

**CONCEPT OF OPERATIONS**

**FOR THE POLICE COMPONENT**

**IN**

**THE UNITED NATIONS MISSION IN CARANA (UNAC)**

**Approved by**: USGs of DPO and DOS (UNHQ), and the SRSG of UNMIM

**Effective date**: 16 January 2022

**Contact**: O/SRSG

**Review date**: To be reviewed at least on a quarterly basis or when the mandate changes

**PART A:**

**1.0 References**

1.1 Security Council Resolution 9901, dated October 2020;

1.3 The Carana Peace Agreement, dated 11.10.2021;

1.5 UNMIM Mission Concept and Mission Plan (12 January 2022).

1. **Introduction**
   1. The United Nations Security Council established UNMIM through resolution 9901 (2020) of 6 October 2020, for an initial period of 12 months. The mission is mandated to focus on a number of priority tasks, which are also reflected in the UN’s strategic objectives outlined in Section V below, namely: (i) to protect the civilian population under threat of physical violence; (ii) to facilitate a comprehensive peace agreement and an inclusive political dialogue; (iii) to facilitate the creation of a secure environment for the immediate, full, safe and unhindered, civilian-led delivery of humanitarian assistance; (iv) to protect the United Nations personnel, installations, equipment and goods and ensure the security and freedom of movement of United Nations and associated personnel; (v) to support the extension of State authority and the deployment of security forces; (vi) to support the Carana authorities in developing and implementing an inclusive and progressive programme for the disarmament, demobilization and reintegration (DDR) and Repatriation (DDRR) of members of armed groups; (vii) to monitor and protect human rights; and (viii) to adopt urgent temporary measures, on an exceptional basis, to arrest and detain in order to maintain basic law and order and fight impunity.
   2. The Security Council further authorises UNMIM to support the authorities on: security sector reform; tackling illicit exploitation and trafficking of natural resources; the fight against impunity and the promotion of rule of law; and the electoral process. UNMIM is established under Chapter VII of the Charter of the United Nations and is authorised to use all necessary means within the limits of its capacities and areas of deployment to carry out its mandate as set out in operative paragraphs 23 and 24 of resolution 9901. The resolution also requests UNMIM to take fully into account gender mainstreaming and child protection as cross-cutting issues throughout its mandate.
   3. Since its establishment in 1953, the Democratic Republic of Carana has suffered from regular political instability, military coups, and outside interference. The political system and institutions have remained weak, with attempts at democratic reforms scuffled in favor of authoritarian leadership. Political opposition became increasingly marginalized in recent decades, with central authorities lacking accountability or the ability to address the grievances of various groups. Ethnic tensions regularly emerge between ethnic Milis and the other minorities.
   4. Weak governance is manifest in the security and justice sectors, which have been crippled by widespread corruption for a number of years. Main problems have included the lack of capacity, incomplete legal frameworks, equipment, infrastructure, resources and effective civilian oversight/ accountability structures. Outside of the Stockholm area, the state administration has a limited reach, law enforcement is insufficient and access to justice is both physically and financially out of reach for most.
   5. Overall, traditional ethnic hierarchies continue to play a very significant role. Mili and Nomi elders intervene in family disputes at the local level, and participate in the social policing of tribe members. The accessibility of traditional leaders is much higher than that of official courts and they thus play an important role for the resolution of disputes. Law enforcement officials tend to work with traditional leaders even though their legal competence is not officially recognised.
   6. The Carana Peace Agreement envisions the establishment of a holistic Justice, Police and Penitentiary Reform Agenda to address weaknesses in the general rule of law situation. This is meant to include, but not be limited to, the deployment of core rule of law institutions and basic administrative functions.
   7. The UN Police CONOPS includes the roles of the Carana National Police Service within the broad objective of contributing to the creation of an environment conducive to national reconciliation, harmony and lasting and sustainable peace and stability in Carana. It addresses the implementation of Carana National Police Service mandate vis-à-vis advising on arrangements to ensure a peaceful environment for the Carana Peace Agreement implementation and the continued reform and restructure of the Carana National Police Service.

**3.0 UN Police Mandate**

3.1 As stipulated under paragraph 23 and 24 of Security Council Resolution 9901 (2020), the UNMIM Police Component is mandated:

**(a) Protection of civilians**

(i) To protect, without prejudice to the primary responsibility of the Carana Authorities, and the basic principles of peacekeeping in line with S/PRST/2015/22, the civilian population under threat of physical violence, within its capabilities and areas of deployment, and to mitigate risks to civilians posed by its military operations;

(ii) In support of Carana Authorities, to take active steps to anticipate, deter and effectively respond to serious and credible threats to the civilian population and, in this regard, to enhance early warning, while maintaining a proactive deployment and a mobile, flexible and robust posture, as well as conducting active patrolling, in particular in high risks areas;

(iii) To provide specific protection for women and children affected by armed conflict, including through the deployment of Child Protection Advisers, Women Protection Advisers and Gender Advisers;

(iv) To identify and report threats to and attacks against civilians and implement prevention and response plans;

**(b) Protection of the United Nations**

To protect the United Nations personnel, installations, equipment and goods and ensure the security and freedom of movement of United Nations and associated personnel;

**(c) Support for the extension of State authority and the deployment of security forces**

(i) To support the Government in implementing its strategy for the extension of State authority including by providing advice to the Carana Authorities on the establishment of interim security and administrative arrangements acceptable to the population and under Carana Authorities oversight, and through sequenced efforts based on identified priorities and targeted geographic areas, to articulate a division of labour with the United Nations Country Team and relevant partners in which UNMIM would focus on immediate, short and medium-term priorities and hand over activities in long-term areas to relevant partners and to report to the Security Council on benchmarks for tasks to be handed over to the United Nations Country Team and partners;

(ii) To promote and support the extension of State authority over the entire territory of Carana, including by supporting the deployment of vetted and trained national police in priority areas, and through co-location, advising, mentoring and monitoring, in coordination with other partners, as part of the deployment of the territorial administration and other rule of law authorities;

**(d) Disarmament, Demobilization, Reintegration (DDR) and Repatriation (DDRR)**

(i) To support the Carana Authorities in developing and implementing an inclusive and progressive programme for the disarmament, demobilization and reintegration (DDR) and, in case of foreign elements, Repatriation (DDRR), of members of armed groups, while paying specific attention to the needs of children associated with armed forces and groups and the need to prevent recruitment, including, through the implementation of the DDR/R pilot project and the implementation of other DDR/R projects, gender-sensitive programmes, with the aim to disarm, demobilize and reintegrate armed groups in preparation for the national DDR programme;

(ii) To provide technical assistance to the Carana Authorities in developing and implementing a national plan for the integration of eligible and vetted demobilized members of armed groups into the security and defence forces, in line with the broader SSR agenda and the need to put in place professional, ethnically representative and regionally balanced national security and defence;

**(e) Promotion and protection of human rights**

(i) To monitor, help investigate, and report publicly and to the Security Council on violations of international humanitarian law and on violations and abuses of human rights committed throughout Carana;

(ii) To monitor, help investigate and ensure reporting on violations and abuses committed against children and women, including rape and other forms of sexual violence;

(iii) To assist the Carana Authorities in their efforts to protect and promote human rights and prevent violations and abuses and to strengthen the capacity of civil society organizations;

**(f) Urgent temporary measures:**

To urgently and actively adopt, within the limits of its capacities and areas of deployment and in areas where national security forces are not present or operational, urgent temporary measures on an exceptional basis and without creating a precedent and without prejudice to the agreed principles of peacekeeping operations, which are limited in scope, time-bound and consistent with the objectives set out in this resolution, to arrest and detain in order to maintain basic law and order and fight impunity;

**(g) Security Sector Reform (SSR)**

(i) To provide strategic and technical advice to the Carana Authorities to develop and implement a National Strategy on SSR;

(ii) To support the Carana Authorities in developing an approach to the vetting of defence and security elements which includes human rights vetting;

(iii) To coordinate the provision of technical assistance and training between the international partners in Carana, in order to ensure a clear distribution of tasks in the field of SSR;

**(h) Illicit exploitation and trafficking of natural resources**

To support the Carana Authorities to develop and finalize a nationally owned strategy to tackle the illicit exploitation and trafficking networks of natural resources which continue to fund and supply armed groups in Carana, with the aim of extending the State authority over the entire territory and its resources;

**(i) Support for national and international justice, the fight against impunity, and the rule of law**

(i) To help reinforce the independence of the judiciary;

(ii) To help build the capacities of the national human rights institutions;

(iii) To provide support and to coordinate international assistance to build the capacities, and enhance the effectiveness of the criminal justice system as well as the effectiveness and the accountability of police and penitentiary system;

(iv) To support, as feasible and appropriate, the efforts of the Carana Authorities, without prejudice to their responsibilities, to bring to justice those responsible for serious abuses or violations of human rights or violations of international humanitarian law, in particular war crimes and crimes against humanity in Carana, taking into account the referral of the situation in Carana since 17 August 2020 to the Prosecutor of the ICC, contained in operative paragraph 10 of the present resolution;

**(k) Electoral process**

(i) To support, within its resources and areas of deployment, the conduct of inclusive, free, fair, transparent, and credible elections, conducted in a peaceful environment;

(ii) To provide logistical support, as appropriate and in coordination with Carana Authorities, to facilitate the electoral cycle, and decides that this support will be continually assessed and reviewed according to the progress made by the Carana Authorities in the steering of the electoral process;

(iii) To contribute to the training of the Carana security force in relation to elections security, and to this purpose provide expertise and advice in order to coordinate all relevant planning and security support to a smooth progress towards the elections, including through human rights training, in compliance with the United Nations HRDDP.

**4.0 Challenges to UN Police Operations**

4.1 Lack of effective command and control, delays in decision making, frequent changes in the top leadership, lack of accessibility and a volatile security situation might delay the reform process in the Carana. Increased clashes and violence could undermine the protection of civilians and the DDR and SSR processes.

4.2 The military mindset and attitude of the host state Police as an organisation to be feared by the community are major challenges encountered while dealing with the National Police Service in Carana.

4.3 Lack of sustained and assured funding support adversely affects the development process.

4.4. Corruption, lack of accountability and black economy could further weaken the political system, the rule of law and the Police reliability towards citizens.

4.5. Non availability of suitable trainees, lack of training venues, inadequate funding support and lack of basic infrastructure like Police stations, communication and transport, seriously impact the Carana security sector from becoming fully operational.

4.6 Though the Police Act has been enacted, which gives the security officials legitimacy to act as the Carana National Police Service, various provisions under the Act are yet to be implemented, SOPs, Rules and Regulations yet to be formulated and disseminated to all the provinces. This prevents the state security officials from following even minimum standards of internationally acceptable Policing norms.

4.7 Perceived inaction or impartiality of UNMIM could lead to hostilities towards the Mission and undermine the Mission’s ability to implement its mandate.

**5.0 Core Assumptions of UN Police Operations**

5.1 The Peace Agreement will continue to be respected and maintained by all parties.

5.2 The mission will be multidimensional and unified including coordinated rule of law support plans with other UN agencies to ensure unity of effort and avoidance of duplication.

5.3 Bi-lateral and multi-lateral support programs will be coordinated within a framework of sustained Reform & Restructuring strategic goals.

5.4 UNMIM military component will continue to establish a peaceful and secure environment for the deployment of the civil component.

5.5 International community will continue its support and be committed to the achievement of the desired end state of lasting peace and stability in Carana.

5.6 Member states/Police Contributing Countries (PCC) will fully support and make adequate appropriate and timely contribution of resources and personnel to fulfil its mandated tasks.

5.7 Support from all stakeholders for corrections and judicial reforms would be forthcoming concurrently with that of Police reforms.

5.8 “Trust Fund” or other sustainable financial mechanism will be established to support quick impact projects (QIP’s) that will enhance the re-establishment of rule of law and promote the restoration and development of the criminal justice system (Police, Judiciary and Corrections). This will involve UNPOL component’s engagement with donor countries and other components of the mission.

5.9 Appropriate UN, International agencies and other stakeholders will make available the necessary logistical and technical support so that UN Police will be able to play its role appropriately in advising, mentoring and monitoring the host state Police in the Carana.

5.10 UN Security Council will approve of the request for the strength of the deployment of UN Police in Carana so that the projected programs can be fulfilled.

5.11 Neighbouring countries will respect Carana’s territorial integrity and sovereignty and continue to support efforts for the prevention of cross border illegal activities (especially trafficking of persons, drugs, arms and ammunition and smuggling of goods) that could undermine economic, socio-political and internal security.

5.12 UNMIM Police component will be provided the necessary administrative and technical support required for the implementation of its mandate.

**6.0 Police Adviser’s Strategic Intent**

6.1 Objective: To provide guidance and coordination to the UNMIM Police activities in the UNMIM area of responsibility in making positive and visible improvements in the Police Service in Carana through co-location at strategic, operational and tactical levels, mentoring, training, capacity building, evaluation and optimum resource utilization.

6.2 Method: Through coordination with the hosts, donors and stakeholders to ensure balanced progress, coordinated approach and avoiding gaps or duplication of effort, and working in close coordination with all UNMIM sections, the UNPOL, within the limits of its mandate, will:

6.2.1 Promote the Carana National Police Service orientation to democratic policing and its overall modernization through enhancing its appreciation and observation of human rights issues, promoting community involvement in ensuring public safety and security, and limiting its dependence on military interventions in law-and-order maintenance.

6.2.2 Enhance the capabilities of Carana National Police Service to respond more effectively to the needs of the local community through a more responsive training and development curricula including robust basic training (including in the protection of civilians), intensified specialised training (including for forensic, CID-matters, border policing and control, airport security, immigration, formed police units, patrol units; and improving sustainability mechanisms (including training of trainers and promotion of personnel issues).

6.2.3 Assist the development and implementation of Carana National Police Service programmes of gender awareness, mainstreaming and response through promoting women police officers in the police, including their induction, improving the work environment and identifying best practices in supporting gender issues at the organisational level; training and development in technical issues including gender and juvenile issues, SGB, HIV and AIDS; and assisting in setting up response programmes like Special Protection/ Family Protection Units/Child Protection Units/Gender Units to focus on gender issues.

6.2.4 Towards the elections, provide pro-active advisory and supportive functions to Carana National Police Service vis-à-vis training, advising, mentoring and dynamic co-location.

6.3 End State: Formation of professional, efficient, community-oriented Police Services in Carana following democratic principles and capable of ensuring safety, security and protection of all citizen of Carana.

**PART B:**

**7.0 Strategies of the UNMIM Police:**

7.1 In the implementation of its mandate, the UNPOL will:

7.1.1 Assist in developing coordination mechanisms between policing and other law enforcement agencies and donors and other stakeholders to ensure a holistic, strategic approach to resource utilisation, capacity building and development and,

7.1.2 Assist the host-state policing and other law enforcement agencies elevate their awareness, acceptance and compliance of the principles of gender, human rights and protection of children, juveniles and vulnerable persons.

7.2 In respect to Carana, the UNPOL will:

7.2.1 Assist in the restructuring and capacity development of human resource administration, training and development and resource management of the Carana National Police Service;

7.2.2 Assist in the development and subsequent implementation of an approved Community Policing model by Carana National Police Service in order to promote community policing activities throughout Carana;

7.2.3 Provide advanced training to Carana National Police Service trainers to enable them to take over basic and specialised trainings;

7.2.4 Co-locate with the Carana National Police Service at all levels to mentor and advise its service delivery to the community and;

7.2.5 Assist Carana National Police Service to develop short, medium and long-term Strategic Development Plans to ensure sustainable improvement of its human and physical capacity and facilitate infrastructure and facilities development of the Carana National Police Service.

7.2.6 UNPOL continued to support the Carana security forces through training on community-oriented policing, crime scene management and post-blast investigations, forensics, and the prevention of sexual and gender-based violence. As a result of restrictions imposed to curb the coronavirus disease (COVID-19) pandemic, United Nations police launched online training courses for the benefit of Carana security forces in the regions on topics including the use of intelligence in the fight against terrorism. Further support was provided through construction projects and other initiatives aimed at strengthening the presence of Carana security forces in the regions with equipment and the establishment of secure facilities.

**8.0. Operational Directions for UNPOL:**

Special training in gender and child protection will be imparted to the host state police officers to ensure professional handling of such cases. Efforts will be made to ensure staffing of the Special Protection Units/Family Protection Units in Carana by professionally trained officers, especially women.

8.1. UNPOL will be required to:

8.1.1. Develop a long-term Strategic Development Plan for overall development of capacity and infrastructure of the Police in coordination with the Police in Carana as well as with UNCT and the other international partners;

8.1.2. Develop and continuously update Contingency Planning for the events of the Carana Elections;

8.1.3. Develop suitable vetting mechanism in connection with the Police activities for profiling professional capabilities of rank and file of the Carana National Police Service personnel;

8.1.4. Encourage, facilitate, monitor and verify, implementation of the provisions of the Peace Agreement relating to law enforcement by assessing the services provided by the host state police;

8.1.5. Support skills, capacity building and institutional development of the host state police through training (basic recruit training, training of trainers, middle and senior management training, and specialized training), mentoring and pro-active colocation at various levels;

8.1.6. Design and introduce a Field Training Programme for Carana National Police Service who have undergone basic training to impart essential practical knowledge and develop their professional skills through mentoring and monitoring.

8.1.7. Coordinate international support and other bilateral initiatives on skills enhancement, optimize resource utilization and ensure that all priority needs are effectively covered;

8.1.8. Promote essential infrastructure development through Quick Impact Projects (QIPs);

8.1.9. Work with partner agencies and local police to establish credible and sustainable community policing model(s) suitable for Carana to enhance community involvement, including IDPs, in promoting community safety and security;

8.1.10. Develop and implement a strategic, operational and tactical advisory co-location program in the Carana National Police Service aimed at transferring skills, knowledge and improving management functions;

8.1.11. Assist in capacity building of host state Police in dealing with gender, children and vulnerable person protection issues with the aim to establish ten additional Special Protection/Family Protection Units in Carana;

8.1.12. Ensure integration of human rights and gender mainstreaming in all UNMIM Police activities;

8.1.13. Assist the host state Police in security planning and preparation for their role during national, state or local elections that will be held in Carana;

8.1.14. Develop strategies to collect, collate and analyse data from the field to create relevant information for evaluation of Carana National Police Service performance through benchmarking system (Democratic Policing Index);

8.1.15. Develop an effective mechanism to evaluate the training imparted to the Police;

8.1.16. Assist in the Carana DDRR, electoral processes in accordance with mutually defined UN Police role;

8.1.17. Perform additional duties as may be directed by the UNMIM SRSG and/or Carana National Police Commissioner in fulfilment of the mandate.

**8.2. Specifically in terms of the Elections, UNPOL will:**

8.2.1. Enhance capabilities of host state Police to meet the security challenges during the different phases of the elections by imparting specialized training and developing advising and mentoring roles, including specialised training of the Police personnel in election security, basic training of new entrants, refresher training of personnel, training of trainers, communication and emergency response training;

8.2.2. Maintain close coordination with host state Police in planning, conducting and monitoring joint training programs for security and elections;

8.2.3. Assist the electoral process through close coordination and co-operation with United Nations;

8.2.4. Consistent with national laws and in consultation with the UN, provide advice to the host state Police about election security aspects at all levels in order to assist a professional law-enforcement approach to security, meeting basic international requirements;

8.2.5. Assist host state police in the development of organisation structures, SOPs and guidelines and reporting mechanism up to national level;

8.2.6. Facilitate development of a comprehensive strategic security plan (including contingencies) for UNPOL, in conjunction with UN Military and Local Stakeholders, and;

8.2.7. Closely engage with UNCT, bilateral donors and other actors for support for other required and identified activities.

**9.0. Monitoring & Evaluation of UNPOL Mandate implementation**

9.1. Impact of UNMIM Police training, mentoring and advising of the Carana National Police Service, will continue to be evaluated through periodic compilation of Strategic Evaluation Reports and evaluation of host state police performance.

**10.0. Integration/ Coordination elements/issues**

10.1. With UN DDR

10.1.1. Support UN DDRR program implementation throughout Carana.

10.1.2. Integrate UN DDR activities with UNPOL community policing program;

10.1.3. Assist in the training of demobilized ex-combatants as and when required;

10.1.4. Complement UN DDRR activities to support the State Institutions established to implement the DDRR process in Carana;

10.1.5. Train the host state Police in providing security and maintenance of law and order to facilitate implementation of DDRR Program;

10.1.6. Co-locate and advise the host state Police on ground during DDRR exercise;

10.2. With Electoral Component:

10.2.1. Maintain close liaison and assist UN in implementing its mandate by playing a mutually decided complementary role;

10.2.2. Train host state Police in providing security during the elections;

**11.0. Organization of the UNPOL Component**

11.1. UNMIM Police has an authorised strength of 1800 Police officers, including Formed Police Units. For operational efficiency and effectiveness, a lean and flat command structure will be maintained in order to provide dynamic leadership and management and ensure maximum deployment of officers in team sites to fulfil operational commitments. Based on the tasks of UN Police, a comprehensive training curriculum has been designed for Training of the host state police personnel. The curriculum includes inputs on all aspects of policing including community policing. Special emphasis has been laid on sensitizing the Police on human rights, gender and juvenile issues. Specific needs of the police in developing skills in computers, forensics, crowd management, special operations, narcotics control etc are being met through special training and co-location of UNMIM Police experts with the concerned Units. UNMIM Police Deployment details are attached as Annex I;

11.2. With approval from the SC, the SG has appointed a Special Representative of Secretary General (SRSG) who is responsible for implementing the mission’s mandate and leads and directs all the mission components and ensures unity of effort and coherence among entities in the mission area;

11.3. The UNMIM Police is headed by the Police Commissioner based in the Mission HQ. It is supported by specialist units at Mission HQs and a Deputy Police Commissioner, who oversees UNPOL functioning in their respective regions;

11.4. The UNMIM Police component is organized and structured to function in partnership and harmony with other mission components. It is designed to ensure that managerial and administrative functions are lean but pragmatic and meet the requirements of the concerned region. It envisages deployment/co-location of maximum officers in the field to ensure effective mandate implementation throughout the Mission area;

11.5. Gender and Child and Vulnerable Person's Protection Officers have been /will be appointed at all levels to deal with the issues related to gender aspects of security and the special needs of children and vulnerable persons; Gender mainstreaming is being ensured through incorporation of gender aspects in selection and deployment of human resources, development of job descriptions, directives, policies, standard operating procedures training curriculum development and investigations of sexual and gender-based violence;

11.6. Towards the end of the Mission, UNMIM Police will consider the following three-phased Exit Strategy to ensure maximum sustenance:

**11.6.1. Phase 1**

11.6.1.1. Gradual hand over of basic training in due course to Carana National Police Service by training sufficient number of trainers in various disciplines;

11.6.1.2. Dissemination of best practices and standardization of training modules to ensure quality and sustainability;

11.6.1.3. Promote maximum involvement of local population in community policing to enhance skills and expertise and ensure ownership and long-term sustenance;

11.6.1.4. Introduction of systems and procedures at police HQ in close coordination with host state Police to ensure continuity and independent functioning after phased withdrawal of UNPOL;

**11.6.2. Phase 2**

UN handover of the support and assistance role to a regional organization (such as EU, etc.) or bilateral Member State (s) to ensure continuity of Police reform and institutional development process.

**11.6.3. Phase 3**

Based on a technical assessment and upon the request of the government, a limited number of technical advisers may be retained to further assist in the implementation and follow-up of ongoing reform and peacebuilding initiatives.

**PART C:**

**12.0. EFFECTIVE:**

The UNPOL CONOPS for UNMIM shall enter into effect on 08 January 2022.

**13.0. REVIEW:**

The UNPOL CONOPS for UNMIM will be reviewed annually or whenever the Security Council authorizes any adjustments to the nature and size of the mission.

**14.0. ACKNOWLEDGEMENT**:

The Commissioner of UNMIM Police component is to acknowledge formally the receipt of this Concept of Operations. The Commissioner is to also ensure that the UNMIM Police CONOPS integrates with the UNMIM Mission Concept/ Implementation Plan and is required to produce at the field level, strategic and operational plans in line with this CONOPS and the Mission Concept/ Implementation Plan.

Commissioner Luis Carrilho Jean-Pierre Lacroix

UN Police Adviser Under-Secretary-General for Peacekeeping Operations

**Distribution List**

**UNMIM Action:**

UNMIM Police Commissioner

**UNMIM Info:**

Special Representative of the Secretary-General and Coordinator of United Nations Operations in Carana;

Deputy Special Representative of the Secretary-General (Political) in Carana;

Deputy Special Representative of the Secretary-General (RC/HC) in Carana;

UNMIM Force Commander;

UNMIM Director of Mission Support.

**Internal:**

USG for Department of Peacekeeping Operations;

USG for Department of Field Services;

USG for Department of Political Affairs;

USG for Department of Safety and Security;

ASG for the Office of Operations;

ASG for the Office of Rule of Law and Security Institutions;

Military Advisor, Office of Military Affairs;

Police Advisor, Office of Rule of Law and Security Institutions;

AD II/UNMIM IOT;

Policy, Evaluation and Training Division.