

Core Business of UN Police and its Key Partners

Table of Contents

Preparatory Notes to Instructor	1
Session Notes	5
Learning Activity: Building Institutional Police Capacity.....	7
The principles of Democratic Policing.....	10
Cooperation and Main Partners.....	11
Learning Outcome Assessment	14

Preparatory Notes to Instructor

Background

The strategic mission of UN Police is to build institutional capacity in post-conflict environments. Experience has made it abundantly clear that until a local police service can execute regular law-and-order functions on its own, most other peace-related processes will not be established in any sustainable manner. Free and fair elections, sustainable return of refugees and Internally Displaced Persons (IDPs), business recovery, good governance and ultimately community trust and reconciliation all depend on a functioning police within a framework of rule of law.

A Peacekeeping Operation is endorsed by the international community in order to contain a crisis or conflict; its aim is to keep the crisis from worsening while providing the framework to all sections of society to participate in the process of governing the country.

Since it was first deployed to serve in UN peacekeeping operations in the 1960s, the UN Police has become a central component of the UN's efforts to bring peace and security to conflict-torn environments. Since the 1990s in particular, calls for the engagement of the UN Police in support or substitution of the host country police have increased and its mandates have become complex and multidimensional in their purpose, moving beyond traditional monitoring, advisory and training functions to focus on supporting the core reform and restructuring of local police agencies with the aim of enhancing the capacity of the host country and ensuring adherence to human rights norms.

The ultimate goal of the UN Police and Formed Police Units (FPU) is to help realize, in a tangible manner, the establishment and maintenance of community-based trust and reconciliation so that the local police agencies are regarded as democratic, impartial and an integral partner in local community structures and processes.

Aim

To familiarize peacekeeping personnel with:

- the evolution of mandates
- the current core tasks of UN Police

Learning Outcomes

On completion of Core Business of UN Police Module, participants will be able to:

1. Recognize their tasks and responsibilities as UN Police and FPU members in current missions
2. Understand the direction of UN peacekeeping operations.

2 ▪ Core Business of UN Police and its Key Partners

3. List the core tasks and activities of UN Police and FPU in current missions.
4. Explain the principles of democratic policing.
5. Describe the cooperation with main partners.

Training Sequence

The material contained in this module could be delivered over two training units, depending on the number of learning activities the instructor decides upon. The instructor can modify the duration to suit national training requirements.

This module provides an overview of the evolution of mandates, the core tasks and responsibilities of UN Police and FPU and lays the groundwork for further modules on specific tasks and phases of peacekeeping operations. It should serve as a lead-in for the modules on Mentoring and Advising, Community Based Policing and Human Rights.

Duration

Minimum Session Time	Lecture/Presentation	Questions/Assessment	Session Activities
75 minutes	20 min	15 min.	40 min. activity
Additional Options	Mission Specific	Optional Film	Optional Activity
	as needed		

Methodology

This module contains a variety of suggested learning activities to keep adult learners engaged. The facilitation team should use as many of the learning activities as time allows and keep them tailored to the target audience. Participants should be fully involved in the learning process through practical exercises, brainstorming sessions, discussion of case studies, working in small groups on specific tasks, etc.

The instructor should inform participants of the content, format and timing. Knowing what to expect, participants can improve their ability to focus on the subject and benefit better from the session.

- Different types of peacekeeping operations
- Core tasks and activities of UN Police
- Core tasks and activities of FPUs
- Principles of democratic policing
- Cooperation and main partners

- Summary
- Learning Outcome Assessment

* **Please Note:** It is up to the learning institution to decide whether the learning assessment questions are used informally in a group question and answer session, or if they are provided to the participants as a written quiz. In either case, it is recommended that the correct answers are provided at the end of the assessment in order to ensure participants are clear on the key messages.

Instructors are encouraged to add examples and mission-specific information related to the specific deployment of participants, if known.

Instructor Profile

This module is best presented by an instructor who has experience in peacekeeping operations and who could share his/her experience with the group should present the module. If there is more than one instructor, at least one should have practical experience.

Instructor Preparations

Required Readings

- UN Police Handbook
- Handbook on United Nations Multidimensional Peacekeeping Operations, Peacekeeping Best Practices Unit, Department of Peacekeeping Operations, United Nations, December 2003.
- United Nations Civilian Police Principles and Guidelines.
- DPKO Policy; Functions and Organization of Formed Police Units in United Nations Peacekeeping Operations. Ref. DPKO/PD2006/00060.

General Preparations

Equipment:

1. Computer and PowerPoint slides
2. Projector and Screen
3. Flip Charts

Materials:

1. Copies of handouts...etc.

4 ▪ Core Business of UN Police and its Key Partners

Symbols Legend

-  Note to the Instructor (Some background information for consideration)
-  Speaking Points (The main points to cover on the topic. Ideally the speaking points are presented in the instructor's own words versus being read to participants)
-  Mission Specific (A point where the session will benefit from mission specific information)
-  Example (Stories that illustrate a point or key message)
-  Sample questions (A list of potential questions to pose to participants)
-  Handout (Indicates a handout is provided to participants at this point)
-  Film (A film that is recommended as a core part of the training or an option)
-  Core Learning Activity (An activity that is strongly recommended for inclusion)
-  Optional Learning Activity (An activity that can be used if there is time and it is appropriate for the participant group. Guidelines for these activities are provided at the end of the unit, section or part – as indicated in the text)
-  Key summary points (Key messages that are worth repeating at the end of the session. Alternatively, the instructor can ask participants what are the main messages they are taking from the session. Instructors can then fill in any points that have been missed.)

Session Notes

Core Business of UN Police	Slide 1
<p>The mandates of UN Police and Formed Police Units (FPU) include:</p> <ul style="list-style-type: none"> • supporting the core reform and restructuring of local police agencies • helping realize the establishment and maintenance of community-based trust and reconciliation. 	



Note to Instructor: Give the participants a brief explanation why they should pay special attention to this module. Refer to: *Background in the Preparatory Notes to the Instructor.*

Aim	Slide 2
<p>To familiarize peacekeeping personnel with:</p> <ul style="list-style-type: none"> • the evolution of mandates • the current core tasks of UN Police 	

Learning Outcomes	Slide 3
<p>On completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> • Recognize their tasks and responsibilities as UN Police in current missions • Understand the direction of UN peacekeeping operations. • List the core tasks and activities of UN Police and FPUs in current missions • Explain the principles of democratic policing • Describe the cooperation with main partners • Describe the direction of UN Police 	

6 ■ Core Business of UN Police and its Key Partners

Structure of the Presentation	Slide 4
<ul style="list-style-type: none">• Different types of peacekeeping operations• Core tasks and activities of UN Police• Core tasks and activities of FPU• Principles of democratic policing• Future direction of UN Police• Cooperation and main partners• Learning Outcome Assessment	

Different Types of Peacekeeping Operations	Slide 5
<ul style="list-style-type: none">• Traditional Peacekeeping• Multi-dimensional Peacekeeping• Transitional Authority	



Note to Instructor: Briefly refresh the memory from unit 1 of the Core Pre-deployment Training Material (CPTM). “Introduction to United Nations Peacekeeping”.



Traditional Peacekeeping

- Observation, monitoring and reporting – using static posts, patrols, over- flights or other technical means;
- Supervision of cease-fire and support to verification mechanisms;
- Interposition as a buffer and confidence-building measure.



Multi-dimensional Peacekeeping

- Create a secure and stable environment;
- Strengthen the State’s ability to provide security with respect for Rule of Law and Human Rights;
- Support political process by promoting dialogue and reconciliation;
- Support the establishment of legitimate and effective governance institutions;
- Provide a framework for ensuring UN and other international actors can work together in coordinated manner.

 Transitional Authority

- An exceptional measure in which the Security Council authorizes a UN peacekeeping operation to temporarily assume the legislative and administrative functions of the State:
 - until sovereignty questions are resolved, or,
 - to establish administrative structures that may not have existed previously.

Strategic Mission of UN Police	Slide 6
Building institutional police capacity through: <ul style="list-style-type: none"> • Reforming and Restructuring, Rebuilding and Strengthening Institutions • Executive Law Enforcement • Electoral Assistance • Disarmament, Demobilization and Reintegration (Assistance) • Public Education and Information • Mentoring and Advising, Training and Skills Transfer • Community-Based Policing 	

 **Note to Instructor:** *The strategic mission of UN Police is to build capacity through the above mentioned tasks and responsibilities. The tasks under the last two bullet points are covered in two separate modules ('Mentoring and Advising' and 'Community Based Policing') as they are core tasks and responsibilities of any ordinary UN Police officer in a multi-dimensional peacekeeping operation. Therefore these subsequent modules have to be conducted in direct relation to this module.*



Learning Activity: Building Institutional Police Capacity

The purpose of this group discussion activity is for participants to identify the different activities of UN Police through which they build capacity.

Learning Activity Time Required:



	5 minutes	for activity introduction and instructions
	15 minutes	for work small groups discussions
	20 minutes	for small group reports in large group*
Total time:	40 minutes	*total time dependent number of groups

8 ■ Core Business of UN Police and its Key Partners



Activity Guidelines:

1. Divide the participants into three groups.
2. Task each group to brainstorm on two of the above mentioned bullet points and identify which tasks and activities are related to the topics.
3. Ask participants to present their results in the plenary (the large group).
4. Complement their findings with the expected outcomes.



Expected Outcome:

1. Reforming and Restructuring, Rebuilding and Strengthening Institutions

The UN Police vision includes ensuring:

- Long-term democratic foundation
- Operational sustainability
- Public trust
- Support training of adequate police officers
- Establishment of basic administrative and financial management arrangements
- Building of necessary infrastructure (i.e. training facilities, police stations, communications equipment, vehicles and uniforms).
- The national context, including cultural, political, economic and social realities has to be taken into account. Working closely together with national authorities is crucial to ensure local ownership. This will ensure sustainability.

2. Executive Law Enforcement:

As part of the legislative and executive authority given to some missions, the UN Police component was tasked with broad responsibilities:

- Maintain law and order
- Develop local law enforcement systems
- Train the host country police to take over after the end of the transition period
- UNMIK Police, for example, had the executive policing mandate. They carried out normal policing duties, including:
 - Protection of property and lives
 - Investigation of crime and criminality
 - Enforcement of law and order
 - Assistance and capacity-building support for the local police

In addition, UNMIK Formed Police Units carried out public order functions like crowd control and area security, while Border Police ensured compliance with immigration laws and other border regulations.

3. Electoral Assistance

The role of police in all phases of an election cannot be overemphasized.

The police have a role at all stages of the electoral process including:

- Pre-election phase:
 - Security for voter registration
 - Security for campaigns
 - Identification of secure polling stations
- Dealing with security challenges on the election day:
 - Potential abduction of candidates
 - Intimidation of voters when casting ballots
 - Sabotage at polling booths
- Post-election phase
 - Security of the ballot papers
 - Security during the installation of new leaders
 - General security in the tense post-election phase.

During all phases UN Police provide security and can assist in the protection of basic human rights, such as freedom of expression, and association and the right to peaceful demonstrations.

Additionally UN Police assists local police through training and advising on all aspects of security planning and operations for the election.

4. Disarmament, Demobilization and Reintegration (Assistance)

Disarmament, Demobilization and Reintegration (DDR) are complex and interconnected processes, which have the ultimate objective of reintegrating ex-combatants into society.

UN Police assists in the following core tasks of the DDR process:

- Assisting and advising host country law enforcement authorities in the maintenance of law and order within the demobilization and cantonment zones
- Supporting host country police in providing security for demobilized combatants being reintegrated into society
- Assisting the vetting and selection of ex-combatants to be reintegrated into host country police agencies
- Assisting in the development of legislation and policies regulating individual possession of firearms
- Assisting the military component in arms reduction and control.

10 ▪ Core Business of UN Police and its Key Partners

5. Public Education and Information

An important and sometimes overlooked aspect of police reform and restructuring is the need to ensure that the general public is aware of its rights and has appropriate expectations of local law enforcement structures. Experience has shown the importance of public information strategies, community policing and engaging civil society groups in developing respect for the police.

Public forums, round tables, seminars, radio broadcasts, flyers and other outreach efforts can help build understanding and support for police in local communities.

Formed Police Units (FPU)	Slide 7
<ul style="list-style-type: none">• Security for UN Personnel and facilities• Public order management• Protection of civilians as required by specific mandate	

Formed Police Units: Lessons learned from past missions showed that a gap existed between the deployment of unarmed UN Police and the military units, especially in situations of serious threats to peace or public order. The solution proposed was the Formed Police Unit, cohesive units of 120-140 who have been trained together, operate as a single specialized unit and who are armed and have robust law enforcement capacity.

Their tasks and responsibilities include:

- Security for UN personnel and facilities
- Public order management
- Protection of civilians as required by specific mandate

They act as backup support to the UN Police component and also provide high visibility, crime deterrence capability for the unarmed UN Police. They are deployed under the operational control of the Police Commissioner.

Principles of Democratic Policing	Slide 8
<ul style="list-style-type: none">• Representative Policing• Responsive Policing• Accountable Policing	

☑ All the tasks and activities of UN Police in slide 6 are undertaken in order to assist the host country police in regaining an adequate level of operational and institutional capacity and effectiveness consistent with the principles of democratic policing.

1. Representative Policing ensures that:

- Police personnel sufficiently represent the community they serve;
- Minority groups and women are adequately represented through fair and non-discriminatory recruitment policies in police services; and
- The human rights of all people are protected, promoted and respected

2. Responsive Policing ensures that:

- Police are responsive to public needs and expectations, especially in preventing and detecting crime and maintaining public order;
- Policing objectives are attained both lawfully and humanely;
- Police understand the needs and expectations of the public they serve; and

3. Accountable Policing is achieved in three ways:

- Legally: police are accountable to the law, as are all individuals and institutions in States;
- Politically: police are accountable to the public through the democratic and political institutions of government, as well as through police and citizen liaison groups; and
- Economically: police are accountable for the way they use resources allocated to them.

Cooperation and Main Partners	Slide 9
<ul style="list-style-type: none"> • Police and Military Cooperation • Police and Civilian Cooperation 	

☑ While UN Police is the main actor in regard to reforming, restructuring and rebuilding the host country law enforcement agencies on the ground, there is a crucial need to cooperate with other partners. A common strategic vision of the UN Police, Military and Civilian component will maximize the overall impact of the whole Peacekeeping Operation in order to support the host country.

☞ **Note to Instructor:** For additional information: check unit 3 of the CIT: Working with other Mission Components.

12 ▪ Core Business of UN Police and its Key Partners

Police and Military Cooperation

UN Police and UN Military are natural partners in a peacekeeping operation but, coordination between the two can be a challenge in the field. There should be close coordination of activities and shared responsibility for different aspects of security.

It is imperative for both components to remember that the police need to maintain a civilian profile distinct from military. This is important as it imparts a message to the host country partners who may be struggling to come out of the shadow of military policing styles caused by war.

Distinction from the military also helps to maintain the public trust and community involvement needed for effective policing. The ability to maintain separate profiles while establishing strong functional relationships between UN Police and UN Military is difficult to balance, but is critical to the success of policing in peacekeeping operations.

Concerning serious incidents of public disorder and the possibility of a wider destabilization, there might be a need for military engagement in support of or in lieu of FPU, where the situations exceed those for which the FPU is trained and equipped. In such situations, primacy could be given to the military component. Equally, after returning to a stable situation, the primacy should be given back to the police components.

Police and Civilian Cooperation

UN Police can benefit from close cooperation with UN funds, programmes and specialized agencies working in the mission area as well as Non-Governmental Organisations (NGOs) and civil society groups.

Human rights specialists, for example, can provide information on human rights conditions in the country and historical information on the record of state institutions. They can provide valuable inputs on human rights principles and standards for the police training curricula.

Humanitarian workers can provide crucial insights into the populations' opinion of the police and sensitive issues such as how to deal with human rights abuses, reconciliation and victim support. They often have a good understanding of issues related to persons/groups with special protection needs.

UN Police should seek input and advice from political affairs, civil affairs, human rights, gender and humanitarian assistance components when designing reform and restructuring programmes for the host country police. Public information officers are also important partners, as they can help UN Police develop public information strategies and key messages for the public to raise awareness and understanding about human rights issues and the role of police in society.

Direction	Slide 10
<ul style="list-style-type: none"> • Building sustainable institutional capacity 	

- UN Police have proved to be a valuable and often crucial component of multidimensional peacekeeping and can continue to be an important tool in helping consolidate peace and security in post-conflict societies. Mandates will continue to evolve based on the needs of future post-conflict situations.

Future police activities in peacekeeping will concentrate on building institutional police capacity in post-conflict environments. In more complex, multidimensional missions, UN Police will increasingly move away from monitoring to active participation in the reform, restructuring and training and advising of host country police agencies so that they become self sustaining. There will be a shift in deploying rather quality than quantity. Emphasis will be placed on recruiting individual police officers with skills specific to peacekeeping operations.

UN Police may be engaged more proactively in initiatives to anticipate and prevent potential problems.

Summary of Key Messages	Slide 11
<p>The core objective of UN Police is to build sustainable institutional capacity and to promote local ownership.</p>	

Learning Outcome Assessment

It is up to the learning institution to decide whether the learning assessment questions are used informally in a group question and answer session, or if they are provided to the participants as a written quiz. In either case, it is recommended that the correct answers are provided at the end of the assessment in order to ensure participants are clear on the key messages.

At the end of the entire unit and/or the conclusion of the STMs instructors may want to choose some of the following questions for review.

Questions

1. What are the core tasks and activities of UN Police in current missions?
2. What are the core tasks of FPUs in current missions?
3. What are the principles of democratic policing?
4. Describe the cooperation with main partners.
5. Describe the direction of UN Police.



Expected Outcome:

1. What the core tasks and activities of UN Police in current missions?

The strategic mission of UN Police is to build institutional police capacity through:

- Reforming and Restructuring, Rebuilding and Strengthening Institutions
- Executive Law Enforcement
- Electoral Assistance
- Disarmament, Demobilization and Reintegration (Assistance)
- Public Education and Information
- Mentoring and Advising, Training and Skills Transfer
- Community Based Policing

2. What are the core tasks of FPUs in current missions?

Their tasks and responsibilities include:

- Security for UN personnel and facilities
- Public order management
- Protection of civilians as required by the specific mandate

3. What are the principles of democratic policing?

Representative Policing ensures that:

- Police personnel sufficiently represent the community they serve;
- Minority groups and women are adequately represented through fair and non-discriminatory recruitment policies in police services; and
- The human rights of all people are protected, promoted and respected

Responsive Policing ensures that:

- Police are responsive to public needs and expectations, especially in preventing and detecting crime and maintaining public order;
- Policing objectives are attained both lawfully and humanely;
- Police understand the needs and expectations of the public they serve.

Accountable Policing is achieved in three ways:

- Legally: police are accountable to the law, as are all individuals and institutions in States;
- Politically: police are accountable to the public through the democratic and political institutions of government as well as through police and citizen liaison groups; and
- Economically: police are accountable for the way they use resources allocated to them.

4. Describe the cooperation with main partners

Police and Military Cooperation

- UN Police and UN Military are natural partners in a peacekeeping operation but coordination between the two can be a challenge in the field. There should be close coordination of activities and shared responsibility for different aspects of security.
- It is imperative for both components to remember that the police need to maintain a civilian profile distinct from military. This is important as it imparts a message to the host country partners who may be struggling to come out of the shadow of military policing styles caused by war.
- Distinction from military also helps to maintain the public trust and community involvement needed for effective policing. The ability to maintain separate profiles while establishing strong functional relationships between UN Police and UN Military is difficult to balance but is critical to the success of policing in peacekeeping operations.

16 ▪ Core Business of UN Police and its Key Partners

- Primacy in operation can shift between military and police depending on the threat.

Police and Civilian Cooperation

- UN Police can benefit from close cooperation with UN funds, programmes and specialized agencies working in the mission area as well as Non-Governmental Organisations (NGOs) and civil society groups.
- Human rights specialists, for example, can provide information on human rights conditions in the country and historical information on the record of state institutions. They can provide valuable inputs on human rights principles and standards for the police training curricula.
- Humanitarian workers can provide crucial insights into the populations' opinion of the police and sensitive issues such as how to deal with human rights abuses, reconciliation and victim support. They often have a good understanding of issues related to persons/groups with special protection needs.
- UN Police should seek input and advice from political affairs, civil affairs, human rights, gender and humanitarian assistance components when designing reform and restructuring programmes for the host country police. Public information officers are also important partners, as they can help UN Police develop public information strategies and key messages for the public to raise awareness and understanding about human rights issues and the role of police in society.

5. Describe the direction of UN Police

- Building sustainable institutional capacity
- Move away from monitoring to active participation in the reform, restructuring and training and advising
- Shift in deploying rather quality than quantity
- Engaged more proactively in initiatives to anticipate and prevent potential problems