsible for the management, supervision, welfare, and discipline of all personnel assigned to the police component, including members of the Standing Police Capacity (SPC) when present in the mission area. The HoPC exercises his/her operational authority to direct, coordinate and control all personnel within the police component of the mission, including civilian staff, individual police officers (IPOs), formed police units (FPUs), specialized police teams (SPTs) and when in mission, members of the SPC¹³, except for those designated¹⁴ to the mission in accordance with the mission plan, police CONOPs, and UN rules and regulations. The HoPC shall maintain a close working relationship with the HoMC, share information, coordinate their work, and keep HoMC informed of all operational aspects of the work of the police component that may have operational implications on the Military component. In missions that have implemented the Comprehensive Planning and Performance Assessment System (CPAS), the HoPC shall ensure, that the police component actively participates in the integrated, mission-wide processes as part of CPAS

¹⁰ Ibid

¹¹ DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23), including the relevant footnotes.

¹² DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)

¹³ DPO/DOS Policy on the Functions and Organization of the Standing Police Capacity, 1 August 2021, Ref. 2021.07.

¹⁴ Police officers assigned to joint mechanisms, such as JMAC, JOC and JLOC, are responsible to the head of that section. For reporting purposes, the HoPC, for technical or police reporting, may be an additional supervisor. See DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)

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21. The HoPC also has tasking authority to deploy, redeploy and employ for the purpose of mandate implementation, all or part of an enabling unit¹⁵, with a tactical command and support capabilities, including integral self-sustainment and medical capabilities, to achieve the mission's mandate. However, decisions on major operations, or redeployment of units (or sub-units) within the mission area of operations should result from consultations between the HoM, CoS, HoMC and the DMS/CMS, and with inputs from the Mission's Principal/ Chief/ Security Adviser(P/C/SA) and must have the HoM's concurrence. Such decisions shall also be coordinated with the Police Division in order that PCCs have been consulted, as regards agreed Memorandum of Understanding (MOUs). Further, the HoPC has the authority to task individual personnel, units and sub-units within the mission area, and delegate responsibilities to the appropriate subordinate level. This tasking does not extend to the movement of seconded or civilian contracted officers or SPTs, in which case, coordination is required with the Police Division, and neither does it extend to the selection, recruitment and deployment of personnel and units, which are the responsibility of the Police Division
22. The HoPC should be mindful that s/he represents the United Nations. The HoPC must reflect the United Nations values of integrity, professionalism, and respect for diversity in both his/her professional as well as personal life and perform his/her duties diligently, impartially and with dignity, in a way that upholds and advances human rights norms, standards and practices. The HoPC's conduct, demeanour and appearance should not only reflect his/her leadership position as the HoPC in mission but should also serve as an example of the United Nations core values and principles to persons that they come into contact with both inside and outside the mission component. At all times while holding the position as the HoPC, his/her conduct must be above question and beyond reproach. Such conduct shall be directed to carrying out the United Nations guidance in such a manner as to be without malice, bias or personal gain and reflective of the United Nations core values and principles.
23. The HoPC in determining operational priorities and implementation of mandated tasks shall maintain a close working relationship with the DMS/CMS and keep the DMS/CMS informed of all operational aspects of the work of the police component that may have administrative, logistical and/or financial implications. The HoPC shall bring administrative matters that have important policy and operational implications for the police component to the attention of the UN Police Adviser, while keeping the HoM and the DMS/CMS fully informed.
24. The HoPC is required to prepare the UNPOL component's annual budget and revised budgets, in coordination with DMS/CMS. In this regard, the HoPC will be guided by appropriate steps and tools issued by the DMS/CMS (who would have received these from the DOS – HQ). One of the first elements- Strategic Priorities – sets the stage for the Mission, and covers major planning parameters, changes in resources and other arrangements that affect budget planning. They provide the basis for the direction of a mission budget. The HoPC is then responsible for preparing all of the other budget documents for the police component, including the component overview, the Results-Based Budget (RBB) logical framework, staffing justifications and the

¹⁵ As a rule, FPU's should not be split, as this can negatively affect command and control, discipline, managerial accountability and logistics

costing of all the components' activities, including potential deployments from the SPC.¹⁶

25. **Delegated Authority:** The HoPC may delegate to personnel of the police component the authority to act on his/her behalf but remains fully responsible and accountable for actions undertaken under such delegation of authority.

C.2. Operational coordination and relationship with other mission components, host-state counterparts, and other international actors

26. **Relationship between HoPC and HoMC, and coordination with military component:** The military and police components have separate and distinct command and control structures; and may have distinct taskings to achieve mandated objectives, operating in accordance with their specific rules of engagement and/or directives on the use of force. Many operational tasks can be mutually supportive or undertaken jointly and will require effective coordination between the two components, in line with, inter alia, amongst others, the DPO Guidelines on Combined Military and Police Coordination Mechanisms in Peace Operations (2019.16). The close coordination with the military component is crucial for information sharing on mandate implementation, including sharing information on threats and spoilers to the peace process such as in the area of serious and organised crime (SOC), corruption and violent extremism, as well as threats of violence against civilians. In cases of joint operations to address situations of public disorder or joint operations related to POC, undertaken by personnel of police component and members of the military component, reference should be made to the DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (Ref. 2019.23), DPKO/DFS Revised Policy on Formed Police Units in United Nations Peacekeeping Operations (2016) (under revision), DPKO/DFS Guidelines on Military Support for Public Order Management in Peacekeeping Missions (2016) and DPO Guidelines on Combined Military and Police coordination mechanisms in Peace Operations (Ref. 2019.16), as appropriate.
27. The HoPC and HoMC shall maintain a close working relationship, and working within the mission's management systems and structures, jointly develop a coordination strategy and accompanying procedures. These will define a joint or sequential and timely response from mission's security actors and that clearly delineates situational operational responsibilities and when appropriate, the transfer of command and control between military and police, including in crisis operations¹⁷. Under specific conditions and with the approval of the HoM, UNPOL and military personnel may serve together in a task force under a unified and centralized structure commanded by a senior UNPOL officer designated by the HoPC, or a senior United Nations military officer designated by the HoMC. The task force commander will be responsible for leading the joint task force's daily operations and operational control in a given geographic area. At all times, UNPOLs actions will be in accordance with UNPOL policies and guidance including the Directives on Use of Force – and at no time should UNPOL assume military posture. This type of command structure may only be changed by the HoM and would not apply to the operational control of police

¹⁶ The costs of an SPC deployment are borne by the requesting entity who requests support or to which SPC deploys; unless other funding arrangements have been agreed and are put in place. DPO-DOS Policy on the Functions and Organization of the Standing Policy Capacity (2021.07), paragraph 30.

¹⁷ DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)

or military units outside of the given geographic area. The coordination strategy and accompanying procedures will be subject to the mandate, incorporate other host-state and other international security actors that may be present.¹⁸

28. UNPOL shall draw upon and provide support to key mission assets, such as the Joint Mission Analysis Centres (JMAC) and the Joint Operations Centre (JOC). Police personnel may be assigned to the JMAC/JOC from the UNPOL component; however, they shall meet specified job descriptions issued by the Police Division in UNHQ in close collaboration with UNOCC. The Chief JMAC/JOC shall exercise tasking authority over all personnel assigned to the JMAC/JOC respectively. However, the HoPC shall retain technical communication and secondary reporting lines with UN police personnel assigned to JMAC/JOC in accordance with the DPO-DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (2019.23).
29. **HoPC working relationships and coordination with field mission components and field offices at the tactical level:** The HoPC is required to maintain the closest possible working relationship with the HoM, other senior staff members of the mission, including the DMS/CMS, the HoMC, P/C/SA, the heads of other components active in the rule of law sector (justice and corrections, human rights), Senior advisers on POC, Women's Protection, Child Protection, other UN and international partners and senior representatives of Member States in the mission area. Other Mission Officials, who are subordinate to the HoM and report to the HoM but are affected or affect UN police work, should be kept fully informed about the organization, deployment, and operations of the police component. The HoPC shall coordinate closely with the mission's Head of Human Rights to ensure that all mandated tasks undertaken by the police component fully incorporate the promotion, protection, and respect for human rights as per the *OHCHR-DPKO-DPA-DFS Policy on Human Rights in Peace Operations and Political Missions (2011)*¹⁹. The HoPC will also coordinate with the Chief of the mission's Conduct and Discipline Team or Conduct and Discipline Focal Point, on issues involving the conduct and discipline of personnel in the police component, in accordance with the *DPA/DPKO/DFS Policy of Accountability for Conduct and Discipline in Field Missions (2015)*.
30. Below the Mission headquarters level, the HoPC shall ensure adherence to the police component's command and control structures including command and control requirements for FPU. While command and control structures are to be maintained, UN police commanders and subordinate officers at the tactical level are fully expected to cooperate and coordinate activities, including information sharing for consolidated reporting with respective HOFO and other relevant section heads including the heads security and of civilian offices. The police component's field units will also report through its own chain of command as required. When consolidated reports are submitted through the HOFO, the respective UN police commanders in the field shall cross-check and confirm his/her information with other relevant sections.
31. The HoPC shall ensure that the police component is part of an effective coordination mechanism with military and civilian components, or other designated regional coordinators for that region/sector at the tactical level in order to:

¹⁸ For further details, see DPKO/DFS Revised Policy on Formed Police Units in United Nations Peacekeeping Operations (2016); and DPKO/DFS Guidelines on Police Command.

¹⁹ Paras. 89-93 of OHCHR-DPKO-DPA-DFS Policy on Human Rights in Peace Operations and Political Missions (2011) set out specific responsibilities for UN Police

- Provide adequate security for all elements.
 - Prevent duplication of effort.
 - Provide coherence of effort in the achievement of the mission plan at the local level.
 - Contribute to mission planning processes, monitoring and reporting, and
 - Enable joint handling of local crisis²⁰ situations, including evacuation of UN civilians when appropriate.
32. **Working relationship with host-state police and other law enforcement agencies, and other key international and national partners:** The HoPC shall serve as the mission's lead and focal point on engagements with host-state police and other law enforcement agencies at the strategic level; and in consultation with the HoM or his/her designate, represent the police component in related matters with other UN, international and national partners, including national human rights institutes/ organisations and civil society organisations. The HoPC may if the mandate so requires, take measures to elicit effective cooperation from the host state police and other law enforcement agencies at the strategic, operational, and tactical levels. The HoPC may delegate this responsibility to appropriate officers at the regional/sector level on matters that are not of national/state interest, however, the primary responsibility and accountability remains with the HoPC.

C.3. Composition of the police component and HoPC command authority and responsibilities

33. **Composition of police component:** A police component consists of police officers from PCCs deployed as part of a peace operation. The HoPC leads and directs the police component in-mission and is vested with its command and overall direction. Depending on the mission's mandate, the police component may be composed of seconded or civilian contracted officers, seconded non-contracted individual police officers (IPOs), SPTs, and FPU, all of whom serve as "experts on mission."²¹
34. In Peacekeeping operations²², the HoPC shall establish the police operational chain of command, as follows, and as needed: HQ Command, including HoPC, DHoPC, and respective UNPOL pillar heads; Regional Command, Sub-regional Command, FPU and sub-units. This police chain of command for operations shall be issued as a "Field Command Framework". In issuing this Field Command Framework, HOPCs are required to adhere to the guidance provided in the SGF, including as far as possible, to structure the UNPOL component along the four areas of Command, Operations, Capacity building and Development and Administration. The HoPC shall ensure that IPOs without designated command authority, as per the "Field Command Framework", are not placed in command of FPU and/or their sub-units. Units that respond directly to the HoPC will be as such. The "Field Command Framework" shall include chain of command succession arrangements at all levels of command considering internal national contingent procedures for succession of command. The HoPC exercises "UN operational command and control" over police personnel and

²⁰ DPKO-DFS SOP on Headquarters Crisis Response in Support of Peacekeeping Operations (2016.17), the DPA SOP on DPA Headquarters Arrangements in Support of Crisis Response at the Field Level (2017), and the UNSMS Guidelines on Management of Safety and Security Crisis Situations (revised in 2019)

²¹ DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions, (2014.01)

²² DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)

FPU contributed by Member States to serve in a mission. “UN operational command and control” allows the HoPC to assign IPOs, specialized police teams, and FPUs (and/or its individual units) within the police component to operational tasks within the mission area. The HoPC may further assign police personnel and units to a specific subordinate commander (for example, at the tactical level). These subordinate commanders will exercise “UN tactical command and control” over assigned IPOs and units as designated by the HoPC.

35. **Mission start-up:** The term ‘mission start-up’ is used to describe the earliest phase of establishing a UN mission in the field.²³ During mission start-up phase, the main priority is to bring internal mission processes, structures and services to an initial operating capacity (IOC), so that mandate implementation can begin across the mission area.²⁴ Based on the mandate, the HoPC, if involved in the start-up process, will ensure integration of policing elements of policing into the new mission architecture and processes, including in pre-deployment, rapid deployment, and start-up deployment. S/he will provide effective leadership and strong managerial skills for the establishment of mission premises and other prerequisite infrastructure and administrative systems coordinating the establishment of police command and managerial capacities²⁵ Until the HoPC is identified and deployed, the SPC will provide the start-up capability for the police component²⁶ and will ensure effective transition and handover to the HoPC and her/his leadership.²⁷
36. **HQ location:** As part of the mission start-up process, the HoPC must establish a consolidated and unified UN police headquarters in the mission area. The UN police headquarters contains the offices of the HoPC and key headquarters staff and provides overall leadership and management for the work of personnel of the police component, and coordinates with other sections or components of the mission.
37. **Concept of Operations:** The HoPC shall be guided by a strategic police Concept of Operations (CONOPS) co-signed by the USGs for Peace Operations and Operational Support, and UN Police Adviser, and issued by the UN Police Adviser. The CONOPS translates the political intent of the mandate into specific policing and law enforcement strategies and operational directives. It reflects the Police Adviser’s strategic intent, and establishes the broad approach, roles and responsibilities, processes, and resource requirements from which to formulate the police component’s operational plans and other work plans, SOPs and other guidelines in order to implement the mandated tasks of the police component. In the case of a new mission, the first draft of the CONOPS is developed at UN Headquarters as part of the broader DPO (and DPPA) planning process, and after a decision is taken to deploy a peacekeeping operation or special political mission. In the case of an existing field mission, the review of the CONOPS is undertaken following a substantive change in the mission’s mandate, changes in circumstance or operating environment, mission reconfiguration, achievement of key milestones or other factors requiring a

²³ DPKO-DFS Guidelines: Mission Start-up Field Guide, 1 August 2010.

²⁴ United Nations Peacekeeping Operations, Principles and Guidelines, 2008, p.61,

²⁵ UN DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Political Missions, (2014.01)

²⁶ DPO-DOS Policy on the Functions and Organization of the Standing Police Capacity (2021.07), paragraph 11(a).

²⁷ DPO-DOS Policy on the Functions and Organization of the Standing Policy Capacity (2021.07), paragraph 22.

reorientation.²⁸ The review, initiated by PD, may, more generally, accompany the review of the Mission Concept. The review may also be undertaken annually or whenever the Security Council authorizes adjustments to the nature or size of the mission. The HoPC is required to formally acknowledge the Concept of Operations and must ensure that it integrates with the Mission Concept/ Plan, and he/she is required to produce at the field level, strategic and operational plans²⁹ in line with the CONOPS and the Mission Concept/ Plan.³⁰ Such field level strategic and operational plans may include joint plans with the host state police and other law enforcement agencies, as well as plans for joint programmatic activities with other mission components as well as agencies, funds and programmes.

38. **Police component's mission statement:** The mission of the United Nations police is to enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations in their quest to realize the ideal of an effective, efficient, representative, responsive and accountable police service that serve and protect their population³¹, and are of the highest professional standard possible³². The HoPC must develop the police component's mission statement in accordance with the overall objectives of the mission and provide/reiterate this to all personnel of the police component.
39. The delineation of core UNPOL functions in peacekeeping operations and special political missions and the identification of operational tasks shall be guided by the fundamental principles as stipulated in the UN DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Political Missions.³³
40. **Assignment of personnel:** The respective Security Council resolution authorizes the size and composition of the police component. Within this authorized number, the HoPC may determine, in close alignment with the CONOPS and authorisation of the HoM, the appropriate structure, in line with the DPKO/DFS Policy on United Nations Police³⁴ to implement the mandated tasks. HoPCs shall assign seconded and contracted IPOs to appropriate duties, responsibilities and/or positions within the police component's structure based on their designated skills within the four recruitment streams of the Strategic Guidance Framework (administration, command, operations, and capacity building and development), as well as national diversity and gender balance. Prior to any such assignment, HoPCs are to ensure that personnel have the requisite skills and have been trained to undertake the core responsibilities of the position to which s/he is to be assigned. Assignment will be based including on the personnel having undergone the required pre-deployment training in line with the UNPOL Training Architecture. This will ensure that periodic performance reviews³⁵ of

²⁸ DPKO/DPA/DFS Guidelines: The Mission Concept, (2014.04)

²⁹ Police Division has introduced Annual Action Plans to be made by all missions and reviewed quarterly with identified and mission approved benchmarks. The review will be done, and summary of progress made shall be informed to the UN Police Advisor through the appropriate communication channels.

³⁰ See also DPKO/DFS Guidelines on Police Command (2015.14), paras. 36-38.

³¹ S/2016/952 para 8

³² DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Political Missions, (2014.01)

³³ Ibid. p.7

³⁴ DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Political Missions, (2014.01)

³⁵ DPO SOP on Performance Reviews and Appraisals of United Nations Individual Police Officers (2021.13)

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officers reflect the impact of training on the progress of his/her workplan objectives/goals.

41. In assigning UN police officers, the HoPC shall consider operational requirements and take into account capabilities, special skills including on thematic areas like addressing the protection of civilians, gender and child protection related issues, human rights, transnational organised crime. The HoPC shall consider specific arrangements for the assignment of police personnel of the police component, as appropriate to the Integrated Mission Training Cells (IMTC), the Joint Mission Analysis Cell (JMAC) and/or the Joint Operations Centre (JOC). Such assignments shall be made without prejudice to the operational authority of the HoPC over such individuals, to ensure the proper support to the police component and the mission, including on establishing/ maintaining the essential personnel to provide the necessary peacekeeping- intelligence capacity to the police component. Members of the SPC will be deployed based on their Terms of Reference as agreed between the HoPC and Chief/SPC and endorsed by the DPO Police Adviser.³⁶
42. **Identification of personnel requirements:** The HoPC shall assist the UN Police Division in identifying the profiles and expertise of police officers that are required for deployment to the mission in accordance with the mandate, prioritization and sequencing of activities following the life-cycle of the mission and one or more of the designated skills within the four recruitment streams of the Strategic Guidance Framework (administration, command, operations, and capacity building and development). HoPCs are also required to assist the UN Police Division in identifying the profiles and expertise of civilian policing expertise to strengthen the capacity of the host country police or other law enforcement agency in question. This includes developing and revising job descriptions, short listing candidates for written tests and conducting the interviews of eligible candidates.
43. **Operational authority:** The HoPC exercises operational authority over all personnel of the police component. The responsibilities of those personnel who are appointed to serve in United Nations peacekeeping operation 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 regarding 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 commanding officers at the regional/unit level are directly accountable to HoPC for the conduct and the performance of their respective duties, as well as for the discipline of personnel under their command.
44. **Contingent commanders of police-contributing countries:** The HoPC shall hold regular meetings with the contingent commanders, appointed by their respective governments, for the purpose of discussing professional, conduct and discipline and welfare matters of their respective police officers in mission. Minutes of these meetings must be prepared and kept in the archives of the office of the HoPC and shared with the UN Police Adviser. The primary role of a contingent commander within their national contingent is that of administrative control of non-operational matters related to personnel management, supply service, conduct and discipline,

³⁶ DPO-DOS Policy on the Functions and organization of the Standing Policy Capacity (Ref. 2021.07), paragraph 20 (a).

and welfare issues of their respective contingent personnel and must not adversely influence the management and conduct of UN operations within a mission area. Contingent commanders are not within the operational chain of command of the police component as related to contingent issues. Each contingent commander will provide the HoPC with an end of assignment³⁷ report.

45. **Formed Police Units commander and Deputy Chief Operations for FPUs:** In peacekeeping operations with FPUs, the HoPC has the primary vested command of FPUs throughout the mission area and may delegate this operational authority to the Chief of Operations, Deputy Chief Operations (FPU) and Regional Commanders. The HoPC or his/her delegate may order an operational engagement in consultation with the HoM. The HoPC shall establish a FPU support/ coordination office to facilitate the tasks of the Deputy Chief Ops (FPU) in decision-making, planning, supervision, coordination, liaison, administration, and information dissemination.
46. The HoPC may delegate operational control to the FPU Commander that has operational control of his/her unit. Tactical Command (TACOM) of a unit lies with the FPU Commander. If an operation includes units from more than one FPU, the Deputy Chief Ops (FPU) or an officer designated by the Chief of Operations assumes responsibility for the operational control until the operation is completed. Tactical control (TACON) lies with the FPU Commander or the respective subordinate unit commander for an operational or specific action.³⁸
47. **Review of the organisational structure:** The HoPC, in consideration of the current and likely future operational situation and following authorization of the HoM, may review the organizational structure, including the chain of command and control, for the police component of the mission. The results of this review shall be shared with UN Police Adviser before finalization in the mission. Non-exhaustive and non-explicit but typical subsidiary functions to be undertaken by a police component in a peacekeeping operation are listed in Annex I of the police policy.³⁹ Any amendment to the organizational structure, including the chain of command and control, must be done in consultation with the UN Police Division.
48. **Internal evaluations/monitoring mandate implementation:** The HoPC shall establish appropriate mechanisms to evaluate or undertake inspections of procedures, practices, or programmes, and monitoring and reporting on mandate implementation by the police component. This may include proposing standard procedures or conduct analysis to develop best practices within the police component.⁴⁰
49. **Performance management⁴¹:** During the High-Level Event on Peacekeeping Performance on 6 December 2019, the Secretary-General has committed to better

³⁷ DPO/DPPA Standard Operating Procedure on End of Assignment Reports (DPO 2020.12 / DPPA 2020.2)

³⁸ For further details, see DPKO/DFS Revised Policy on Formed Police Units in United Nations Peacekeeping Operations (2016.10).

³⁹ UN DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Political Missions, (2014.01)

⁴⁰ DPKO/DFS Policy on Internal evaluations and Inspections of United Nations Police, (2012.13)

⁴¹ In line with DPO Policy on Protection of Civilians in United Nations Peacekeeping (2019.17), HoPCs in missions with POC mandates, shall include a priority objective in their workplan reflecting their specific responsibilities for the implementation of the POC mandate, aligned with the strategic objectives of the mission.

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systematize performance evaluation and accountability. In enhancing every link in the chain of standards, selection, evaluations, recognition of outstanding performance, remedial action and accountability, HoPCs will also have a performance improvement plan. The HoPC or his/her delegates must appraise the performance of UN police officers in accordance with applicable DPO issuances and ensure that copies of performance appraisal reports are sent to the UN Police Division. The HoPC and his/her delegates must complete performance appraisals that are due to be signed by him/her prior to his/her check-out from the mission.

50. For FPU, HoPCs are required to ensure Quarterly FPU evaluations⁴² with findings illustrated in performance assessment and evaluation reports (PAERs), triggering performance improvement plans (PIPs) for all units. HoPCs are also required to acknowledge recognition of excellent/ good performance and/ or remedial actions proposed in the PIPs, with UNHQ engagement in cases of serious and systemic performance issues, as well as for nominations of units to be recognised by UNHQ for outstanding performance.
51. In the same token, HoPCs are required to ensure the appraisal of the performance of Individual police officers (IPOs)⁴³ and specialized police teams (SPTs) as per the DPO Standard Operating Procedures (SOP) Governing Performance Reviews and Appraisals of United Nations Individual Police Officers (2021.13) and other UN issuances. HoPCs and police officers with UN contracts follow the UN performance management and E-PAS system (ST/AI/2021/04). The same applies for seconded officers with UN contracts in the Police Division at UNHQ.
52. HoPCs are required to immediately address all issues of performance deficiency, including those related to training, in line with the DPO Integrated Peacekeeping Performance and Accountability Framework (IPPAF).
53. Personnel within the police component who obtained “Did not meet expectations/ Unsatisfactory” ratings will not be considered for future deployment to UN peace operations.
54. **Accessibility:** The HoPC shall make him/herself accessible to all personnel of the police component; including putting in place mechanisms for formal and informal meetings with members of the police component, including arrangements for introductory meetings with incoming police officers and contingents.
55. **Field visits:** The HoPC shall regularly conduct field visits in order to, amongst others, periodically apprise him/herself of the situation and needs of personnel of the police component on the ground. S/he should take all necessary measures to redress issues and problems of concern.
56. **HIV/AIDS⁴⁴:** The HoPC shall ensure that personnel of the police component are routinely trained in HIV/AIDS awareness and prevention. In coordination with the HIV/AIDS Policy Adviser or focal point, the HoPC shall assign HIV/AIDS peer educator focal points and facilitate the release of personnel for training programmes.

⁴² SOP on the Assessment and Evaluation of Formed Police Unit Performance (2019.11)

⁴³ DPO SOP on Performance Reviews and Appraisals of United Nations Individual Police Officers (2021.13)

⁴⁴ Secretary-General’s bulletin-Policy on HIV/AIDS in the workplace, ST/SGB/2003/18, 01 December 2003

57. **Prevention of misconduct, including sexual exploitation and abuse:** The performance evaluation of the HoPC and subordinate commanders will include an evaluation of their ability to maintain good order and discipline particularly in relation to the prevention of sexual exploitation and abuse and their responsiveness to such allegations.
58. **Safety and security:** All staff members employed by the United Nations are responsible for their own safety and security, irrespective of their location of assignment and are responsible for complying with all security policies and procedures of the organizations.⁴⁵ Policies, procedures, standards and other arrangements of the United Nations Security Management System (UNSMS) are applicable to individually deployed police personnel in DPO- or DPPA-led missions, including members of FPUs when not deployed with their unit. UNSMS does not cover members of FPUs when deployed with their unit nor does it cover any spouses or other family members of the police personnel. It is the responsibility of the HoPC to work closely in collaboration with the P/C/SA and the Mission's Security section. The HoPC shall implement security-related tasks as assigned by the HoM/DO in accordance with Security-Council mandates and SMT decisions, including tasks to support civilian staff security when this is within police capability.⁴⁶ The HoPC shall ensure that all relevant police and information plans are coordinated to support the overall security management of the mission. The HoPC, as a member of SMT, shall contribute to approval process and implementation of the Annual Country Security Plan and Security Risk Management (SRM) Measures
59. **Occupational safety risk management:**⁴⁷ The HoPC is accountable and responsible for the occupational safety of personnel under his/her supervision. While reporting to the HoM, s/he is responsible to ensure that arrangements are in place for the occupational safety of personnel under his/her supervision, and that all line supervisors are responsible for the overall management of occupational safety within their respective areas. The HoPC or his/her delegate will ensure that machinery and equipment are safe and that persons work in compliance with established safe work practices and procedures, and that personnel receive adequate training for purposes of occupational safety, including training in the methods which may be adopted when using the work equipment, any risks which such use may entail and precautions to be taken. All personnel will comply with the safe work practices and procedures identified by DPO and DPPA, or their respective field operation.
60. **Environmental policy:** The HoPC shall, in line with the environmental policy and objectives of the mission, provide effective leadership, coordination and accountability in UNPOL efforts to operate in an environmentally conscious manner, mainstreaming environmental issues in the police component's planning and operations by establishing and operationalising minimum standards in regards to environmental responsibility, including the conscious management of solid and hazardous waste, energy, water and wastewater, and hazardous substances and the promotion and protection of plants, animals and cultural and historical resources, thus minimising its environmental impact in areas of deployment. UNPOL will, accordingly, be enjoined to adopt appropriate behaviour and conduct on cultural, religious and

⁴⁵ United Nations Security Management System, Security Policy Manual (2017).

⁴⁶ Policy on Cooperation and Coordination between the Department of Safety and Security and the Department of Peacekeeping Operations, October 2006, p.8.

⁴⁷ UN DPKO-DFS -DPA Policy on Field Occupational Safety Risk Management, 01 December 2014.

historical sites of importance to the host state population.⁴⁸ HoPCs, in consultation and coordination with D/CMS, are required to institute guidance and take other necessary measures to ensure that UNPOL comply with the mission's environmental objectives. HoPCs are also required to appoint a UNPOL focal point tasked to liaise with the environmental officer; address environmental issues within the remit of the police component; advise the HoPC; and brief police contingents and personnel during their induction training. HoPC shall personally lead UNPOL efforts to support compliance with missions' environmental management.

C.4. Execution of core duties and responsibilities in implementing mandated tasks

61. **Mandate implementation:** The HoPC shall be bound by the relevant Security Council resolution/s, SGF and CONOPS, and guided by other UN policies, guidelines, directives, best practices, and lessons learned, mission plans, guidance and directives in implementing the mandated tasks which may include one or all in the areas of police training, reform, capacity building and development, operational support to host-state police and other law enforcement agencies and other related matters. Programmes developed should be based upon an assessment of host-state capacities and resources and designed in accordance with relevant UN policies and guidance, in particular the guidelines⁴⁹ on police command, on police operations and on police capacity building and development. Any reform process must include stakeholder engagement. Programmes must be developed in close coordination with all other relevant mission components and the UN Country Team and be regularly reviewed for impact, including through CPAS in missions that have implemented that tool. The HoPC shall maintain close coordination and collaboration with the UN country team, bi-lateral and multi-lateral partners to ensure donor support is well coordinated, avoid duplication of efforts, and support longer term development beyond the lifespan of the mission.
62. **Information gathering:** The information gathering activity, and threat and risk assessments, including in close cooperation with all other mission components, are essential prerequisites for the conduct of police-mandated activities. In this regard, the HoPC shall ensure that specialised capacities undertaking information gathering and analysis are used to ensure the effectiveness of police operations as well as the safety and security of personnel. Special emphasis will be placed by the HoPC in attending to threats and risks to mandate implementation
63. **Use of force and firearms:** Where authorised by the Security Council, the use of force by UNPOL, including FPU, is regulated by the Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, the Code of Conduct for Law Enforcement Officials, and mission-specific guidance, such as Directives on the Use of Force and Firearms (DUF). The deployment and operations of UNPOL, including FPU, shall always be based on the principles of legality, necessity, proportionality, as well as minimum/gradual level of force and accountability. All actions of the

⁴⁸ DPKO/DFS Policy on United Nations Police in Peacekeeping operations and Special Political Missions, (2014.01), p.8

⁴⁹ DPKO/DFS Guidelines on Police Capacity-Building and Development (2015.8), DPKO/DFS Guidelines on Police Operations (2015.15), DPKO/DFS Guidelines on Police Command (2015.14), DPKO/DFS Guidelines on Police Administration in United Nations Peacekeeping Operations and Special Political Missions (2016.26)

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UNPOL shall be aimed at the protection and preservation of human life, property, liberty and dignity. Instances when a firearm has been discharged or when injury or death has been caused shall be promptly reported and investigated. Excessive use of force can lead to disciplinary or criminal accountability measures against the police personnel involved.

64. The HoPC shall ensure familiarization with training on and adherence to DUF developed by UN Headquarters for the police component at the commencement of the mission. In all instances, UNPOL must duly respect the *United Nations Basic Principles on the Use of Force and Firearms by Law Enforcement Officials, dated 7 September 1990*.⁵⁰
65. **Human rights:** The HoPC shall ensure that personnel of the police component are aware of and comply with the *OHCHR-DPKO-DPA-DFS Policy on Human Rights in the United Nations Peace Operations and Political Missions 2011*. The HoPC shall ensure that all police personnel are adequately trained and guided; that adequate instructions and guidance are in place to deal with situations of abuse; that allegations of violations are appropriately and professionally handled and shared with the human rights component.⁵¹
66. The HoPC is responsible for assuring that implementation of police component's mandated tasks is consistent with Human Rights principles. S/he will ensure that UNPOL contribute to the protection and promotion of Human Rights through both immediate and long-term action; assist host-state police and other law enforcement institutions to implement their human rights obligations and uphold the rule of law.⁵²
67. The HoPC shall foster a close working relationship between the mission's human rights component and police component. The HoPC shall ensure that the role of UN police and any support provided to non-UN security forces is consistent with the UN Charter and the Organization's obligations under international law as guided by the United Nations criminal justice norms and standards, the Secretary-General's Human Rights Due Diligence Policy (HRDDP) and mission specific HRDDP implementation guidance, in close consultation with the human rights component.⁵³
68. **Respect for internationally recognized Human Rights standards and national laws:** In exercising their functions, personnel of the police component shall observe internationally recognized human rights, standards, and shall not discriminate against any person on any grounds, such as sex, race, colour, language, religion, political or other opinion, national, ethnic, or social origin, association with a national community, property, birth or other status. All personnel of the police component shall adhere to the national laws of the host country to the extent that they comply with internationally recognized human rights standards.
69. **Child protection:** The UN police have a critical role to play in promoting the protection of children and in preventing violations, exploitation, and abuse. This role is based on UN Security Council resolutions 1261 (1999) and subsequent resolutions

⁵⁰ DPKO/DFS Guidelines on Police Command (2015.14)

⁵¹ DPKO/DFS Policy on United Nations Police in Peacekeeping operations and Special Political Missions, (2014.01).

⁵² *Decision of the Secretary-General (2005/24)*⁵² and as spelt out in the subsequent *DPKO-DPA-DFS-OHCHR Policy on Human Rights in the United Nations Peace Operations and Political Missions 2011*.

⁵³ United Nations Criminal Justice Norms and Standards, UN Human Rights Due Diligence Policy 2011, p. 22.

on children and armed conflict, including and the DPKO/DFS/DPA Policy on Child Protection in United Nations Peace Operations (2017.11). The HoPC shall ensure that the gender and age-specific concerns of protection, rights and well-being of children affected by armed conflict are specifically integrated into all aspects of police component's policies, strategies, training and briefing programmes, and that that personnel of the UNPOL component contribute to the monitoring and reporting on the grave violations and other violations and abuses committed against children. The HoPC shall ensure that the protection of children affected by armed conflict is systematically addressed throughout the stages of the police component's planning, design, and implementation activities⁵⁴ The HoPC shall ensure that personnel of the UNPOL component are adequately sensitised on child protection and that it is included in any in-mission training arrangements, and that a strong coordination mechanism, between the police and relevant child protection partners, is established and maintained at all levels of interaction. The HoPC shall issue clear directives prohibiting all forms of exploitation and abuse of children including the use of child labour by police personnel and specify action to be taken in case of violations. A close liaison and collaboration arrangement with the Child Protection Adviser (CPA) and associated cluster, where this exists, will be supported through the development of a strategy. The HoPC shall appoint a Child Protection Focal Point in the police component for liaison on all child protection matters with the CPA and other related partners.

70. **Conflict-related sexual violence:**⁵⁵ The HoPC is responsible for ensuring that the police component contributes to the effective prevention and response to Conflict-related Sexual Violence (CRSV) seeking relevant advice from Senior/Women's Protection Advisers and in line with a victim/survivor-centred approach. This requires ensuring the inclusion of a CRSV perspective in the police component's analysis, planning process, execution of tasks, and conduct of operations at the strategic, operational, and tactical levels. S/he shall further ensure the integration of early-warning indicators of CRSV into the police's component's information gathering, analysis and protection activities as part of the component's CRSV mainstreaming strategy. To mainstream a CRSV perspective throughout the component's work, the HoPC must appoint a CRSV focal point to work closely with the Senior Women's Protection Advisor. The HoPC shall ensure that UNPOL are adequately sensitised on CRSV and that prevention and response to CRSVs included in induction and specialised in-mission training arrangements. The HoPC shall provide police component's support for building the capacity of host-state police and developing protection mechanisms against CRSV including reporting and response to sexual violence crimes. S/he shall ensure support to the implementation of the monitoring, analysis and reporting arrangements on CRSV, including through gathering information on CRSV, information sharing and coordination, and to the ⁵⁶ Women Protection Advisers⁵⁷.

⁵⁴ DPKO/DFS/DPA Policy on Child Protection in United Nations Peace Operations (2017.11) and DPO/DPPA Manual for Child Protection Staff in United Nations Peace Operations (2019.26)

⁵⁵ DPO; DPPA; OHCHR; SRSG/SVC Policy United Nations Field Missions: Preventing and responding to Conflict-Related Sexual Violence (Policy) (2019.35); United Nations Field Missions on Preventing and Responding to Conflict-related Sexual Violence (Handbook) (2020.08)

⁵⁷ DPO; DPPA; OHCHR; SRSG/SVC Policy United Nations Field Missions: Preventing and responding to Conflict-Related Sexual Violence (Policy) (2019.35);

71. **Protection of civilians:** Protection of Civilians (POC)⁵⁸ is defined as “without prejudice to the primary responsibility of the host state, integrated and coordinated activities by all civilian and uniformed mission components to prevent, deter, or respond to threats of physical violence against civilians within the mission’s capabilities and areas of deployment through the use of all necessary means, up to and including force.” POC, a mandate priority objective, is a whole-of-mission activity and requires a comprehensive approach which involves jointly planned and coordinated action by civilian and uniformed mission components based on a joint three assessment structured and regular information-sharing and planning.⁵⁹ UNPOL provides operational as well as capacity development support to host-state police and itself provides protection of civilians against imminent threats.⁶⁰ DPO Policy on Protection of Civilians in United Nations Peacekeeping (2019.17) sets out the core responsibilities of the HoPC in respect to POC. POC requires the police component to integrate its activities with the mission’s overall POC strategy. Mission POC strategies specify roles for and interaction among civilian, military and police components. HoPCs and their senior staff should actively participate in the development and joint, coordinated implementation of the mission’s POC strategy.⁶¹ In accordance with existing POC guidance, the HoPC will be required to articulate written guidance on how the police component will act to address POC concerns that the mission has prioritized for action and specify roles for the different constituent parts of the police component in specific POC scenarios. Further, as per the POC policy, the HoPC must ensure, along with the Force Commander, an overall framework for coordination and cooperation between UN Police (including formed police units), the Force and civilian components in POC matters. As key players in POC, cooperation between military peacekeepers and UN police is critical,⁶² including provisions on the primacy of each actor in different broadly defined circumstances. The HoPC shall participate in developing specific operational guidelines to detail communication and reporting lines, delineation of responsibilities and tasks and delegation of authorities, triggers for the transfer of authority, among other things, between the police and military components.
72. The HoPC and his/her senior staff shall ensure that the police component develops protection of civilian training to be used in-mission training. Induction training and other training for personnel from the police component should draw on existing training materials, including those specialized on POC.⁶³ The HoPC should ensure that operational documents, in particular directives, CONOPS and subsequent tasking orders for the police personnel mainstream POC to ensure that there is a common understanding by all police personnel under his/her command regarding key aspects of POC, including joint planning and engagement with partners to maximize impact, tactical actions, early warning and response mechanisms. The HoPC will

⁵⁸ DPO Policy on Protection of Civilians in United Nations Peacekeeping (2019.17), The role of UNPOL in protection of civilians (Guidelines) (2017.12)

⁵⁹ DPO Policy on Protection of Civilians in United Nations Peacekeeping (2019.17)

⁶⁰ DPKO/DFS Policy on United Nations Police in Peacekeeping operations and Special Political Missions, (2014.01), p.14

⁶¹ DPKO/DFS Framework for Drafting Comprehensive POC Strategies in UN Peacekeeping Operations (2011)

⁶² DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23) and DPO Guidelines on Combined Military and Police coordination mechanisms in Peace Operations (2019.16)

⁶³ The DPKO-DFS training module on POC, Specialized training materials on protection of civilians and prevention and response to conflict related sexual violence.

coordinate with mission authorities and other components and partners to ensure the necessary resources and support for UNPOL's POC requirements. The HoPC guidance on POC may indicate what resources are required to maximize the POC.

73. In missions with POC mandates, HoPCs should ensure that training on the POC mandate, principles, roles and responsibilities, mechanisms, and processes for POC planning, including information sharing, threat assessment, monitoring and evaluation and coordination is available to each personnel on rotation, typically together with other actors undertaking POC activities. Training may include other forms of exercises, including on child protection and conflict-related sexual violence. Such exercises can promote an integrated approach and ensure understanding on what to do to protect civilians at risk of violence.
74. **Gender mainstreaming:** The HoPC, in consultation with the UN Police Division shall develop, implement, and monitor a strategy for implementing United Nations Security Council resolution 1325 (2000) and subsequent resolutions on women, peace and security in all functions of the police component, in close consultation with the mission's gender focal point and gender experts assigned to the police component. The HoPC shall consistently and actively engage in gender mainstreaming activities both within the component and national law enforcement agencies, when so mandated, in accordance with the recommendations on DPO strategies for enhancing gender equality among uniformed personnel in peacekeeping missions.⁶⁴ In general, the HoPC shall ensure that UNPOL is gender responsive and pays particular attention to the needs of vulnerable groups, including gender and special group considerations of marginalised groups. The HoPC shall ensure incorporation of gender considerations into aspects of UNPOL and host-state police management and operations including in planning, management, budgeting, and capacity development.⁶⁵
75. **Effective practices and lessons learned:** The HoPC shall develop mechanisms, including the appointment of at the component level, a "Police and Best Practices Officer" (P-PBPO), for the collection and institutionalization of effective practices and lessons learned by the police component. The HoPC shall take into account the rotation timeline in order to ensure that the P-PBPO or focal point serves in the mission for 12 months where possible. The P-PBPO shall serve as knowledge management resources in addition to their core functions. Their role as focal points shall be a permanent, but part-time, addition to their workload. If a mission has a good practices unit, the HoPC should work in close coordination with unit staff and ensure that its internal evaluation section/unit is linked to the best practice unit. If there is no best practice unit in the mission, the HoPC is encouraged to engage with the Division for Policy, Evaluation and Training (DPET) of DPO and/or the Policy and Mediation Division (PMD) of DPPA. The HoPC should encourage the participation of all personnel of the police component in knowledge management networks and/or activities and disseminate effective practices materials to all personnel of the police component and share this information with the UN Police Division and wider audiences, where appropriate.

⁶⁴ DPKO/DFS Policy on Gender Responsive United Nations Peacekeeping Operations (2018)

⁶⁵ DPKO/DFS Policy on United Nations Police in Peacekeeping Operations and Special Political Missions, (2014.01)

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76. **Priority documents:** The HoPC shall ensure that all UNPOL Officers have received either a hardcopy or an electronic version of the guidelines and related issuances adopted by DPO no later than three (3) days after their arrival in the mission.
77. **Induction training and undertaking:** The HoPC shall ensure that all incoming UNPOL officers receive induction training related to the mission role and functions, key UN policies, procedures and regulations, role of other mission components, local laws, conditions and customs and their duties and obligations within the mission, including with respect to observance of the United standards of conduct, in particular those on protection from sexual exploitation and abuse. The HoPC shall pay particular attention to including training in the areas of threats and risks, including those posed by SOC, corruption, violent extremism, in the induction of incoming personnel. A short briefing delivered, or face-to-face meeting hosted by HoPC is necessary to directly transfer his/her core view to the incoming UNPOL officers and to break their ice. After this training, all IPOs shall sign an undertaking to this effect indicating that they have received the induction training, and both comprehend and agree to comply with its content and UN standards of conduct and applicable rules and regulations. This undertaking shall be duly archived in the Office of the HoPC.
78. **Learning workshops:** The HoPC shall encourage the organization of regular interactive and learning workshops including as applicable in the areas of standards of conduct including in respect of sexual exploitation and abuse, mentoring, safety and security, protection of civilians, training, advising, planning, crime prevention, community oriented policing, transnational organised crime, police-specific peacekeeping-intelligence (criminal-Intelligence led policing, and crime intelligence) and information gathering and analysis, gender equality and women's rights, staff welfare, personnel policies, best practices, lessons learned and other issues which have an impact on police performance and mission management. Where necessary, other relevant training should be organised based on both operational and organisational requirements. The HoPC shall ensure that a record of all training delivered is archived in the office of the HoPC.

C.5. Reporting

79. **Reports to the Security Council and other United Nations bodies:** At regular intervals, as directed by the UN Security Council, the Secretary-General reports on the activities of the mission. The HoPC should be actively engaged in the preparation of such reports to accurately reflect the activities and impact of the police component. In addition, the HoPC will report to the UN Police Division at regular intervals as specified in the following paragraphs on the activities of and issues/incidents relating to the police component.
80. **Daily, weekly and flash reports:** Detailed daily, weekly and flash reports on the activities of the police component, prepared in strict accordance with the template attached at annexes 1 and 2, shall be submitted by the HoPC to the UN Police Adviser and copied to the HoM. The *Secretary General's bulletin on Information Sensitivity, Classification and Handling, ST/SGB/2007/6, 12 February 2007* provides further guidance on the classification, production, handling and distribution of such reports. Especially in the weekly reports, particular attention shall be focused on critical aspects that either negatively affects mandate implementation, or the safety and security of peacekeepers, including SOC, violent extremism and corruption. At the end of every quarter, the next weekly reports should contain a special section on

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threat and risk assessment, a summary of all related activities, progress made by the police component towards implementing mandated tasks, and an assessment and recommendations for the way forward.

81. **Special reports:** The HoPC is required to prepare and submit to the UN Police Adviser, with a copy to the HoM, special *ad hoc* and progress reports on any matters of urgent or significant concern.
82. **Bi-annual reports:** The HoPC is required to submit two reports per year in accordance with the template attached at Annex 3. Bi-annual report should contain information on conduct and discipline in the police component. The reports should cover the periods 01 January to 30 June and 01 July to 31 December, respectively. The reports should be submitted by fax and electronic mail to the UN Police Adviser, and copied to the HoM, respectively by 03 July and 03 January of each year.
83. **End-of-Assignment Report (EOAR):** Two weeks prior to his/her last day of assignment, the HoPC must submit an EOAR including a note on major events during his/ her tour of duty, and Handover Note in accordance with the *DPPA /DPO Policy on Knowledge Management and Organisational Learning, (DPO 2020.11 / DPPA 2020.2)* to the Under-Secretary-General for Peace Operations via the HoM. A copy of this report should also be forwarded to the UN Police Adviser.
84. **Archives:** With reference to the *Secretary General's Bulletin on Information Sensitivity, Classification and Handling, ST/SGB/2007/6, 12 February 2007*, all documents issued by the Office of the HoPC must be archived, electronically or otherwise, and maintained in secure facilities designated by the HoPC for the purpose of, *inter alia*, institutional memory. The reports mentioned above must be kept in the office of the HoPC and shared as appropriate.

C.6. Communication and consultation with DPO Police Division

85. **Communication with the UN Police Division:** All matters that may affect the nature or the continued effectiveness of the police component, as well as matters likely to affect the United Nations' relations with the governments of PCCs, must be referred to the UN Police Division for information and any relevant decision. The HoPC is encouraged to freely communicate with colleagues at the UN Police Division, including the SPC. The HoPC may delegate to specific personnel in key sections and thematic areas responsibility to coordinate and communicate with UN Police Division.
86. Any required follow-up to an informal communication between personnel of the police component and the UN Police Division must be subsequently addressed through the official channels of communication.
87. The HoPC shall continually assess the police component's operational capabilities in delivering on mandated tasks, and without delay, request from the UN Police Division and its SPC any specific expertise to meet identified gaps or emerging challenges, or support a transition or drawdown, including support and assistance from the SPC. S/he should collaborate and seek assistance from the SPC for any support, transition and eventual drawdown of the UN mission. The request for deployment of SPC experts shall be consulted with and agreed between the Chief of SPC and the UN Police Adviser and authorised by the USG DPO.
88. **Presence at video-television conferences:** As required, the HoPC shall be present at all video-television conferences (VTC) with personnel from UNHQ. When

attendance is required, and if the HoPC is unable to attend, the D/HoPC or other senior UN police officer delegated by the HoPC will represent him/her.

89. **Interference from Member States:** The HoPC must immediately inform the HoM and the UN Police Adviser, if to his/her knowledge, Member States are influencing or interfering in the operational work of their national law enforcement personnel deployed in the police component, or senior UN police commanders are actively seeking guidance from their respective member states representatives outside the police component and mission chain of command.
90. **United Nations personnel-related communications with Member States:** The UN Police Division is solely responsible for all UNPOL administrative or personnel related communications with the Member States.
91. **Instructions from the HoPC:** The HoPC is required to draw up mission-specific instructions to implement, as required, the mandate of the police component, this SOP, guidelines, and other relevant issuances from DPO.
92. **Visits to the Mission:** Official visits by officials of PCCs to the mission must be arranged through UNHQ, taking into account security requirements, in consultation with and the concurrence of the HoM and the HoPC.

C.7. Public information and media coverage

93. The mission, and particularly its protection of civilians and rule of law activities, will in most cases be the object of continual media attention and scrutiny. The mission may also seek the support of media to advance and implement its mandate. It is vital that the mission's work and activities be known and well understood by the public, subject to any Information Policy or Media Communication Strategy developed by the HoM. The HoPC shall have a communication strategy and therefore encourage and facilitate the work of journalists wishing to report about the police component's activities and, in consultation with the mission's Public Information Component, be accessible to them to the extent possible, without interfering with the discharge of his/her primary responsibilities and the mission's mandate. United Nations peacekeeping operations in general have policies of transparency in terms of public information on police issues.
94. Under the guidance of the HoM, the Public Information Component is entrusted to provide public information support for major mission thematic areas, including the police component, to assist in communicating vital information to the public, build public trust and galvanize public support for the implementation of this process. The HoPC should designate a media focal point within his/her office, and at the regional level, to ensure close liaison with the Public Information Component in order to advance the police component's operational and policy goals⁶⁶.

C.8. Disciplinary matters

95. **United Nations Core Values and Competencies:** It shall be the responsibility of the HoPC to ensure that all personnel of the Component are inducted and informed of United Nations standards of conduct and core values. United Nations core values are Integrity, Professionalism and Respect for Diversity. The HoPC must emphasize the

⁶⁶ DPI/DPO/DFS Policy on Strategic Communications and Public Information -Ref. 2016.11

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United Nations standards of conduct and core values through the induction programme as well as briefings, meetings and other forums.

96. **Legal status, privileges and immunities:** All personnel of the police component enjoy the Status of Experts on Mission of the United Nation, under Article VI, section 22 of the *Convention on the Privileges and Immunities of the United Nations 1946*. Police personnel have functional immunity, are *inter alia* “immune from personal arrest or detention” and are immune from legal process of any kind “in respect to words spoken or written and acts done by them in the course of the performance of their mission”. The UN Secretary-General will establish if acts performed by the police personnel fall under the applicable functional immunity. Furthermore, the UN Secretary-General has the right and the duty to waive the immunity of any individual in any case where, in the Secretary-General’s opinion, the immunity would impede the course of justice and it can be waived without prejudice to the interests of the United Nations.
97. All police personnel are subject to the jurisdiction of the host country/territory in respect of any criminal offences that may be committed by them in the host country and any disputes/claims of a civil nature not related to the performance of their official functions. They are also subject to the laws of their own country with respect to their behaviour in the mission area, and to discipline requirements applicable to the members of the police component, as implemented under the authority of HoPC.
98. **Standards of conduct:** It is incumbent upon all United Nations Police Officers to display a public appearance that is without tarnish and reflects favourably on the image of the United Nations. Therefore, they are expected to refrain from conduct that could adversely affect their credibility, professional image or impartiality, which are critical to the mission. Officers shall conduct themselves in a professional manner both on and off duty. All United Nations Police Officers shall abide by the United Nations standards of conduct. Officers will neither engage in political activity within the mission area, nor will they publicly express any preference for any political, religious or ethnic entity within the mission area. Officers will respond to all requests for assistance in a fair and impartial manner. All United Nations Police Officers have the obligation to report any acts of misconduct they become aware of and must cooperate with any investigation authorised by the United Nations. In so doing, they shall be protected from retaliation⁶⁷.
99. The provisions of the Secretary-General's Bulletins on *Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Missions, dated 18 June 2002, reference ST/SGB/2002/9, the Model Memorandum of Understanding between the United Nations and Police-Contributing Countries (deployment of Formed Police Unit), the Secretary-General Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse and the Directive on Sexual Harassment in United Nations Peacekeeping and Other Field Missions (DPKO/MD/03/00995)* shall be upheld by all United Nations Police Officers, as stated in the *Undertaking and Declaration by Experts on Mission* that they must sign on commencement of their assignment with the mission.
100. **Discipline:** The HoPC is responsible for the maintenance of good order and discipline in the police component. The HoPC is to ensure strict adherence to the United

⁶⁷ Secretary-General Bulletin on Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (ST/SGB/2005/21)

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Nations standards of conduct for personnel assigned to the police component, including the standards on sexual exploitation and abuse laid out in the Secretary-General's bulletin on *Special Measures for Protection from Sexual Exploitation and Sexual Abuse, dated 9 October 2003, (Reference ST/SGB/2003/13)* and *Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Missions, dated 18 June 2002 (Reference ST/SGB/2002/9)*.

101. **Misconduct:** Misconduct is defined as any act, omission or negligence, including criminal acts, that is a violation of United Nations standards of conduct, directives, or any other applicable rules, regulations or administrative instructions. Misconduct includes, but is not limited to:

- Sexual abuse and exploitation of any individual, particularly children⁶⁸;
- Harassment, including sexual harassment,
- Abuse of authority,
- Excessive use of force,
- Unlawful discharge of firearms,
- Breach of confidentiality,
- Abuse of United Nations privileges and immunities,
- Conduct prejudicial to good order and discipline,
- Driving while intoxicated or other grossly negligent driving,
- Intoxicated while on duty or in public on repeated occasions,
- Use, possession or distribution of illegal narcotics,
- Embezzlement or other financial malfeasance,
- Wilful disobedience of a lawful order; and
- Unlawful acts (e.g. theft, fraud, smuggling, bribery) on or off United Nations premises, with or without the involvement of United Nations vehicles, and whether or not the individual was officially on duty at the time of the offence.

102. All United Nations Police Officers found to have engaged in misconduct shall be subject to possible repatriation and being banned from participation in future United Nations field missions. All United Nations Police Officers shall also be subject to request being made for disciplinary measures to be taken by their State of nationality and all United Nations Police Officers shall be subject to possible prosecution in the host State and by their State of nationality, should the misconduct also involve a criminal act.

103. Personnel within the police component who are involved in any misconduct will not be considered for future deployment to UN peacekeeping operations or special political missions. The record shall be registered in FSS

104. The HoPC is responsible to ensure that:

- All United Nations Police Officers conduct themselves in accordance with UN rules and regulations, international Human Rights standards, and are in full adherence to the Secretary General's Zero Tolerance Policy on Sexual Exploitation and Abuse,⁶⁹ understanding that any commission of acts of

⁶⁸ As defined in the Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse.

⁶⁹ UNGA Resolution document [A/68/173](#), 10 October 2013, Criminal accountability of United Nations officials and experts on mission.

sexual exploitation or abuse by members of a UN mission constitutes an act of misconduct and is strictly prohibited⁷⁰.

- All United Nations Police Officers will receive mission induction training on the UN standards of conduct, including on sexual exploitation and abuse prevention, as soon as practical, on arrival in the mission and that the police component implements specific measures to prevent sexual exploitation and abuse.
- The distribution of Aide Memoire cards entitled “Ten Rules – Code of personal conduct for Blue Helmets/berets” and “We are UN Peacekeepers,” issuance of appropriate orders to ensure compliance with standards of conduct and any relevant mission Code of Conduct.
- Each member understands and complies with the “Undertaking and Declaration by Experts on Mission.”⁷¹
- Close coordination is maintained with UN security and other relevant mission components including on matters relating to the identification of locations and venues to be designated “off limits” to mission personnel.
- The police components at all levels, facilitates, coordinates, and provides, as appropriate and in consultation with the HoM, assistance and support to victims of sexual exploitation and abuse by members of the police component.⁷²
- UN standards on Sexual Exploitation and Abuse and international Human Rights standards are incorporated into the advice and support given the host state police and other law enforcement agencies.⁷³

105. When authorized by the HoM, the HoPC will undertake investigations, make inquiries and request information, reports and consultations, for the purpose of discharging this responsibility. S/he is responsible, in coordination with the mission’s Conduct and Discipline Team or Conduct and Discipline Focal Point, for developing and implementing *inter alia* a strategy to prevent, identify and respond to allegations of misconduct, including sexual exploitation and abuse, by members of the police component, in coordination with the other components of the mission. When the HoPC considers it necessary to repatriate police personnel, in the interest of the mission and the United Nations, he/she must recommend such a measure to the HoM for approval by the Under-Secretary-General for Peace Operations. The UN Police Adviser should be duly informed for him/her to take up the matter with the concerned government.

106. **Minor misconduct:** Minor misconduct shall be defined as any act, omission or negligence that is a violation of standard operating procedures, directives, or any other applicable rules, regulations or administrative instructions, but which does not result in or is not likely to result in major damage or injury to an individual or the mission. Minor misconduct includes, but is not limited to:

- Improper uniform appearance,

⁷⁰ UN, Secretary General’s Bulletin, (2003), Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13), 9 October 2003.

⁷¹ Ibid

⁷² General Assembly Resolution 62/214, UN Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by UN Staff and Related Personnel, dated 7 March 2008

⁷³ DPKO/DFS Policy on United Nations Police in Peacekeeping operations and Special Political Missions, (2014.01), p.8

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- Neglect in performance of duty not amounting to a wilful or deliberate act,
 - Intoxication while on duty or in public,
 - Negligent driving,
 - Absence from duty without permission,
 - Malingering.
107. Any UNPOL who has committed a minor breach of conduct, as defined in the *Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers*, shall be subjected to administrative measures imposed by the HOPC or his/her delegate.
108. Administrative measures for minor breaches of conduct as foreseen above shall be limited to a written censure or reprimand and/or redeployment to another position/area and/or removal of United Nations administrative benefits and concessions, such as the driving license when appropriate.
109. The HoPC should ensure formal notification to the DPO Police Division of any instances of minor breach of conduct with the copy of reprimand letter attached. Each fact of minor misconduct should be reflected in individual police officer's performance appraisal, which must be duly uploaded in FSS.
110. **Reporting of conduct and discipline cases:** The HoPC must ensure that all alleged breaches of the United Nations standards of conduct are reported to the mission's Conduct and Discipline Team or Conduct and Discipline Focal Point to be dealt with in accordance with applicable procedures for the handling of allegations of misconduct by personnel of the police component, including the *Memorandum of Understanding between the United Nations and Police-Contributing Countries (deployment of Formed Police Unit)*, the *Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers, dated June 2003, reference DPKO/CPD/DDCPO/2003/001, as amended, General Assembly Resolutions: 59/287, dated 13 April 2005, and 59/300, dated 30 June 2005, Advisory on Conduct and Discipline in Field Missions, dated June 2013* and other relevant United Nations Resolutions and related issuances, taking into consideration the authority and responsibilities of the Office of Internal Oversight Services. In addition, mission-specific detailed standard operating procedures and/or directives pertaining to disciplinary matters may be developed and applied by the HoPC in the mission.
111. **Notification to the Head of Mission:** The HoPC shall notify the HoM through the Mission Conduct and Discipline Team of all cases where any personnel of the police component is believed to have been involved in an act of misconduct.
112. **Procedures for investigation of misconduct:** All allegations of misconduct against any personnel of the police component shall be dealt in accordance with applicable procedures, including Chapter VII of the *Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers, dated June 2003, reference DPKO/CPD/DDCPO/2003/001, as amended*. In accordance with *General Assembly Resolution 59/287 dated 13 April 2005, or the Model Memorandum of Understanding between the United Nations and Police-Contributing Countries (deployment of Formed Police Unit)*. Allegations of misconduct may be investigated by Office of Internal Oversight (OIOS) unless otherwise decided by the OIOS. Matters referred by the HoM, directly or on referral back from OIOS, to the HoPC should be investigated by the Internal Investigation Section in the police component, with assistance from other mission's component as required. The report of the investigation shall be

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submitted to the HoPC who will then refer the results of the investigation/findings to the Mission Conduct and Discipline Team (CDT) for onward submission to the HoM.

113. All allegations of minor misconduct against UNPOL shall be dealt with by the Internal Investigation Section/Unit in the Police component, the HoPC, the CDT and the HoM.

114. **Internal investigation:** The HoPC in a DPO mission shall establish an Internal Investigation Section/Unit within the police component to assist in the conduct of preliminary investigations as foreseen in the *Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers*. This Section/Unit should also assist in:

- Providing information to the mission's Conduct and Discipline Team or Conduct and Discipline Focal Point to be compiled in the Case Management Tracking System maintained for the management of allegations of misconduct related to United Nations personnel, including United Nations Police Officers,
- Producing regular update reports on allegations in cases of misconduct, including sexual misconduct, relating to United Nations Police Officers,
- The development of training materials on United Nations standards of conduct for the Police component and the prevention of acts of misconduct,
- Analysis of the effectiveness of preventing, identifying and responding to acts of misconduct,
- The development, implementation, monitoring and evaluation of mechanisms to strengthen accountability for misconduct by United Nations Police Officers; and
- The coordination with mission Conduct and Discipline Team (CDT) or Conduct and Discipline Focal Point and Conduct and Discipline Section (CDS) in DOS, New York to ensure coherence and consistency of development and implementation of policies, strategies, procedures, and guidelines on personnel misconduct.

115. All United Nations Police Officers assigned to Internal Investigation Section/Unit shall report to HOPC, through DHOPC, and be authorized by the HoM, through the HoPC, to interview any person, seize documents, and request reports and explanations from any UN personnel, with respect to any on-going inquiry, regardless of their position and the rank of alleged offenders in their home country, in accordance with the obligation for all United Nations personnel to cooperate with any investigation authorised by the United Nations.

116. **Rights of UNPOL under investigation:** During any authorized investigation being conducted, investigators shall ensure that:

- The UNPOL officer has been informed of the allegation (s) against him/her and of his/her right to respond to the allegations,
- The UNPOL officer has been informed that he/she has the right to consult with another serving officer, who is not involved with the investigation in any manner, taking note that the individual consulted has no right to participate in the investigation, including interviews of the UNPOL officer involved
- He/she has the opportunity to submit documents and identify additional witnesses or evidence to be considered during the investigation,

- The findings of the investigation will be forwarded to DPO which will provide relevant information to the country contributing the police officer for follow-up and disciplinary action.

117. **Submission of the final result of investigation:** The final report of the investigation in all disciplinary matters shall be communicated by the HoPC to the Mission Conduct and Discipline Team for submission to UN Headquarters in New York through the Head of Mission.

118. **Authority and responsibilities of the Office of Internal Oversight Services:** Paragraphs 99 to 116 above are adopted without prejudice to the authority and responsibilities of the Office of Internal Oversight Services as set forth in *General Assembly Resolutions 59/287, dated 13 April 2005, and 59/300, dated 30 June 2005*, and relevant United Nations resolutions and related issuances.

C.9. Specific field-mission related guidance

119. USGs DPO, DOS and DPPA (through the HoM, as appropriate) or UN Police Adviser shall provide to the HoPC strategic direction or guidance informed by lessons learnt, where applicable, related to mission specific issues, including in the areas of capacity building and development of host-state police and other law enforcement agencies, where mandated. This additional guidance or strategic direction shall be appropriately incorporated by the HoPC with the guidance and directives listed in this main document under References.

D. ROLES AND RESPONSIBILITIES

D.1. UN Headquarters: Police Division

120. The Police Adviser is responsible for providing strategic direction and oversight of policing issues in DPO/DPPA-led missions, maintaining an overview of all operations and directing responses to critical incidents and issues that arise in the field, establishing frameworks for launching new police operations in response to United Nations resolutions, maintaining liaison with the DPPA, DOS, broader United Nations departments, agencies, funds and programmes, Member States, regional organizations, non-governmental organizations, the academic community and civil society; and serving within the United Nations system as the primary focal point and global lead for police and law enforcement matters, as appropriate, both in the context of DPO and DPPA-led missions, as requested and feasible.

121. The Strategic Policy and Development Section is responsible for developing and reviewing technical guidelines, standards, directives and standard operating procedures for the police components of DPO/DPPA-led missions to facilitate the implementation of their respective mandates; conducting police strategic planning and developing concepts of operations and mandate and implementation plans, in coordination with the integrated operational teams, monitoring police plans and analysing and evaluating results achieved and lessons learned by the police components of DPO/DPPA-led missions, in coordination with DPO/DPPA-led missions police components.

122. The Mission Management and Support Section is responsible for providing technical advice to the police components of DPO/DPPA-led missions, in coordination with the integrated operational teams, to facilitate the implementation of their respective

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mandates; and liaising with DPO/DPPA-led missions, Member States and other stakeholders, as appropriate, on police and law enforcement matters and related administrative, operational and technical issues.

123. The Selection and Recruitment Section will ensure the selection, deployment, rotation and extension of United Nations police officers, including members of formed police units and internationally recruited professional civilian staff in the police components of DPO/DPPA-led missions; and interacting with permanent missions of Member States on all police technical operational issues and significant incidents related to police personnel.
124. The Standing Police Capacity will assist DPO/DPPA-led missions through the provision of police and law enforcement advice and expertise, which may include filling of strategic/key positions for limited periods of time. When appropriate, the Standing Police Capacity may also be used to conduct operational assessments and evaluations of police components.

D.2. Field Mission: HoPC

125. The HoPC shall strictly comply with this SOP as well as with guidelines and related issuances, as adopted and issued by DPO.
126. Mission specific Standard Operating Procedures (SOPs) and other guidelines for the police component must comply with this SOP.
127. The HoPC is required to draw up mission-specific instructions to implement, as required, this SOP, and other relevant issuances from DPO.

E. TERMS AND DEFINITIONS

- Capacity: Aptitudes, resources, relationships and facilitating conditions necessary to act effectively to achieve some intended purpose.
- Capacity-building: Efforts to strengthen the components of capacity of host-state police and other law enforcement agencies in line with the DPKO/DFS Guidelines on Police Capacity-Building and Development (2015.8). Capacity-building targets individuals, institutions and their enabling environment.
- Formed Police Unit (FPU): Cohesive mobile police units, providing support to United Nations operations and ensuring the safety and security of United Nations personnel and missions, primarily in public order management.
- 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.
- Institution-building: Part of capacity-building, see above.

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Law enforcement official:	All officers of the law, whether appointed or elected, who exercise police powers, especially the powers of arrest or detention. In countries where police powers are exercised by military authorities, whether uniformed or not, or by State security forces, the definition of law enforcement officials shall be regarded as including officers of such services.
Peacekeeping operation:	Operation led by the Department of Peace Operations.
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 personnel in a given mission or presence, i.e. seconded or civilian contracted officers, seconded non-contracted individual police officers (IPOs), Specialised Police Teams (SPTs) and/or Formed Police Units (FPU).
Police development:	Efforts to strengthen a host State police service through reform and restructuring, as part of capacity-building.
Policing	Function of governance responsible for the prevention, detection and investigation of crime; the protection of persons and property; and the maintenance of public order and safety. Policing must be entrusted to civil servants who are members of police or other law enforcement agencies of national, regional or local governments, within a legal framework that is based on the rule of law. Police and law enforcement officials have the obligation to respect and protect human rights.
Public order management:	Police actions aimed at facilitating the population's exercise of their fundamental rights without any disturbance or unjustified hindrance and preventing assemblies from threatening or actually harming public safety.
Public safety:	Day-to-day security that allows full freedom of movement, virtual absence of crime and disturbances.
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 enforce 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. (SG Report, S/2004/616)

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- Specialised Police Team: A group of experts in a particular police specialism assigned to serve with the United Nations on secondment by an individual country or a group of Member States at the request of the Secretary-General.
- Special Political Mission: Operation led by the Department of Peacebuilding and Political Affairs.
- United Nations police: Includes both Headquarters staff in the United Nations Police Division (inclusive of the Standing Police Capacity) and mission staff in United Nations police components.

128. UN Police Command and Control Terms and Definitions are the same as that found in DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)

F. REFERENCES

F.1. Normative or Superior References

- Secretary-General's bulletin-Policy on HIV/AIDS in the workplace, ST/SGB/2003/18, 01 December 2003
- Secretary-General's Bulletin on Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Missions, (ST/SGB/2002/9), 18 June 2002
- General Assembly Resolution 62/214, UN Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by UN Staff and Related Personnel, dated 7 March 2008
- General Assembly Resolution document A/C.6/70/L.17, 20 November 2015, Criminal accountability of United Nations officials and experts on mission.
- Security Council Resolution 2272 (2016) of 11 March 2016 on sexual exploitation and abuse in peace operations and the Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse (ST/SGB/2003/13), 9 October 2003.
- Security Council resolutions 2378 (2017) and 2436 (2018) on performance; and 2518 (2020) on safety and security of peacekeepers
- DPO/DOS Policy on Authority, Command and Control in UN Peace Operations (2019.23)
- DPKO/DFS Policy on United Nations Police in Peacekeeping operations and Special Political Missions, (2014.01)
- DPA/DFS Policy, Delegated Authority in United Nations Field Missions led by the Department of Political Affairs and supported by the Department of Field Support, 15 December 2010
- DPKO/DFS/DPA Policy on Child Protection in United Nations Peace Operations (2017.11)
- DPO Policy on Protection of Civilians in United Nations Peacekeeping (2019.17)
- DPO; DPPA; OHCHR; SRSG/SVC Policy United Nations Field Missions: Preventing and responding to Conflict-Related Sexual Violence (Policy) (2019.35);

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- DPKO-DPA-DFS-OHCHR Policy on Human Rights in United Nations Peace Operations and Political Missions, 2011
- DPKO-DFS -DPA Policy on Field Occupational Safety Risk Management, 01 December 2014
- United Nations Policy on integrated assessment and planning (2013)
- DPKO/DFS Environment Policy for UN Field Missions (2009.6);
- DPKO/DFS Waste Management Policy for UN Field Missions (2015.06);
- DPA/DPKO/DFS Policy on Accountability for conduct and discipline in Field Missions (2015.10)
- DPO/DPPA/OHCHR/SRSG-SVC Policy on United Nations Field Missions: Preventing and Responding to Conflict- Related Sexual Violence (2019.35).
- United Nation Human Rights Due Diligence Policy on United Nations Support to non-United Nations security forces (HRDDP) (A/67/775-S/2013/110) (2011)
- DPKO/DFS Guidelines on Police Capacity-Building and Development (2015.8)
- DPKO/DFS Guidelines on Police Operations (2015.15)
- DPKO/DFS Guidelines on Police Command (2015.14)
- DPKO/DFS Guidelines on Police Administration in United Nations Peacekeeping Operations and Special Political Missions, (2016.26)
- DPO Guidelines on Combined Military and Police coordination mechanisms in Peace Operations (2019.16)
- DPO/DPPA Manual for Child Protection Staff in United Nations Peace Operations (2019.26)
- United Nations Field Missions on Preventing and Responding to Conflict-related Sexual Violence (Handbook) (2020.08)
- DPKO/DPA/DFS Guidelines: The Mission Concept, (2014.04)
- DPKO-DFS Guidelines: Mission Start-up Field Guide, 1 August 2010.
- DPKO-DFS training module on POC, Specialized training materials on protection of civilians and prevention and response to conflict related sexual violence.
- United Nations Criminal Justice Norms and Standards

F.2. Related Policies

- DPKO/DFS Framework for Drafting Comprehensive POC Strategies in UN Peacekeeping Operations
- DPO/DOS Policy on the Functions and Organization of the Standing Police Capacity, (2021.07)
- DPKO/DFS Policy on Internal Evaluations and Inspections of UN Police (2012.13)
- Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers, dated June 2003, reference DPKO/CPD/DDCPO/2003/001, as amended,
- General Assembly Resolutions: 59/287, dated 13 April 2005, and 59/300, dated 30 June 2005,
- Directive on Sexual Harassment in United Nations Peacekeeping and Other Field Missions (DPKO/MD/03/00995)
- Undertaking and Declaration by Experts on Mission.
- Advisory on Conduct and Discipline in Field Missions, dated June 2013
- DPKO/DFS Policy on Gender Responsive United Nations Peacekeeping Operations (2018.01)
- DPKO/DFS Policy on Formed Police Units in United Nations Peacekeeping Operations (2016.10) (under review)

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- DPO/OROLSI/PD Standard Operating Procedures for the Assessment and Evaluation of Formed Police Unit Performance (2019.11).
- DPO/OROLSI/PD Standard Operating Procedures for Assessment for Mission Service of Individual Police Officers (2019.19)
- DPO SOP on Performance Reviews and Appraisals of United Nations Individual Police Officers (2021.13)
- Secretary General's bulletin on Information Sensitivity, Classification and Handling, ST/SGB/2007/6, 12 February 2007
- United Nations Peacekeeping Operations, Principles and Guidelines, 2008
- Model Memorandum of Understanding between the United Nations and Police-Contributing Countries (deployment of Formed Police Unit)

G. MONITORING AND COMPLIANCE

129. The HoPC shall be responsible for complying with this SOP and the HoM shall be responsible for monitoring the implementation of this SOP.

H. HISTORY

130. This SOP supersedes the "Directive for Heads of Police Components of Peacekeeping Operations", Department of Peacekeeping Operations, Police Division, DPKO/PD/2006/00122, 21 November 2006.

I. CONTACT

131. The contact for this SOP is the Chief of the Strategic Policy and Development Section, Police Division, Office of Rule of Law and Security Institutions, Department of Peace Operations.

APPROVAL SIGNATURE:



Jean-Pierre LACROIX
Under-Secretary-General for
Peace Operations

DATE OF APPROVAL: 1 August 2022

Annex I

DAILY SITUATION REPORT [template]

[Full name of the Mission in English]
[ACRONYM]



[Full name of the Mission in French]
[ACRONYM]

UNPOL

DAILY SITUATION REPORT [date]

Ref:

Reporting period: From [dd/mm/yy], [00:00 HRS], to [dd/mm/yy], [24:00 HRS]

Guidance for drafting and submission of UNPOL Daily SitRep:

- *Narrative will be concise, covering the What, Who, Where, When and How. No personal details of victims/perpetrators required; no expressions such as “an identified individual” required; no maps/charts/images/photos required unless deemed useful to support the narrative. Traffic accidents will be reported when there are: UN involvement resulting in casualties/fatalities or major damage to UN assets which could potentially cause a problem to UNPOL performing activities within the country. Reporting on SGBV cases will cover number of victims; age (particularly minors/juveniles); number of suspects arrested; and follow ups on major investigations]*
- **Font:** Times New Roman 12. **Background:** White.
- **Daily SitReps will be transmitted to Mission Management in New York by 07.00 AM (NYT)**

HIGHLIGHTS

The purpose of this section is to ensure that key developments and events are not overlooked by SitRep readers. Three or four bullet points should summarize the most significant events during the reporting period. In addition (and as appropriate), specific mention should be made under ‘HIGHLIGHTS’ of any developments pertaining to:

- New challenges to mandate implementation [indicate either NSTR or reference relevant report section]
- Protection of civilians [indicate either NSTR or reference relevant report section]
- Sexual and gender-based violence [indicate either NSTR or reference relevant report section]
- Security of peacekeepers [indicate either NSTR or reference relevant report section]

1. SECURITY/SAFETY

This Section will cover incidents or developments with a significant impact on the security situation in the mission area, as well as relevant follow ups of previously reported incidents; media coverage; and comments by UNPOL. Specifically, it will cover any new threats to personnel; special security measures established or lifted during the reporting period; and an update on any personnel missing or casualties/fatalities during the reporting period, where applicable. Narrative will be concise, with indication of place, region/sector, number of casualties/fatalities; number of people arrested; use of tear gas/other non-lethal means/live ammunition; and details relating to UN/UNPOL intervention. FPU/PKFs will be identified by country and number (e.g. BANFPU2, MORBAT-25);

1.1. Overall security situation

1.2. Situations that impact on mandate implementation *(max. 1 paragraph each): asymmetric attack involving mortar, grenade, shell firing with or without injuries, terrorism incidents; insurgency activities; demonstrations/rallies; public order incidents requiring police/FPU intervention; restriction of movements; border security incidents; other relevant incidents or events. Depending on the operating environment in the country it may be sufficient to provide a summary of the activities if they are frequent occurrences and then more detailed reporting if they are significant.*

1.3. Crime/Incidents involving UN/international personnel: *cases involving UN staff members; UN assets; other international personnel (NGOs/diplomats); and relevant follow ups to previously reported crimes/incidents/investigations.*

1.4. Serious crime incidents: *major crimes registered during the reporting period, as well UNPOL support in their investigation.*

1.5. Sexual and Gender Based Violence

1.6. Other relevant incidents: *incidents that may not fit under any of the previous subsections yet relevant to be reported to Headquarters.*

2. OPERATIONAL ACTIVITIES

This Section will cover relevant IPO daily operations (patrols, individual or joint with local police, other operational support to local police relevant to be reported to HQ, PoC); and relevant FPU Activities (patrols, individual or joint with local police), other operational support to local police relevant to be reported to HQ, PoC, protection of UN personnel/assets).

3. OTHER RELEVANT ACTIVITIES AND EVENTS

This Section will cover significant events/activities that were initiated or completed during the reporting period, such as: relevant capacity building activities; training/courses; confidence building; important meetings attended by UNPOL with indication of their relevance and main outcomes; and any other critical reporting. This Section is meant to focus on the facts rather than in detailed accounts/analysis, which should be covered in Weekly Reports.

Drafted by: [name, functional title, contact details (e-mail, extension, mobile)]

Approved by: [Chief Ops or above]

Annex 2

WEEKLY REPORT [template]

[Full name of the Mission in English]
[ACRONYM]



[Full name of the Mission in French]
[ACRONYM]

UNPOL

WEEKLY REPORT

Guidance for drafting and submission of Weekly Report:

- *The Weekly Report will have a greater **analytical focus** than daily SitReps. It should not reiterate the operational details contained in daily SitReps but, instead, recap and analyze the most significant events in accordance with or impacting on mandate. The Weekly Report must identify trends, explore linkages between cross-cutting issues and contain assessments and commentary.*
- *A **personnel table** in the template provided by PD will be sent as an Annex to the Weekly Report.*
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Weekly Reports will cover activities and events occurred from Friday to Thursday of the previous week and also include advance notice for the next reporting week on planned significant activities. The report is to be transmitted to Mission Management by 10.00hrs (NYT) on Fridays

Ref:

Reporting period: From dd/mm/yy to dd/mm/yy

SUMMARY

[The purpose of this section is to ensure that key developments and events are not overlooked by report readers. The section should summarize the most significant events recorded during the reporting period and reflected in the report.]

1. ANALYSIS OF WEEKLY ACTIVITIES AND EVENTS *(Provide an analysis to activities reported within section 1.1 and 1.2 as to how they may impact on activities to achieve mandate)*

1.1. Security/Political

1.2. Operational *(Police components of Special Political Missions do not report in this section)*

1.3. Capacity Building/Institutional Development

2. FPU ACTIVITIES *(Police components of Special Political Missions do not report in this section)*

UNCLASSIFIED

2.1. Training activities conducted

2.2. Results of monthly operational inspections

3. **Serious and Organized Crime** (*Provide an analysis on the impact of Serious Organized Crime and corruption impacting on the mission mandate*)

3.1. Events and follow up action on previously reported matters

3.2. Capacity building and specific training for the Host State Police

3.3. Partnership and projects

3.4. Way forward

4. **FORTHCOMING ACTIVITIES AND EVENTS**

[Listing of relevant activities scheduled for this Friday until the following Friday, including UNPOL's involvement]

Drafted by: [name, functional title, contact details (e-mail, extension, mobile)]

Approved by: HoPC/delegated authority

Annex 3

BI-ANNUAL REPORT [template]

[Full name of the Mission in English]
[ACRONYM]



[Full name of the Mission in French]
[ACRONYM]

UNITED NATIONS POLICE BI-ANNUAL REPORT (From...to...)

- *The objective of the Bi-annual Report is to inform this headquarters on the progress made by the police component towards implementing the tasks mandated by the UN Security Council and elaborated in its Concept of Operations (CONOPS).*
- *The Bi-annual report is to be submitted no later than 3 July (for the period ending 30 June), and 3 January for the period ending 31 December)*
- *The length of the report should not exceed 20 pages (including Annexes)*
- *The Bi-annual report should highlight the activities and accomplishments regarding the implementation of the short, medium and long-term objectives of the UN police component. It should assess and analyze the trends during the reporting period and project the main milestones for the next six months.*
- *Reference to SPC deployments and their achievements should be included.*
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EXECUTIVE SUMMARY

(1 page - the Executive Summary will provide an overview of the major achievements of the police component, challenges and recommendations for the next reporting period, relating to its mandate as per Security Council Resolution and CONOPS).

GENERAL

(1 page - providing information on the general political and security situation in the mission area and potential threats to United Nations personnel and facilities, as applicable.)

I. EXPECTED ACCOMPLISHMENTS AND INDICATORS OF ACHIEVEMENTS

A. Expected accomplishments

(Include here expected accomplishments of the police component as set-forth in the approved budget for the mission and with reference to the component's annual work plan and any other specific action plans that are being used.)

B. Indicators of achievements

(Include indicators of achievements of the police component as set-forth in the approved budget for the mission and the police component's annual work plan and any other specific action plans that are being used.)

C. Outputs

(Include outputs of the police component as set-forth in the approved budget for the mission and the annual work plans of the police component or specific action plans)

NB: These sections should be repeated for each expected accomplishment.

II. ANALYSIS

(4 pages –Analysis of outputs of the past 6 months, including, but not limited to: progress made against CONOPS and sectoral benchmarks, where available; impact assessment of UNPOL’s support to host-state security agencies (operational, capacity/institutional building; training; provision of technical advice, etc), with specific mention to major activities/projects implemented solely by UNPOL or in cooperation with UNDP, bi-laterals or other stakeholders; progress in other relevant areas, as applicable; and challenges).

III. PRIORITIES FOR THE NEXT REPORTING PERIOD

(A presentation should be made on the priorities and activities for the next 6 months)

IV. OTHER MATTERS

(2 pages - This section should cover items pertaining to administration, personnel, logistics, and implementation of directives, guidelines, and related issuances from DPO)

V. ANNEXES

(Updated deployment map (IPOs and FPUs); organizational chart; Crime Statistics, trends/analysis; table of training/courses/seminars conducted; prison outbreaks/analysis; cross-border attacks (depicted on a map)/analysis; inter-community violence/analysis; SGBV; etc, as applicable.)