



# UNITED NATIONS POLICE DIVISION

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# 2023 ANNUAL REPORT STANDING POLICE CAPACITY

UNITED NATIONS POLICE DIVISION (PD)  
OFFICE OF RULE OF LAW AND SECURITY INSTITUTIONS (OROLSI)  
DEPARTMENT OF PEACE OPERATIONS (DPO)  
UNITED NATIONS



Standing Police Capacity (SPC)



United Nations Police Division (PD)



Office of Rule of Law and Security Institutions (OROLSI)

Department of Peace Operations (DPO)

# FOREWORD BY THE CHIEF OF STANDING POLICE CAPACITY

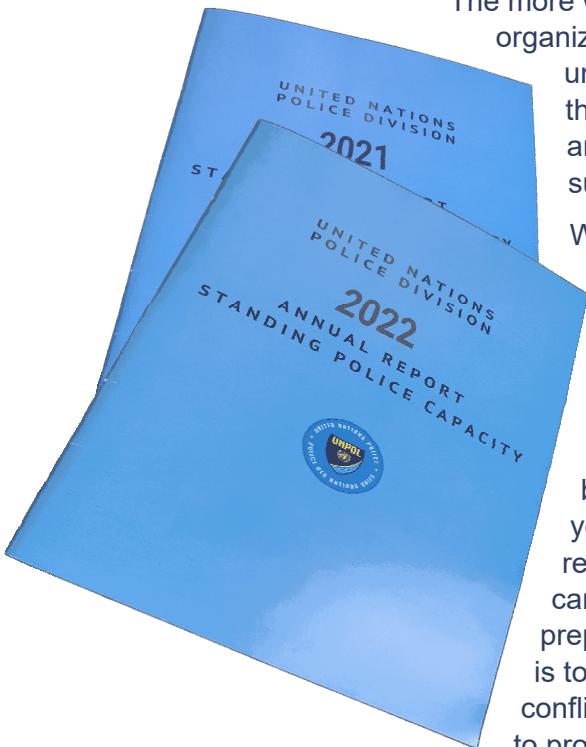
As I enter my fourth year as Chief of the Standing Police Capacity (SPC), it is with great enthusiasm that I share the achievements of my Section and my team over the past year. When it was established, the SPC was a unique support mechanism within the then-Department of Peacekeeping Operations (DPKO). With time, the SPC has evolved, in addition, into a system-wide service provider available across the United Nations, firstly in support of mandate implementation in peacekeeping and special political missions, but also providing police and other law enforcement related expertise in support of Our Common Agenda and the New Agenda for Peace.

We are entering a new era where the appetite for large multi-dimensional peacekeeping operations seems to have faded. At the same time, we see conflicts and further wars on the increase. The rules at the base of international order and democracy are at stake.

When the SPC, and later the Justice and Corrections Standing Capacity (JCSC), were established through the General Assembly, there was an increase in demands for and on peacekeeping, and the SPC's core functions of starting up new missions and assisting existing missions could not have been more relevant. Over time, the support to political missions and even to non-mission settings has increased although peacekeeping always remains our first priority.

The more we follow the development of global trends, such as organized crime and criminality linked to new technology, to better understand how these affect the daily lives of people across the globe, the better we can adjust and prepare for the future and the next generation of United Nations staff striving to support peace and security.

Watching the closure of MINUSMA and UNITAMS as well as the transitions in countries including the Democratic Republic of Congo, it is easy to see the genesis of the knee-jerk reaction: if no-one wants to buy Volvo station wagons anymore you stop producing those models; at the same time you need to understand what the new requirements are. I insist that "business as usual" will not be successful; however, before cutting posts and reducing your business you need to understand what the world now requires. What is the vision, the direction for the future? How can we influence that future, and how do we adjust and prepare ourselves? I would argue that in UN policing, the future is to work more on the preventive agenda to reduce the risk of conflicts and their escalations while at the same time continuing to provide high quality support to peacekeeping missions. When



working in marketing and times are bad, the instinct is to cut the cost of marketing, but you should actually do the opposite. It is time to gear up.

During 2023, the SPC undertook 66 distinct interventions varying from countering hate speech in Central African Republic (p.10) to providing multiple-expertise support to UNMISS in South Sudan (p.17), where we started with an assessment, followed by a report identifying gaps to help the UNMISS police component re-orient its strategy, including new structures to reflect the demands of the new mandate and readiness for coming elections. This was done in close cooperation with Mission leadership and—thanks to the openness of the UNMISS Police Commissioner to change—we were able to come up with a roadmap that provided a new framework for the police component.

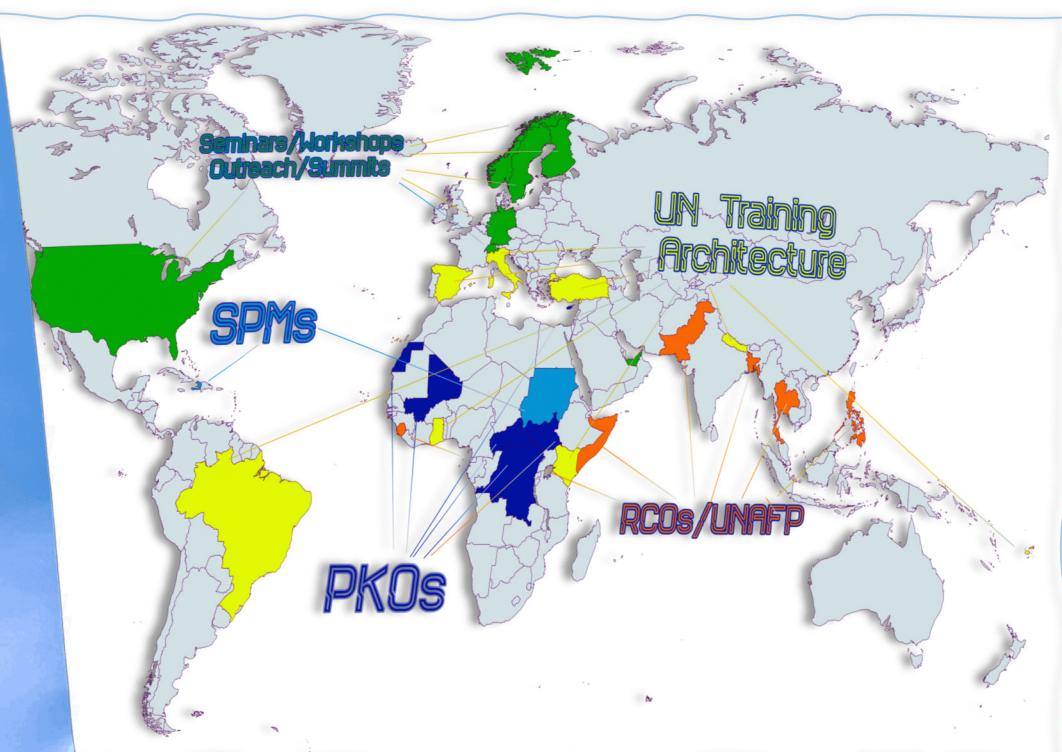
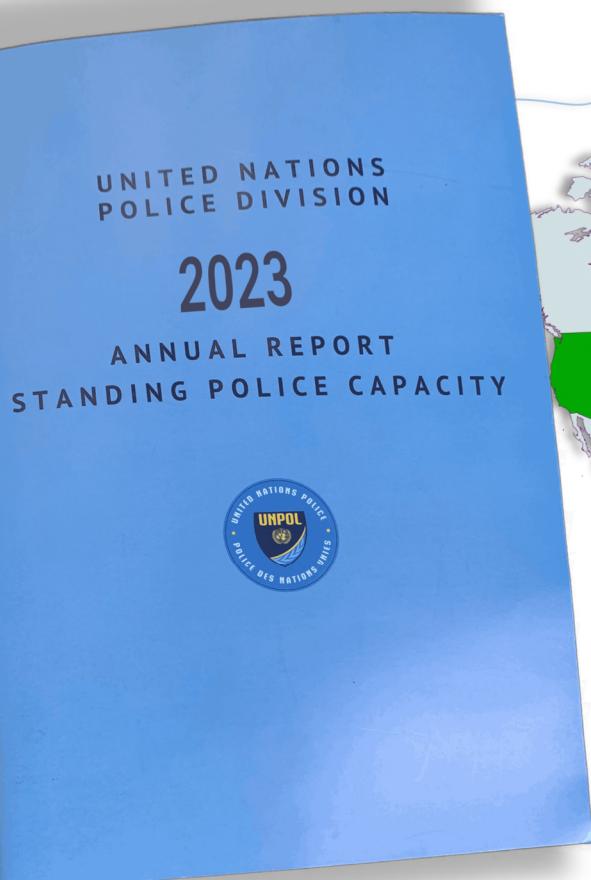
The UN has a unique tool in the Standing Capacities of the Office of Rule of Law and Security Institutions (OROLSI). In 2023, the SPC alone represented a mix of 26 nationalities (p. 8) with a cumulative experience of over 953 years and a combination of civilian staff members with many years of exposure to the UN system, including peacekeeping, and seconded officers from the Member States. Importantly, the teams are also gender balanced. This sets the foundation for a very competent body where almost no global situation is unknown. We have an ocean of expertise and knowledge to draw from. It would be a waste of resources if this wasn't used in support of the global policing trends aiming at preventing conflicts from occurring.

We have to recognize the challenges inherent in the current financing modalities and think outside the box to find means of financing currently mandated but unbudgeted areas of work.

Finally, we are also becoming more and more of a hub of knowledge management based on all those years of experience in various missions. Thanks to the great financial contribution of the government of Germany we are now ready to embark on creating a web-hub to make all this experience available to a broader audience.

Thank you all, colleagues, who contributed to the success of the SPC, and all partners who supported us through this changing environment.

Ann-Marie Orler, Chief of Standing Police Capacity



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# UNWAVERING COMMITMENT TO PEACEKEEPING

Quite a few events shook the peacekeeping landscape in 2023. Against the backdrop of the shutdown of one of the three largest DPO-led missions, MINUSMA, simmering regional tensions and a shifting international peace and security set-up, the Standing Police Capacity (SPC) remained focused on its commitment to A4P and A4P+. It continued to optimize the provision of its services—including through the utilization of extra-budgetary funding from Germany—, to push its boundaries in terms of effectiveness and accountability, and to stay steadfast in carrying its role as laid out in the DPO Policy “Functions and Organization of the Standing Police Capacity”:

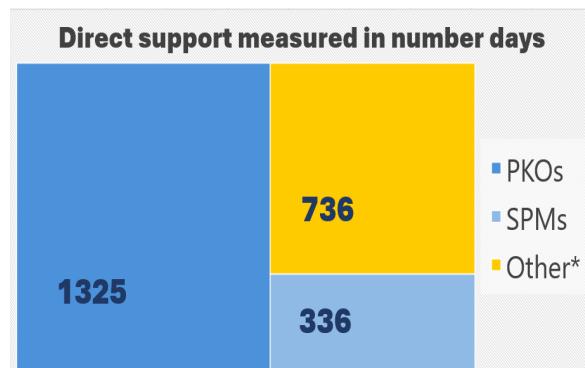
- Provide start-up capability for the police component of new UN peace operations;
- Assist existing UN peace operations through the provision of police and other law enforcement advice and expertise;
- Provide expertise to other UN partners such as DPPA and UN agencies, funds, and programs;
- Transmit experience from the field and identify, implement, and promote effective UN policing practices.

## Optimizing the provision of services including through extra-budgetary funds from Germany

The Agreement between the United Nations Under-Secretary-General for Peace Operations, United Nations, and the Government of the Federal Republic of Germany was concluded on 30 August 2022. Under this agreement, Germany provided extra-budgetary (XB) support to the UNGSC-based standing capacities including the SPC with a view to operationalizing the United Nation's conflict prevention and sustaining peace agenda effectively through timely and targeted provision of rule of law and security institutions support and expertise by the Standing Capacities in peace operations, peacebuilding, and non-mission settings. The XB support allowed the deployment of eleven SPC experts to UNMISS (p. 17), seven to MONUSCO (p. 12), four to MINUSCA (p. 10), three to UNITAMS (p.21), two to UNISFA (p. 15), two to UNFICYP (p. 14), two

to MINUSMA (p. 19), one to MINURSO (p. 19) and one expert to UN Women in Thailand and The Philippines (p.24). When we include the deployments that were covered by the respective field missions' budgets and remote assistance, the total distinct interventions of the SPC in 2023 amounted to sixty-six (66). For the 26 deployable SPC staff members in 2023, this translated into 1,325 days of assistance to PKOs, 336 days to SPMs and 736 days to RCOs and UN agencies, funds and programmes and the UNPOL Training Architecture.

Other activities that fell under XB support



\*Other: agencies, funds and programmes; effective UN Policing Practices

included participation in the Training Architecture Workshop in New York (p. 30) and in the roll-out of UN Police Training Architecture in Türkiye, Brazil, Spain, and Nepal, Ghana, Italy (Vicenza), Fiji, and Kenya (pp. 28-29).

The XB support also included provision for training, with an aim to help the SPC develop and upgrade the skills of its experts in specific thematic areas of support so that they could deliver their mandated tasks more effectively; in 2023, the following training was undertaken:

- Job-specific Certified Instructor Course in Ankara, Türkiye: two experts received the certification as certified UN UNPOL COP and CBD instructors;
- ESDC Core Course on SSR Stadtschlaining, Austria: one expert participated in a six-day Core Course on Security Sector Reform (SSR) organized by the Austrian Study Centre for Peace and Conflict Resolution (ASPR);

- Result-based Management (RBM) for Peace and Security: 26 SPC staff members participated in a 5-day “Results Based Management for Peace and Security” training course held in UNGSC, Brindisi on 27-31 March 2023.



Opening session of the RBM for Peace & Security

## Effectiveness and accountability

The complex, and at times elusive, question of assessing and improving the performance of peace operations has been at the core of SPC’s work. In 2023, the SPC helped develop and operationalize web-based monitoring and evaluation system for the police components and a training database management system in UNMISS (p. 17) and UNITAMS (p. 21).

In addition, the SPC endeavored in 2023 to improve its own internal monitoring, evaluation, record, and data management by harnessing improved technology to render the tracking of support to peacekeeping and other clients more accurate. It developed internally its new (XB-funded) “Standing Capacities Web Hub” that is scheduled to be launched by mid-2024. The “Standing Capacities Web Hub” is a web-based application that aims to provide a clear and manageable way to bolster knowledge management, to track projects, and funds/budget. It will provide a centralized and secure database serving as a key tool to implement the Standard Operating Procedures (SOP) on visualizing personnel information and managing projects and related funds/budget.

The application will further enable the recording and tracking of progress of personnel, projects, budget/funds and enable personnel in charge at all levels to have a clear picture of SPC processes and procedures. The central database will also enable the creation of dashboards and reports based on operational needs and business requirements, which will provide management and senior leadership with accurate timely data. Furthermore, this new application and its associated reporting functionality will ensure that critical information is kept in a single, secure location, and is accessible to designated UN personnel.

In late 2023, the SPC further set up two internal working groups to refine and standardize the measurement of all the activities of its staff members and to explore complementary performance measurement tools. Guidelines were set to integrate statistics formulas in the new central database to have it produce not only instant updated data but also real-time SPC deployment and other rates; one of the working groups reflected on additional performance tools such as the influence index, which could potentially be incorporated to evaluate the impact of SPC.

**Standing Capacities Web Hub**

Web based application that can collect, update, manage, and secure Standing Capacities information. The efficient management of the information resources should help the Standing Capacities improve and support their intelligence processes that assist in operational planning

- Improves efficiency and effectiveness
- Automates administrative and operational tasks
- Collects and manages data more efficiently



United Nations Police

# ALL SPC STAFF MEMBERS IN 2023

Ann-Marie Orler Chief SPC	Terje Leland Team Leader	Mohammed Shabsogh Team Leader	Jasper Ombati Team Leader	Ahmed Abdelrahim HRM Adviser	Amod Gurung Training Adviser
					
Catherine Rompato Special Assistant	Jeffrey Buenger Legal Adviser	Ahmed Elbadrawi Public Order Adviser	Annah Swoeswe Community Policing Officer	Åsa Djursvik Community Policing Adviser	Charles Mutua Transnational Crime Adviser
					
Ghazaleh Meskoob Legal Officer	Godfrey Odia Aropet Police Reform Officer	Haftu Hallegzy Telecommunications Officer	Inga Uriapova Investigations Adviser	Joseph Breidi Administrative Assistant	Kamel Boudokhane Transnational Crime Officer
					
Mahmoud AbuSalman Public Order Officer	Majed Hachaichi Logistics Officer	Mani Jang Hamal Police Analyst	Marianna Cantanna Administrative Assistant	Marina Toivonen Policy & Planning Officer	Marylinda Gonzalez Administrative Assistant
					
Pauline Rivet Gender Officer	Roman Karkach Police Reform Adviser	Sanjeev Joshi Budget Officer	Shiyang Liu Logistics Adviser	Shubhra Tiwari Hira Police Reform Adviser	Stalbek Kurenkeev Policy & Planning Officer
					
Uwe Nie Public Order Adviser	Zafer Ersin Police Reform Adviser	Zahida Syeda Bukhary Police Reform Adviser			
					



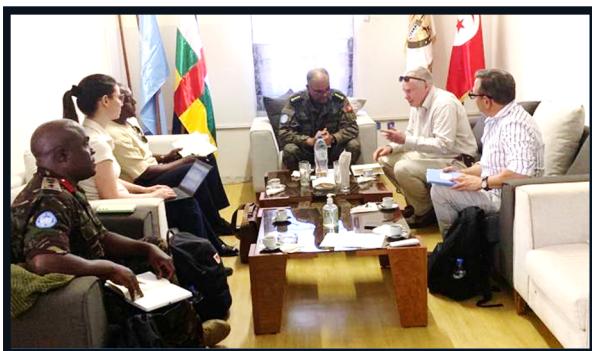
# START-UP CAPABILITY FOR THE POLICE COMPONENT OF NEW UN PEACEKEEPING OPERATIONS AND ASSISTANCE TO EXISTING PEACEKEEPING OPERATIONS



- MINUSCA
- MONUSCO
- UNFICYP
- UNISFA
- UNMISS
- MINURSO
- MINUSMA

# United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)

- Civilian Harm Mitigation Support Visit
- Development and delivery of online training on Countering Hate Speech and Disinformation during the Electoral Process
- Support to UNPOL and the Internal Security Forces (FSI) in the development of the CAR Internal Security Sectoral Policy



CHM meeting with the Tunisian Aviation Unit

## Civilian Harm Mitigation

A 2021 review of Civilian Harm Mitigation (CHM) in UN peacekeeping recommended, *inter alia*, that DPO deploy “a small, well informed, cross component team of subject matter experts to visit peacekeeping missions down to Sector / Brigade HQ level where the team should work in support of mission staff to confirm the ground truth of gaps and capture and share the detail of good practice, supporting in-theatre solutions where possible.” This review was endorsed by the USG DPO as well as the Police Adviser and Military Adviser.

On behalf of Police Division, SPC Legal Adviser, Jeffrey Buenger, participated in the ensuing two-week joint field visit to MINUSCA in support of CHM efforts, which further included the Office of Military Affairs (OMA) and the Protection of Civilians team of the Policy, Evaluation and Training Division (DPET). The aim was to: understand mission-specific challenges and how the context shapes attitudes, actions and understanding of CHM; confirm the gaps in CHM measures; capture and share details of good CHM practice; and support in-theatre solutions where possible.

The team visited Sectors Center, East and West,

including Bangui, Beloko, Birao, Bossangoa, Bouar, Bria, Kaga-Bandoro, Nana-Bakassa and M'bres TOB. They conducted consultations with MINUSCA principals, section heads and working level personnel, both uniformed and civilian, as well as OCHA, UNICEF and UNHCR to discuss the overall implementation of CHM. In total, over 77 meetings were held with more than 150 individuals. The team debriefed the SRSG and her Senior Leadership Team on their findings and recommendations before departing the Mission area.



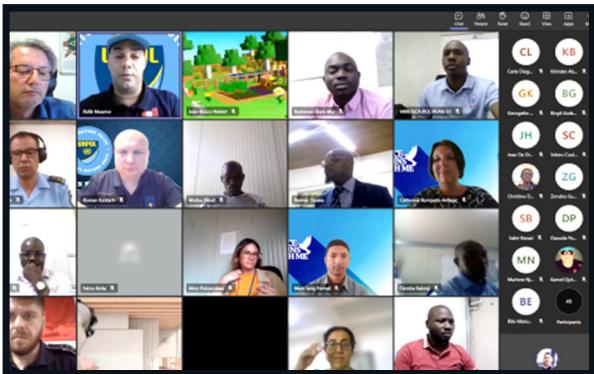
CHM Visit to Bria

## Development and delivery of online training on Countering Hate Speech and Dis-information during the Electoral Process

The online training on Countering Hate Speech and Disinformation during the Electoral Process was delivered on 23 May 2023, for a total of 230 participants (116 UNPOLs, 111 members of CAR police and gendarmerie, two civilian staff of MINUSCA Electoral Assistance Division and Human Rights component, and one representative of CAR National Elections Agency). SPC received very positive feedback from MINUSCA Police Commissioner and CAR

police and gendarmerie leadership. The Mission SRSG was also informed about the training success.

In view of the positive feedback of the first training, MINUSCA SRSG asked the Police Commissioner for the same training to be delivered to MINUSCA civilian components and CAR local authorities. A second online course was thus held on 6 July 2023, for a total of 51 participants, including 43 from MINUSCA (34 civilian staff members and nine UNPOLs) and eight members of CAR administrative authorities (mayors and prefects).



*Training Workshop on Hate Speech, in hybrid mode (MS Teams)*

### **Support to UNPOL and the Internal Security Forces (FSI) in the development of the CAR Internal Security Sectoral Policy**

With the adoption of the new 2022-2027 National Security Policy and the 2022-2027 National SSR Strategy, and following the Government of CAR guidance for their implementation, the Ministry of the Interior and Public Security was tasked to develop an Internal Security Sectoral Policy (PSSI), as a strategic planning document outlining the vision and objectives for further FSI reform and development.

An SPC team of three—Police Reform Adviser Mr. Roman Karkach, Legal Affairs Officer Ms. Ghazaleh Meskoob, Logistics Planning Officer

Mr. Majed Hachaichi—deployed to Bangui in June-July with the aim to help the Mission strengthen relevant FSI and UNPOL knowledge and skills necessary for the development of the above-mentioned Internal Security Sectoral Policy (PSSI).



*Meeting with the Director General of the National Gendarmerie of CAR*

The team held meetings and consultations with the MINUSCA, UNDP, EU and national counterparts to present the objectives of SPC support, to exchange ideas and to collect the views and recommendations for the development of the Internal Security Sectoral Policy (PSSI) document as well as for the projected training. They thus developed a comprehensive training course comprising eight modules on the development of the Sectoral Policy on Internal Security (PSSI). The course was delivered to 23 participants from MINUSCA Police, CAR FSI and other national authorities as following: six participants from the National Police, five from the National Gendarmerie, one from the National SSR Commission, one from the National Assembly (Parliament), one from the Ministry of Interior and Public Security, as well as nine UNPOL.



*Meeting with DPC and UNPOL SMT*

# United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)

- Support in the areas related to transition planning, elections security, legal affairs, SGBV, and SOLI

## Multiple-expertise support between December 2022 and April 2023

A first, multiple-expertise, SPC engagement with the MONUSCO Police component was initiated in December 2022 and extended to April 2023. The support included: (a) legal affairs; (b) community-oriented policing (COP); (c) planning and project management; and (d) transition planning and support.



Working meeting in the presence of MONUSCO Police Commissioner

The SPC legal affairs team provided support on the Collection, Review and Accessibility of MONUSCO Guidance as well as on drafting and/or reviewing mission-specific guidance. SPC Legal Officer, Ms. Ghazaleh Meskoob, also assisted in the investigation of crimes committed against peacekeepers during the anti-MONUSCO demonstrations that took place in July 2022, further documenting facts known to UNPOL and/or the Police Nationale Congolaise (PNC) in relation to the alleged crimes committed against peacekeepers during the anti-MONUSCO protests of July 2022. Lists of questions were compiled for IPOs and FPU contingents and in-person or virtual interviews were conducted with UNPOL, military and civilian staff of the Mission. The legal officer further drafted a report which attempted to assist the Mission in shedding light on the role of the UNPOL and their national counterparts in the crimes committed during the anti-MONUSCO protest.



Session with UNPOL coordinators and PNC SOLI's operators

SPC Public Order Adviser, Mr. Ahmed Elbadrawi, worked on the modularization of the Operational Strategy to Combat Insecurity (SOLI) and the handover of SOLI responsibilities to the GoDRC, with the support of UN agencies, funds and programmes. He visited seven locations across the DRC, where UNPOL was implementing the SOLI, in order to evaluate the strategy and to plan its smooth transition to GoDRC. His evaluation report ("Rapport de fin d'évaluation SOLI") set out best practices and challenges faced by the SOLI.

On Planning and project management, SPC Investigations Adviser, Ms. Inga Urlapova, supported UNPOL efforts to implement programmatic projects, drafting a result monitoring framework for UNPOL contribution in targeting the Transition Plan benchmarks, and



Participation in the Human Rights Day

supported UNPOL project management unit on the implementation of UNPOL-UNCT joint projects, including those within the Joint Police Reform Support Program (JPRSP) and Joint Justice Reform Support Programme (JJRSP).



*UNDP mid-term review, with UNPOL Reform Officer*

SPC Logistics Officer, Mr. Majed Hachaichi, provided remote assistance to the UNPOL Strategic Planning Unit (SPU) in developing the MONUSCO Police Annual Work Plan for 2023 as well as training modules for the UNPOL sector commanders and team leaders on leadership and management, to help UNPOL achieve the mission priorities and objectives as set out in the “Strategic guidance on the implementation of MONUSCO’s mandate as per resolution 2666”.

#### **Second multiple-expertise support between October and December 2023**

In line with the MONUSCO Police Capability Study (MPCS) that was approved by USG Lacroix in May 2023, MONUSCO Police requested support from the SPC to move forward



*The SPC team posing with MONUSCO Police Commissioner*

accordingly, building on the outcomes and recommendations from previous deployments in 2021, 2022 and the first quarter of 2023. A team of four—Ms. Asa Djursvik, Mr. Tarek Bouteraa, Mr. Godfrey Aropet and Mr. Majed Hachaichi—deployed from October to December to provide support on: (a) policing-related aspects of elections security; (b) community-oriented policing; and (c) the implementation of recommendations of the MPCS.

Elections security support included developing training materials and the drafting of a pocket guide on election security to provide guidance to PNC officers. SPC supported the UNPOL election task force through daily meetings, providing advice and sharing with the team some lessons learned and best practices from other missions.



*Meeting with PNC Commissaire Divisionnaire*

As part of the achievement of the revised transition benchmarks, the team continued to work on the strategy and handover of SOLI responsibilities to GoDRC, which included the recommendation and organization of a SOLI validation workshop.

Finally, the team supported the SPU in developing an updated matrix and preparing options for the Police Commissioner on the implementation of recommendations from the MPCS. A draft transition plan was also prepared for UNPOL drawdown and exit from South Kivu.

# United Nations Peacekeeping Force in Cyprus (UNFICYP)

- UNPOL Gender Workshop
- Implementation of the 2022 OPSP recommendations and establishment of a check-point in Sector 4

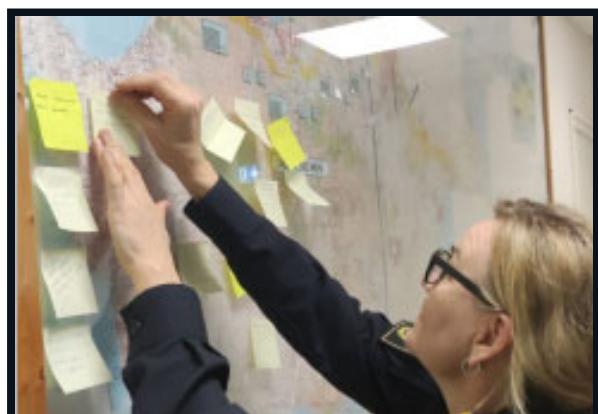
## Gender-Responsive Policing Training to UN Police in UNFICYP



*Training on gender responsive policing and WPS Agenda*

In February 2023, SPC Special Assistant to Chief SPC, Ms. Catherine Rompato, and SPC Community Policing Adviser, Ms. Åsa Djursvik, prepared and delivered a training on gender-responsive policing to UN Police in UNFICYP.

The Course objectives of the Gender-Responsive Policing Training were: to provide practical solutions and examples how UNPOL officer can contribute to the gender mainstreaming in UNFICYP through their daily work; to gain a



*Training on gender responsive policing and WPS Agenda*

broader overview of the evolving demands of international policing with gender mainstreaming included; to identify and discuss their role in the UNFICYP Mandate delivery; to have an overview of gender sensitive policing and system-wide strategy on Gender Parity; and to enhance knowledge on understanding on career development and self-improvement and familiarize with the UN rules and procedures.

The one-day in-person course was delivered to over 50 IPOs (equivalent to over 72% of IPO strength) and eight military observers gender focal points, in three UNFICYP sectors across the Island. SPA Satu Koivu personally attended one of the training iterations, sharing examples of her own international career as a senior woman head of police component.



*Meeting with UNFICYP SPA*

## Implementation of the 2022 OPSP recommendations and establishment of a check-point in Sector 4

Since 2003, the involvement of UNPOL in UNFICYP mandated activities has grown exponentially, especially in the last four years, from patrolling the buffer zone and monitoring crossing points to a wide range of tasks,

including community and humanitarian tasks by supporting the Civil Affairs Section (CAS). From November to December, a team of two—SPC Public Order Adviser, Mr. Uwe Nie, and Policy & Planning Officer, Mr. Stalbek Kurenkeev—deployed to Cyprus to assist and support the implementation of the recommendations from the review conducted by the Office for Peacekeeping Strategic Partnership (OPSP) in 2022, pertinent to UNFICYP Police component. The deployment aimed also to assess, and provide advice on, the location, layout, and operational requirements regarding the establishment of an additional checkpoint in Sector 4 by UNPOL.

The team carried out extensive consultations and field visits to Pyla, Sector 4, and other potential places for establishing a new checkpoint. The team then issued recommendations pertaining to the implementation of UNPOL's mandated responsibilities in the Mission, including structure, working hours, and tasks throughout the buffer

zone, with an overall aim to enhance the operational capabilities of UNPOL. The team further conducted an assessment of the Police component to identify human resources, and operational and administrative capacities necessary for the proper manning of the checkpoint in Sector 4; their recommendations concerned the location, the layout, and the operational, technical, and logistical requirements for the new checkpoint.

*Visit of UNFICYP UNPOL Sector 2*



## United Nations Interim Security Force for Abyei (UNISFA)

- Support to UNISFA Police component in the areas of training, reviews, planning and enhancing capacity of CPC/JPC
- Finalization of the Rule of Law Support Strategy for Abye

**Support to UNISFA Police component in the areas of training, reviews, planning and enhancing capacity of CPCs/JPC**



*UNPOL Induction training for the CPC*

From 11 December 2022 through 09 March 2023, SPC Policy & Planning Officer, Mr. Stalbek Kurenkeev, provided support for the implementation of UNISFA Police mandated tasks.

With remote backup support from SPC Legal Adviser, Mr. Jeffrey Buenger, Mr. Kurenkeev helped refine the draft Code of Conduct for Community Protection Committees/Joint Protection Committee (CPCs/JPC) and, based on international human rights standards (including the rights of women, girls, and other vulnerable groups), recommended suitable modifications in line with the UNISFA Police mandate.

Together with SPC Budget Officer, Mr. Sanjeev Joshi, he reviewed also key strategic documents concerning establishment of the Abyei Police Service (APS).

Conducting on-the-spot assessment of UNISFA UNPOL Team sites and CPC stations, he further supported the development of CPCs/JPC in contributing to organize Induction and Training Courses for the newly established CPC in Northern Abyei (Diffra), and in developing training modules on Human Rights for CPCs/JPC members.



Visit to the Detention Centre, Amit Market Place

### Joint JCSC-SPC Support to Finalize the Rule of Law Support Strategy for Abyei

The Rule of Law Support Strategy for Abyei (RoLSSA) was called for by the strategic review of 2021 as welcomed by the Security Council in its resolution 2609 of 15 December 2021. UNISFA requested support from the Office of Rule of Law and Security Institutions (OROLSI) through the SPC and the Justice and Corrections Standing Capacity (JCSC) to revise and finalize the strategy.



Meeting with members of the Joint Traditional Court (Dinka/Misseriya) at Amiet Market/souk al-Zaraf



*Signing of the RoLSSA*

SPC Legal Adviser, Mr. Jeffrey Buenger, commenced remote support during the summer, including coordination with UNISFA, Police Division, Justice and Corrections Section and JCSC in responding to queries on the draft SOP on detention. In September-November he deployed to Abyei together with the Chief of JCSC, Mr. Carsten Weber. The joint SPC-JCSC team revised the RoLSSA and the associated Action Plan. They further revised and submitted the draft mission-specific SOP on Handling of Detention by UNISFA for its endorsement. Together with UNISFA Community Liaison Office (CLO), they started outlining the Human Rights Due Diligence Policy (HRDDPD) procedures, which was followed up by a deployment from OHCHR.



*Group photo following the signing of the RoLSSA*

The RoLSSA supports the UNISFA mandate of protecting civilians and ensuring security of the Box in an integrated manner. The RoLSSA was endorsed by the acting Head of Mission/Force Commander on 8 November 2023 and the mission-specific SOP on Detention was endorsed by the same on 1 December 2023.

# United Nations Mission in South Sudan (UNMISS)

- Assessment of UNMISS Police Component and Implementation of Recommendations
- Operations plan, colocation framework, transitional training plan, and web solution for monitoring & evaluation
- Electoral assistance and training database roll-out



*The Chief of SPC giving a media brief at SSNPS Ministry of Interior's Offices*

commendations. Together with three more SPC experts—Community Policing Adviser, Ms. Åsa Djursvik, Community Policing Officer, Ms. Annah Swoswe, and Planning and Policing Officer, Ms. Marina Toivonen—they assisted the UNMISS Police component in realigning their priorities and strengthening their operational and strategic planning capacities with a view to addressing emerging challenges around mandate implementation. Their support focused on strategic planning, capacity-building, operations, the UNPOL structure and the reinforcement of the Office of the Police Commissioner.

## **Assessment of UNMISS Police Component and Implementation of Recommendations**

In January, the Chief of SPC, Commr. Orler, accompanied by SPC Human Resources Adviser, Mr. Ahmed Abdelrahim, and Mr. Marcus Beil from the Mission Management and Support Section (MMSS) travelled to Juba to assist the UNMISS Police component in identifying and aligning their priorities with a view to addressing emerging challenges around mandate implementation. The gap analysis they carried out allowed to shape subsequent SPC assistance. Commr. Orler and Mr. Abdelrahim were back in UNMISS from April to June, for the implementation of previous assessment re-



*Exit briefing to the PC and UNMISS UNPOL SMT*

Complementary remote assistance was subsequently provided from Brindisi, focusing on multiple areas, including: review of the South Sudan National Police Service (SSNPS) Training Catalogue and the Training Strategy; legal review; development of a colocation plan and templates; web-based monitoring and evaluation systems for the programmatic funding; review of the Operational Plan and its action plan; and the elaboration of a Project Proposals on the Model Police Station and One Stop Center for Torit Region.



*Meeting with MPS and OSC WGs*



Meeting with UNPOL Commissioner to discuss the development and implementation of the UNMISS Data Strategy

### Operations plan, colocation framework, transitional training plan, and web solution for monitoring & evaluation

Between August and September, a team of three was back in Juba for a second phase of SPC support to UNMISS. Public Order Adviser, Mr. Uwe Nie, collaborated with the UNMISS Police Operation Centre Coordinator and Team in supporting the Operations Pillar; his primary focus was on the development of Operational Plans for the protection of civilians, of the UNMISS Police annual work plan and of an action plan for the way forward. His support involved too the review of the reporting system and integration options with SAGE and Unite Aware. In addition, Mr. Nie reviewed the SOP on Patrolling and advocated for a proactive policing approach with information-based operations.

Community Policing Officer, Ms. Annah Swoswe, worked with the Juba Field Office and MHQ Capacity Building Pillar to implement the Colocation framework and Transitional Training Plan, focusing on practical aspects and mentoring activities to enhance support to the



Meeting with the UNMISS Reform Advisor and MHQ Capacity Building Team on MMA reporting mechanisms

SSNPS. The goal was to standardize support through structured approaches and systematic data collection for ongoing developmental interventions based on colocation reports.

SPC Information Systems Officer, Mr. Dario Palazzo, supported the establishment and operationalization of a web-based monitoring and evaluation system for the UNMISS UNPOL Planning and Budget Unit. The system, known as UNMISS UNPOL PRAKSYS (Planning, Reporting, Analysis, and Knowledge Management System), is designed to track programmatic activities and funds, conduct budgetary analysis, manage budget distribution and utilization, and facilitate resource and knowledge management. Moreover, from Brindisi, SPC IT Officer, Mr. Haftu Hailezgy, started to design and develop a training database management system for the UNPOL Training Unit.



Meeting with Chief, CBD pillar, and Training Unit on UNPOL capacity to support NPS on election security

### Electoral assistance and training database roll-out

A team of three—Police Reform Adviser, Mr. Zafer Ersin, Budget Officer, Mr. Sanjeev Joshi, and IT Officer, Mr. Haftu Hailezgy—initiated a deployment in late 2023, which was completed in January 2024. The team started to provide support in the areas of electoral technical and strategic advice to UNPOL and the SSNPS, the implementation of quick impact projects, the planning and budgeting systems of UNMISS Police, as well as the development of a UNPOL training database.

# UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)

## ➤ Planning support for elections



Courtesy visit to MINUSMA Police Commissioner

From 23 January to 06 February, an SPC team comprising Police Reform Adviser, Mr. Roman Karkach, and Gender Affairs Officer, Ms. Pauline Rivet was deployed to Mali, to provide advisory support and technical assistance in planning the relevant UNPOL support to the Malian Security Forces (MSF) in relation to the security of electoral processes. Specifically, the team aimed at: a) assisting the MINUSMA police component with the development of an internal plan of

UNPOL support to the MSF in the provision of security through the upcoming elections; b) evaluating the ongoing UNPOL efforts to support the MSF in relation to electoral security (capacity building and development, operational and logistical support); and c) providing recommendations to improve UNPOL approaches in this regard in line with the Strategic Guidance Framework (SGF) and other relevant UNHQ-level guidance documents.

By the end of their 4-week deployment, the team had analyzed the existing UNHQ and MINUSMA level documents, strategies and plans guiding UNPOL in their activities related to electoral security support, as well as relevant Malian legal frameworks in force. They had developed a draft UNPOL General Support Concept for the 2023-2024 electoral cycle in Mali ("Concept d'appui général UNPOL pour le cycle électoral 2023-2024 au Mali") and also provided advisory support to UNPOL Learning & Development Unit as well as to UNPOL Strategic Planning Unit.

# UN Mission for the Referendum in Western Sahara (MINURSO)

## ➤ Participation in the 9-day Military and Police Capability Study

Between 29 October and 07 November 2023, SPC Team Leader, Mr. Jaspher Ombati, joined the Military Police Capability Study (MPCS) team to assess the configuration, capacity, and capabilities of the MINURSO Military and Police components against current mandated tasks. The assessment was also on the command and control and coordination mechanisms with other mission components. The team engaged in a desk review, interactive meetings, one-on-one interviews, and visits to Team Sites. The 8-day onsite assessment further allowed Mr. Ombati to observe and explore opportunities that can be

exploited to re-engage and enhance UNPOL visibility in the Mission.



Photo with UNHCR Head of Operations

# PROVISION OF EXPERTISE TO FIELD OPERATIONS LED BY THE UN DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS (DPPA)



- BINUH
- UNITAMS

# United Nations Integrated Office in Haiti (BINUH)

- Development of a 2-week training course on strategic planning for the Haitian National Police (HNP)

Online coordination meeting with BINUH PCU



In November, BINUH requested support from SPC to provide relevant technical and advisory assistance to BINUH Police and Correction Unit (PCU) in building the capacities of the Haitian National Police (HNP) in strategic and operational planning. Two phases were envisaged, with the first phase consisting in

remote assistance for the development of a training course on strategic planning for designated senior and mid-level HNP officers, in consultation with BINUH and HNP. By the end of the year, training materials for a 2-week training course on police strategic planning tailored to the Haitian context were developed by a team of six: Mr. Charles Mutua, Mr. Kamel Boudokhane, Mr. Mahmoud Abu-Salman, Ms. Marina Toivonen, Mr. Roman Karkach and Ms. Shubhra Hira.

A second phase aiming at the delivery of in-person training to the HNP by SPC commenced in January 2024, which included an assessment related to potential future support in operational planning.

## United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS)

- Developing and operationalizing the web-based monitoring and evaluation system for the Police Advisory Unit (PAU)
- Developing Policies and Training Materials for the SPF within the areas of COP & POC
- Support as Acting Police Commissioner

### Developing and operationalizing the web-based monitoring and evaluation system for the Police Advisory Unit (PAU)

SPC Information Systems Officer, Mr. Dario Palazzo participated in the establishment and operationalization of a web-based monitoring and evaluation system for UNITAMS Police Advisory Unit (PAU). Starting in December 2022, Mr. Palazzo worked from Brindisi and deploying to



Presentation of the UNITAMS PAU PRAKSYS to the Office of the Chief of Staff

Khartoum between February and March, henceforth providing remote assistance till April.

He developed a database and PAU analysis capabilities to measure the progress in mandate implementation, facilitating resource and knowledge management. The resulting system ("PRAKSYS" for Planning, Reporting, Analysis, and Knowledge Management System) was tested and successfully operationalized, allowing the PAU to undertake operational and maintenance responsibilities.



Visit to Nyala



Meeting at the SPF General Directorate of Community Policing

### Developing Policies and Training Materials for the SPF within the areas of COP and POC

SPC Policy & Planning Officer, Ms. Marina Toivonen, and Public Order Officer, Mr. Nedal Rashdan, deployed to Khartoum from December 2022 to March 2023 to support the policy development and capacity building of UNITAMS' national counterparts, as part of the Mission's wider support to enhance the national capacities in mandated area of protection of civilians (POC), community-oriented policing (COP), response to SGBV/CRSV, transparency and accountability. The team helped develop policies and training materials including TOTs within the areas of COP and POC, for the SPF. They also reviewed and developed mission-specific documents for the PAU, including the Strategic, Planning and Policy Frameworks and the Individual Work Plans for appointed IPO's.

### Support as Acting Police Commissioner

As an extension of his support in late 2022, SPC Team Leader, Mr. Terje Loeland, returned to Khartoum from January to March 2023 to serve as UNITAMS Acting Police Commissioner. During this term, he exercised command and control over all personnel, operations and activities of the UNITAMS Police Advisory Unit (PAU). The number of IPOs within PAU rose from 14 to 32 and two new Multifunctional UNPOL Teams (MFT) were established. Mr. Loeland was keen on implementing the SOP on "Performance Reviews and Appraisals of United Nations Individual Police Officers" and on setting in motion PAU's support to the Sudanese Police Force (SPF) in developing a community-oriented policing concept based on UN standards and international best practices. Mr. Loeland also coordinated the collaboration with SPC on the development of PRAKSYS.



UNITAMS Medal Parade

# PROVISION OF EXPERTISE TO OTHER UN PARTNERS



- **UN Women in South and South-East Asia**
- **UNDP in Sierra Leone**
- **UNDP in Iraq**
- **UNDP in Somalia**

# UN Women in South and South-East Asia

## ➤ Regional Assessment and Capacity Building on Gender Responsive COP in South and South-East Asia



Meeting with UNODC team in Dhaka, Bangladesh

Throughout 2023, the SPC provided support to UN Women in the implementation of the Organization's "Sustaining Peace in Partnership: Women's Leadership in Community Oriented Policing in South and South-East Asia", a project aimed at promoting women's leadership in community-oriented policing (COP) for sustaining peace. The support was delivered in three sequences:

1) From February to May, under the overall supervision of SPC Team Leader, Mr. Jasper Ombati, and with administrative and IT backup from Ms. Marylinda Gonzalez and Mr. Haftu Hailezgy, a team of five—Ms. Åsa Djursvik, Mr. Godfrey Aropet, Ms. Inga Urlapova, Ms. Pauline Rivet, Mr. Shiyang Liu, and Ms. Shubhra Hira—conducted a desk review that resulted in the production of an inception report with preliminary findings on Thailand, Nepal, Pakistan, Bangladesh, Cambodia and Timore Leste.



Meetings in Peshawar and Baluchistan Provinces, Pakistan

2) Field assessment in four countries in Asia and the Pacific to conduct interviews and discussions with government authorities, CSOs at national and local levels; a first team comprising Ms. Urlapova and Ms. Gonzalez visited Pakistan and Bangladesh between 19 May and 03 June, and a second team comprising Ms. Hira, Mr. Liu and Ms. Gonzalez visited Thailand and the Philippines between 30 September and 07 October.

3) The production of a COP assessment report based on the inception report and the ensuing field visits.



Meetings at the National Police Commission in BARMM, Philippines

The assessment by SPC confirmed the initial assumption that, despite progress made on furthering the women, peace and security (WPS) agenda in the Asia Pacific region, women's participation and leadership in the security sector in this region falls behind the general positive trend. The field visits also gave the opportunity to hear the voices from different focus groups (women, community, police staff of different grades) and to see the reality on the ground within the cultural context and in sensitive and remote areas. The SPC further identified good practices and key elements of success related to gender responsive COP, and barriers and gaps in terms of capacities and skills. Finally, key recommendations for Government, police institutions, CSOs and Community leaders to advance gender responsive COP in their context were formulated after collecting all notes and information after each country visit.

# United Nations Development Programme (UNDP) in Sierra Leone

## ➤ Support to UNDP in Sierra Leone on election security

Within the framework of UNDP Sierra Leone project "Promote the creation of an enabling environment for the conduct of peaceful elections and the strengthening of social cohesion in Sierra Leone", the SPC provided strategic and technical advice and support to security sector institutions including the Sierra Leone Office of National Security (ONS). The deployment focused on election security and aimed at strengthening the capacity of national security institutions, including the Sierra Leone Police (SLP), through the National and Community-Based Early Warning and Response System to prevent and mitigate electoral related violence, including violence against women.



Meeting with SLP Director of Training

Through a first deployment involving Mr. Zafer Ersin and Mr. Mani Hamal (between December 2023 and March 2024) and a subsequent one involving Mr. Charles Mutua and Mr. Godfrey Aropet (between April and July 2024), and in close collaboration with the UNDP Chief Technical Adviser/Elections, the SPC support aimed at providing a framework for responding to emerging threats and the creation of a safe and secure environment for elections, as well as to enhance the Government's preparedness to manage election security.



Handing Over Ceremony of ICT Equipment by UNDP RR to ONS Deputy NSCoord



Coordination meeting with the UK Adviser to the SLP, UNDP HQ

The SPC teams helped draft and implement election security communication and training strategies. They helped develop the following: the IESPC Standard Operations Procedure (SOP) and an MOU between National Situation Room (NSR) and non-state institutions operating situation rooms; training manuals, disseminating them and rolling out a 7-day TOT training and simulation exercises on election security for all security forces of Sierra Leone in all 6 regions; a Pocket Guide on Election Security for national security institutions and preparing a post-election security review report.



Workshop for SL security sector on ethics and accountability

Likewise, the SPC teams conducted a comprehensive need and capability assessment of NSR with recommendations, and supported their implementation. They reviewed and finalized the draft National Situation Room SOP. They also supported the training of NSR staff and field data collectors in all six regions on information management and the development of critical information requirements for the three phases of the electoral cycle, for early warning response interventions.

# United Nations Development Programme (UNDP) in Iraq

## ➤ Assistance in the implementation of UNDP Anti-Corruption programme in Iraq

Upon request from UNDP, SPC Human Resources Manager, Mr. Ahmed Abdelrahim, continued his support to the UNDP Anti-Corruption Programme, from January to March. UNDP has been implementing an Anti-Corruption and Arbitration Initiatives (ACAI) project, funded by EU in Iraq and Kurdistan Region, started April 2021. The UNDP Anti-Corruption Programme project seeks to promote the work of anti-corruption entities with a particular focus on the Commission of Integrity (COI). Mr. Abdelrahim was deployed to continue his support to ACAI team within UNDP in developing the capacities of COI investigators through improving their technical skills relevant for corruption, investigation, prosecution, adjudication and gaining new avenues of investigations through applying a modern “Talent Management” approach within COI that should be based on Mentoring and Advising complimented by

targeted training conducted by the Anti-Corruption Academy within COI to help bridging theory with accumulated existing experiences.



Group photo outside ACAI Office

# United Nations Development Programme (UNDP) in Somalia

## ➤ Participation in the Design Steering Committee for Phase II of the Joint Police Project

Upon request from UNDP Somalia, SPC Team Leader, Mr. Jasper Ombati, and Policy and Planning Officer, Ms. Marina Toivonen, deployed to Somalia from 21 September to 01 October, together with a broader UN team, to provide strategic direction on how to engage with the Design Steering Committee (DSC) for Phase II of the Joint Police Programme (JPP). The aim was to work closely with the UNDP and UNSOM teams to support the development of JPP Phase II direction in a more coherent manner and with a clear one-UN vision, to develop a holistic Police Report Programme that includes a whole security sector reform (SSR) approach and to explore with UNOPS, UNSOM and other partners the management and governance modalities of JPP Phase II.

The team run a desk review of mission reports, meeting minutes and policy frameworks on development of the Somalia Police, and held meetings with key SSR stakeholders. A workshop was also held that brought together the JPP Phase II DSC, including Federal Member States and Federal Government of Somalia representatives, JPP donors



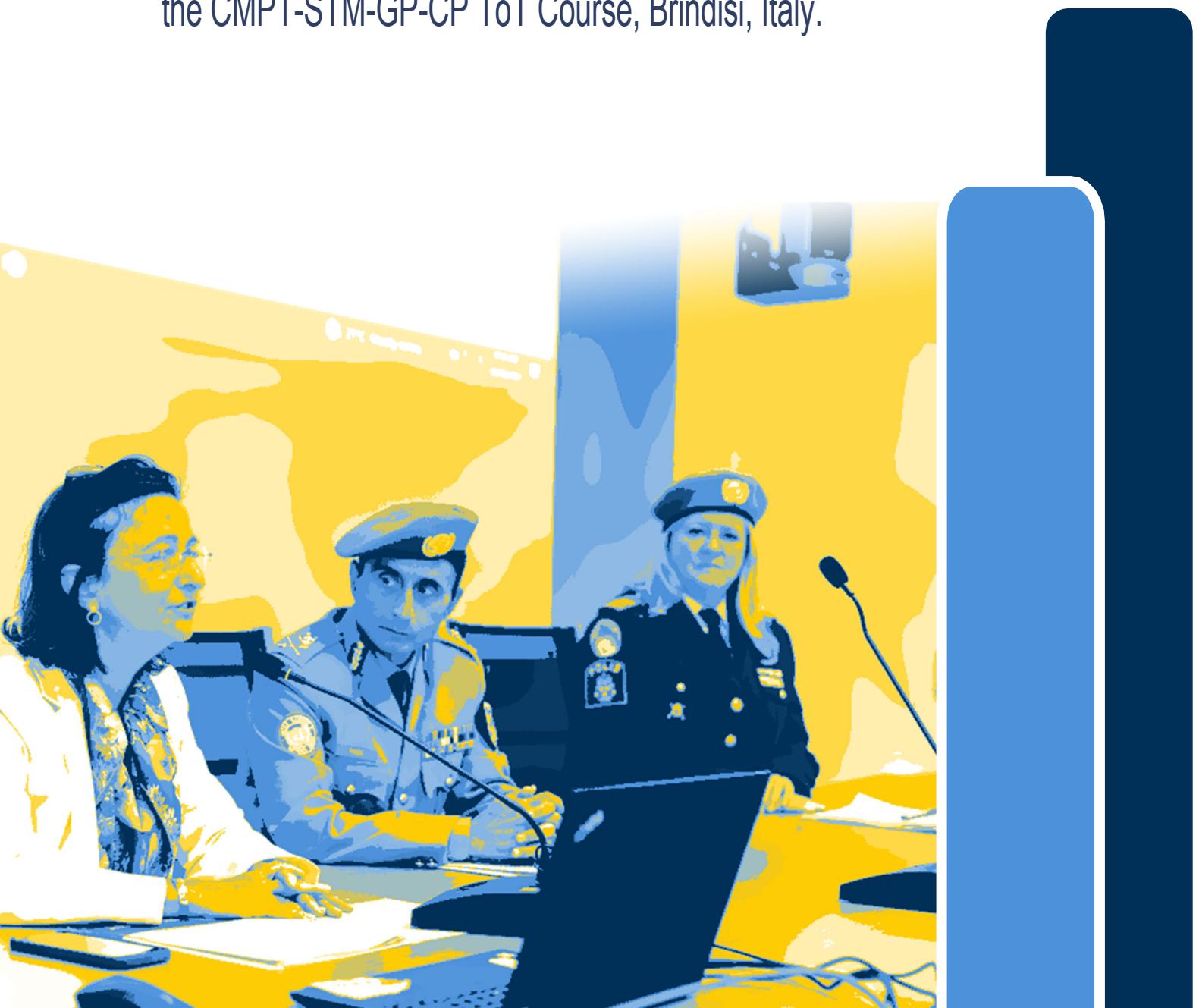
Workshop for the Design Steering Committee in Mogadishu

(UK, Germany and EU), UNOPS, UNDP, UNPOL, ATMIS and EUCAP. The Field mission team made a presentation on the Theory of Change with a view to injecting a higher-level strategic discussion around JPP Phase.

# IMPLEMENTING AND PROMOTING EFFECTIVE UN POLICING PRACTICES

UN Police Job-specific Instructor Development Courses: Brazil, Ghana, Fiji, Kenya, Nepal, Spain and Türkiye.

Courses and Workshops: UN Police Training Architecture Workshop in NY; WCDC in Brindisi; 10th Workshop for UN-FPU in Vincenza, Italy; UNPCC in Stans, Germany; FPU Validation Workshop in Brindisi, Italy; Certification at the CMPT-STM-GP-CP ToT Course, Brindisi, Italy.



# UN Police Job-specific Instructor Development Courses: Brazil, Ghana, Fiji, Kenya, Nepal, Spain and Türkiye

The Police Division along with DPO Integrated Training Service (ITS), launched in 2019 a dedicated programme aimed to translate the Strategic Guidance Framework (SGF) policy and guidelines into training materials, referred to as the UNPOL Training Architecture. The core idea of this initiative is to link training courses with the specific job descriptions developed in United Nations field missions. For the UNPOL officers to be equipped with the necessary knowledge and skills to enable them to perform complex tasks, it is indeed important that they are trained according to high standards. The aim of the UNPOL Training Architecture is thus to strengthen individual and police component performance and mandate delivery.



Course Director, SPC Mr. Zafer Ersin, in Ankara

Within the framework of the UNPOL Training Architecture, job-specific training materials for UN Police on “Monitoring, Mentoring and Advising” (MMA), “Capacity-Building and Development” (CBD) and “Community-oriented Policing” (COP) were developed from 2019 to 2022.

Henceforth, the Job-Specific Training for Certified Instructor (JST CI) was first piloted in 2022 and launched in Jordan and Indonesia. Seven more iterations of the JST CI were delivered in 2023, each in a different country, to a total of 152 participants.

In addition, a special edition of the JST CI was held in Vicenza, Italy, on 1-12 May, delivered to nine training officers of the Center of Excellence for Stability Police Units (CoESPU).

Together with the ITS and the UN Institute for Training and Research (UNITAR), the Police Division and SPC thus played a key role in extending the Programme to



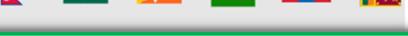
Meeting of Chief SPC with Senior Human Rights Officer Ms. Li Fung, RCO Officer Kenya

professional trainers of 44 Police Contributing Countries (PCCs) in 2023. All the Course Directors of the JST CIs in 2022 and in 2023 were designated from the SPC. The Course facilitators have been formed from a pool of selected experienced trainers from the PD/SPC, from ITS, UNITAR and UN Member States, all of whom were previously engaged in the relevant Curriculum Development Groups (CDGs) activities.



SPC facilitator and support staff, JST in Nepal

Seven countries—Brazil, Ghana, Fiji, Kenya, Nepal, Spain and Türkiye—gracefully hosted each, one of the JST CI 2023 iterations. Through the extrabudgetary fundings to the Standing Capacities, Germany contributed to allowing the participation of SPC experts. As for the United States, through the International Narcotics and Law Enforcement Affairs (INL) and its International Police Peacekeeping Operations Support Program (IPPOS), critical funding was made available for many of the participants as well as for the organization of the events.

Location	Start Date	Closing Date	# Participants	# PCCs	PCCs:
Accra, Ghana	21 February	10 March	22 (08 ♀, 14 ♂)	08	
Nairobi, Kenya	15 May	31 May	24 (07 ♀, 17 ♂)	10	
Suva, Fiji	26 June	14 July	23 (06 ♀, 17 ♂)	10	
Avila, Spain	05 July	21 July	13 (02 ♀, 11 ♂)	06	
Curitiba, Brazil	12 September	28 September	22 (07 ♀, 15 ♂)	07	
Ankara, Turkiye	13 September	29 September	22 (07 ♀, 15 ♂)	08	
Kathmandu, Nepal	03 October	19 October	18 (02 ♀, 16 ♂)	06	



JST Course in Kenya



JST Course in Brazil



JST Course in Nepal



JST Course in Spain



JST Course in Fiji



JST Course in Ghana



JST Course in Turkiye



JST Course at CoESPU Vicenza, Italy

# Courses and Workshops

- UN Police Training Architecture Workshop in NY, USA
- Women Command Development Course (WCDC) in Brindisi, Italy
- 10th Workshop for UN-FPU in Vincenza, Italy
- UN Police Command Course (UNPCC) in Stans, Germany
- FPU Validation Workshop in Brindisi, Italy
- Certification at the CMPT-STM-GP-CP ToT Course, Brindisi, Italy

## **UN Police Training Architecture Workshop in New York, 27 November to 01 December**

The Chief of SPC and HRM Adviser, Mr. Ahmed Abdelrahim, participated in the workshop whereby a detailed Implementation Plan of UN Police Training Architecture Programme was developed, laying the foundation for the initiation of job-specific training courses for Individual Police Officer (IPO) candidates in 2024. The Workshop also aimed to establish a sustainable system for delivering job-specific trainings in the coming years. The Programme is a collaborative effort involving the DPO Police Division and Integrated Training Service, working closely with the United Nations Institute for Training and Research, the Office of the United Nations High Commissioner for Human Rights, and the United Nations Office on Drugs and Crime.

## **Women Command Development Course (WCDC) in Brindisi, 10-17 October**

SPC Special Assistant to the Chief, Ms. Catherine Rompato, acted as SPC focal point for the development and coordination of the Women Command Development Course (WCDC). In April, she participated in a workshop held in Geneva under the generous sponsorship of UNITAR, which focused on the development of the substantive module of the Course, including the overall Course goal, structure and material.

Subsequently, the WCDC was held at the UNGSC, in Brindisi, where the SPC took active part through the participation as instructor of Ms. Rompato. Training modules were delivered also by Ms. Åsa Djursvik and Mr. Godfrey Aropet, while a team of six (including Mr. Ahmed Abdelrahim, Mr. Roman Karkach, Mr. Sanjeev Joshi, Mr. Jaspher Ombati, Ms. Inga Urlapova and Mr. Godfrey Aropet) further participated in CBI sessions and reviews of PHPs, on the 2 last training days.



## 10th Workshop for UN-FPU Coordinators, in Vicenza, Italy

From 10 to 15 December, Mr. Uwe Nie participated as co-facilitator in the 10<sup>th</sup> Workshop for UN-FPU Coordinators, sponsored by the Center of Excellence for Stability Police Units (CoESPU) in Vicenza, where he presented SPC work and engagement in support of UNPOL FPU coordinators in the field.



## UN Police Command Course (UNPCC) in Stans, Switzerland, 13-24 November

A team of three SPC experts participated as instructors in the UNPCC. Mr. Jeffrey Buenger was in Stans from 12 to 17 November, while Mr. Sanjeev Joshi and Mr. Zafer Ersin remained in the Course to its closing day.

The UNPCC, which ran from 13 to 24 November at the SWISSINT Training Centre in Stans-Oberdorf, Switzerland, kicked off with an opening ceremony that was attended by all 16 participants (seven women and nine men), the course facilitators and the mentors. Representatives of the Geneva Centre for Security Policy (GCSP) were also in attendance, on behalf of the Peace and Human Rights Division (PHRD) of the Swiss Federal Department of Foreign Affairs (FDFA), and in collaboration with the Swiss Armed Forces International Command (SWISSINT).

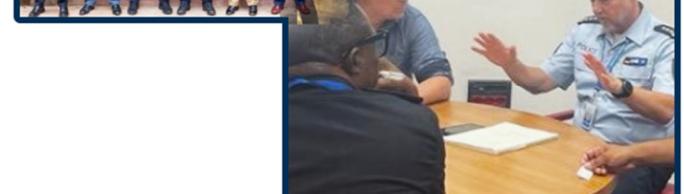
The objective of this program was to ensure that the serving and potential UN Police Commanders possess the core competencies and skills necessary to fulfil their roles and responsibilities as leaders within the UN Police Components, in line with the Strategic Guidance Framework for International Policing, the Guidelines on Police Administration, Police Command, Police Operations, Police Capacity Building and Development, as well as contemporary international policing standards and good practices.

## Participation in the FPU CC Validation Workshop, Brindisi, Italy, 11-16 December

Mr. Uwe Nie participated in the Workshop, which aimed at reviewing the FPU specialized training material (STM) and preparing the agenda for a nine-week ToT FPU trainings course. Participants developed and updated the lesson plans and designed realistic and practical training scenarios.

## United Nations Training and Certification Course for the new Specialized Training Materials (STM) for UN Police

Mr. Jasper Ombati, as OIC SPC on 9 June, presided over the closing ceremony of the Course that was attended by Mr. Uwe Nie and Mr. Shiyang Liu of the SPC, as well as 26 participants from 16 Police Contributing Countries.



## SEMINARS, WORKSHOPS, OUTREACH, SUMMITS

Strategic Policing Advisory Group (SPAG) Visit to SPC

18<sup>th</sup> Heads of UN Police Components Conference (UN Police Week)

Second International Workshop on UN Police Commanders' Performance in Peacekeeping Operations, Abu Dhabi, UAE

Cultural Heritage Workshop, Vincenza, Italy

Serious Organized Crimes UNPOL Workshops (online)

Pilot course of the Reinforcement Training Package (RTP) on Child Protection for the UN Police, Brühl, Germany

Road Safety Retreat, Geneva, Switzerland



## Strategic Policing Advisory Group (SPAG) Visit to SPC, Brindisi, 10-12 October

The visit allowed the SPAG delegation to learn in depth about the SPC service provision, challenges and opportunities. The SPC prepared thematic presentations including on trust funds opportunities, emerging policing trends, and digitalization projects.

## 18th Heads of UN police Components Conference (UN Police Week)

The Chief of SPC participated in the 18<sup>th</sup> UN Police Week that took place in New York from 12 to 17 November, holding a number of parallel meetings with Heads of Police Components and co-chairing the fifth session on “Integration: SPMs and UN Police, Perspectives, Priorities and Requirements”. Mr. Dario Palazzo presented SPC’s initiative to digitalize knowledge management processes as a case analysis of SPC future-looking and service-oriented endeavors.

## Second International Workshop on UN Police Commanders' Performance in Peacekeeping Operations, Abu Dhabi, 13-17 September

The Chief of SPC attended the Workshop that brought together the UN Police Division leadership and Heads of Police components on a platform for discussion on the environment change for UN peacekeepers and ways to better measure and improve overall UNPOL performance.

## Cultural Heritage Workshop, Vincenza, Italy

The Chief of SPC participated in the Workshop sponsored by CoESPU from 26 to 29 September, on the need for interoperability, cooperation, and coordination in the protection of Cultural Heritage.

## Serious Organized Crimes UNPOL Workshops

Throughout 2023, Mr. Kamel Boudokhane and Mr. Charles Mutua actively participated in UNPOL’s network on serious organized crimes.

## Pilot course of the Reinforcement Training Package (RTP) on Child Protection for the UN Police, Brühl, 7-12 May

Mr. Jeffrey Buenger participated as a facilitator in the five day pilot of the Reinforcement Training Package on Child Protection for UNPOL organized by the DPO Child Protection Team. Bringing national police trainers from PCCs together in Brühl, Germany, feedback from the pilot informed the finalization of the RTP, which was approved by USG Lacroix on 24 July 2023.

## Road Safety Retreat, Geneva, 6-7 July

Ms. Annah Swoswe participated in the Retreat held in Geneva, which brought together road safety experts from various UN agencies to develop a comprehensive road map for Road Safety 2023-26.



# MORE INSIGHTS FROM 2023...



*"To me, 2023 represented the privilege to provide support in the best way I can. I am proud to be part of a team that provides support where needed... with will, engagement and expertise." Åsa*



*"The SPC is one of the most versatile, flexible and multidisciplinary team I ever came across, it is very results-oriented but also fun to be working with!" Catherine*



*"I am so proud of my team, SPC Team 3." Terje*



*In 2023, I embraced the honor of joining a tremendously diverse team... the SPC, which unites gender, nationality, expertise, culture, character, and a myriad other facets and which channels collective strength towards a singular mission to amplify UN police capacity. Haftu*



*"I am incredibly honored to work in SPC alongside dedicated and professional individuals. Their commitment to our common goals inspires me to strive for excellence in everything I do." Roman*



*"Privileged to be part of team that is working to build and strengthen justice and security institutions and ensuring participation of women in conflict prevention and peacebuilding." Shubhra*



*Contributing to Sierra Leone's 2023 election security readiness by significantly enhancing the early warning system, through strategic advice and capacity-building initiatives for the Office of National Security's National Situation Room (NSR), was the highlight of my role in 2023, as the SPC NSR Advisor with UNDP Sierra Leone." Mani*



*"Leveraging my experience, I take pride in my ongoing contribution to diverse SPC support activities, all dedicated to prompting global peace and sustainable security". Mahmoud*



*"It makes me proud to be part of a competent team that supports democratic policing wherever and whenever necessary." Uwe*

*"We strongly believe in the necessity for every country to have a solid police service that sees themselves as part of the society and as serving all, in cooperation with others." Åsa*



*"Transnational organized crime presents a huge challenge to peace operations, and SPC is an adequate tool with its multifaceted approach." Kamel*



*"I consider myself incredibly privileged to have joined SPC in 2023, surrounded by highly knowledgeable and experienced professionals". Magali*





[police.un.org/en/standing-police-capacity](http://police.un.org/en/standing-police-capacity)



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