Lesson at a Glance

Aim
To provide HOPCs and SPAs with enough knowledge on the Administration guiding principles, the structure, set-up and internal practice concerning the UNPOL Administration Pillar.

Learning Outcomes
Learners will:

- Aware about the Guiding Principles for UNPOL Commanders;
- Understand the Philosophy of UNPOL Structure;
- Be aware about the Authority within Police Component;
- Be aware about UNPOL Key Documents such as: Mission Concept, CONOPS, SOP, Deployment Plan, Etc.
- Understand the process of having a deployment plan and its components.
Starting the Lesson

Introduce the following (using the Introductory Slides):

- Lesson Topic
- Aim
- Learning Outcomes
Learning Activity 1

What are the guiding principles for UN Police Commanders?

Method
Brainstorm

Purpose
Recall the guiding principles for UN Police Commanders and link them with the three key principles related to UNPOL Administration.

Time
5 minutes

- Brainstorming: 3 minutes
- Discussion: 2 minutes

Instructions
- The instructor record the guiding principles that the participants will recall/share on a white board/flip chart to compare with the Power point Slide.
Key Message: UN Core Values and Competencies give a shared language about UN expectations.

Ask participants to explain the difference between the three guiding principles within UNPOL Administration and the guiding principles for UNPOL Commanders. Brainstorm examples of each. Answers will give openings to cover lesson content.

The three Guiding Principles are:

- Integrity
- Accountability
- Transparency
**Integrity:**

All HOPCs and SPAs are expected to ensure that:

- All UNPOL officers including themselves maintain the highest standards of integrity in the conduct of their work and off-duty while serving in a UN mission.
- All IPOs including HOPCs abide at all times with UN standards of conduct, in particular with regard to sexual exploitation and abuse. This includes:
  a. Acting without consideration of personal gain;
  b. Acting with honesty and trustworthiness in the discharge of their official duties;
  c. Resisting undue political pressure in their decision-making;
  d. Refraining from abusing their power or authority;
  e. Standing by decisions taken by the mission and/or police component, even if they are unpopular; and
  f. Taking prompt action in cases of unprofessional or unethical behavior.

**Transparency:**

All HOPCs and SPAs are expected to ensure that subject to security-related concerns:

- Police personnel at all levels including themselves must ensure transparency in actions and decision-making processes.
- Openness in sharing information but with respect to principles of handling sensitive information and keeping concerned individuals and/or sections regularly informed of actions and processes.
- Transparent UN police administration should set the example for local institutions that transparency needs to be a core principle of police administration.

**Accountability:**

All HOPCs and SPAs are expected to ensure that:

- All UN police personnel are obligated to take ownership for their respective responsibilities, both private and professional. This includes:
  a. Providing oversight and taking responsibility for delegated work,
  b. Delivering timely work outputs and results, and
  c. Operating in compliance with UN and mission-level regulations and rules.
- It also refers to accountability for individual misconduct, which can harm the entire mission and the local population’s confidence in rule of law institutions.
**Authority**

**Slide 17**

**Key Message:** The HOPCs can delegate authority to the appropriate subordinate levels but maintains overall responsibility.

**Remember:** The HOPC, whether a Police Commissioner or Senior Police Adviser, is responsible for the implementation of police-related tasks of a mission mandate, including overseeing all operational and administrative tasks mandated to the police component.

**Examples:**
- The HOPC is responsible for the conduct and discipline of the personnel of the police component.
- The HOPC delegates his or her authority in relation to all matters of administration to the Police COS and other chiefs under the Administration Pillar although remaining fully responsible and accountable for actions undertaken under such delegated authority.
- The HOPC delegates his or her authority in relation to all matters of operations and capacity building to the D/HOPCs and other chiefs under the two pillars although remaining fully responsible and accountable for actions undertaken under such delegated authority.
Learning Activity 2

On which philosophy a functional structure of the police component can be developed.

Method
Group discussion

Purpose
To explore the importance of having a functional structure as a management tool.

Time
10 minutes
- Group work: 5-7 minutes
- Discussion: 3 minutes

Instructions
- How do this contribute to success of the mission?
  - Avoid being counterproductive;
  - Not Complicated.

Resources
- Learning Activity Instructions
Structure & Organization Chart

Slide 18 / 19
A police component tasked with both operations and capacity-building and development functions is typically organized into three pillars: Operations, Administration and Capacity-Building and Development.

The philosophy of developing a police component structure is based on the following:

a. The Police Component will follow a decentralized approach through strengthening the regions / sectors and allowing them to report directly to HOPC/D-HOPC and consider the region/sector commanders as representatives of the HOPC in their respective AORs. In such case, MHQ will only provide support, guidance, and no decisions. The other approach is to follow a full-centralized approach through allocating the Regions/Sectors under either the Operations or Development Pillars subject the mission mandate and the command and control / decisions will be taken from the MHQ level.

b. Within the MHQ, having the operations & Capacity Building pillars that provide direct support to the host state as per the mission mandate vertically. While the Administration pillar which provide support to facilitate the job of the other pillars horizontally. This to show the difference in nature between the three pillars. However, in developing the organization chart, the three pillars will be developed vertically with an understanding of the above-mentioned philosophy.

Examples for Organization Charts

Slide 20 / 21 / 22
Key Documents

Slide 23

The Mission Concept: is a statement of intent and strategy on how a field mission plans to implement its Security Council mandate, taking into account the mission’s role within the broader UN system and international context. It is a tool for senior mission management to present its vision for mandate delivery, set priorities in order of importance and sequence, and direct mission components to align and synchronize their activities, as well as inform resource allocation. As such, the Mission Concept informs component level planning and serves as a management tool.

Concept of Operations (CONOPS): The CONOPS translates the political intent of the mandate into specific strategies and operational directives. The UN police CONOPS reflects the Police Adviser's strategic intent, and establishes the broad approach, roles and responsibilities, processes and identification of resource requirements from which to formulate the police component’s work, operational, programmatic and projects, and resourcing plans; directives, SOPs and other guidelines in order to implement the mandated policing and other law enforcement tasks of the police component.
Standard operating Procedures (SOPs): The SOP serves as the authoritative document governing police component administrative and personnel matters in missions. The Police COS, in consultation with PD/SPDS at UNHQ, is responsible for preparing the mission-specific SOP, which is largely uniform across missions, except where it reflects a mission’s specific mandate. In Case required, SPC can support in drafting the SOP as per SPDS guidance and UNPOL mission request. Finally, SOP is signed into effect by the Police Adviser at UNHQ.

Operations Plans: The component, both at the headquarters level as well as the Unit/Section level, may also design and implement unilaterally or jointly, plans for operations on (i) specific events (e.g., police operational plan to provide security at a national election), or (2) series of related events (POC Tier 2 (protection plan for IDPs) or contingency plans (e.g., security, relocation and evacuation plan). Once again, and as much as conditions allow, these plans will be developed in coordination with other mission components, and host-state counterparts’

Directives on use of force (DUF): provides the authority (if any) for any detention, searches and use of force by either members of formed police units (FPUs) and/or individual police officers (IPOs) on assignment with the specified mission while carrying out their mandated tasks. The DUF sets out the principles, parameters, and conditions under which detention, searches, and use of force may be used. Implementation of the DUF is a command responsibility.

Logistics Plans: is the plan, which defines the UNPOL Component’s logistics needs both now and in the near future (i.e. annually), and put policies and processes in place that will keep the Police component productive and capable of achieving its mandated tasks. This plan is linked with the deployment plan and should cover the following areas: CITS, fleet, engineering, air transportation, supply, and other areas that may affect the UNPOL component’s operability.
## UNPOL Deployment Plan

### Slide 24 / 25

A deployment plan outlines a comprehensive and phased deployment schedule for all police personnel in order to progressively build up a UN police presence at a component’s headquarters and in the regions in support of national authorities.

A deployment plan should support the mission objective of developing and strengthening the operational capacity of national rule of law institutions by providing for the co-location of IPOs as police advisers in national security institutions throughout the host State.

### Deployment Flow for IPOs

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<th>Phase Three from 1 January 2014 until 31 June 2014</th>
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A deployment plan details the functions, number and proposed locations for the deployment of IPOs and FPUs in line with the mission’s priorities and the available police personnel.

The deployment of IPOs shall depend on the minimum ratio of UN Police to host-State officers, with due respect to gender considerations.

The deployment plan must take into account operational realities in the regions, such as the absorption capacity of particular field offices, existing infrastructure, safety and security issues.

The development of the Deployment Plan must be appropriately coordinated with the DMS/CMS and the United Nations military component.

The instructor will show one model of a deployment plan (see attached) and explains the different parts of the plan. The deployment plan Model can be shown to the participants on the screen using PowerPoint or disseminate it in the form of a hard copy.
The Three Guiding Principles:

- Integrity
- Accountability
- Transparency

The Philosophy of UNPOL Structure:

The operations and Capacity Building/Development pillars that provide direct support to the host state as per the mission mandate vertically. While the Administration pillar which provide support to facilitate the job of the other pillars horizontally.

Authority within Police Component:

The HOPCs can delegate authority to the appropriate subordinate levels but maintains overall responsibility

Key Documents:


Deployment Plan:

Outlines a comprehensive and phased deployment schedule for all police personnel, support colocation, and details the functions, number and proposed locations for the deployment of IPOs and FPUs.
Reference Materials

Below are materials, which are: a) referenced in this lesson, and b) required reading for instructor preparations:

- SGF Administration;
- SGF Command and Control;
- Directive for HOPCs;

Additional Resources

UN Information

The website for UN peacekeeping: http://www.un.org/en/peacekeeping/

UN Documents

(Search by document symbol, e.g. A/63/100)

DPKO and DFS Guidance

The repository for all official DPKO and DFS guidance is the Policy and Practice Database: ppdb.un.org (only accessible from the UN network). Official peacekeeping guidance documents are also accessible through the Peacekeeping Resource Hub: http://research.un.org/en/peacekeeping-community

Instructors are encouraged to check for the latest guidance.

Additional Training Resources

UN.SkillPort is the UN Office of Human Resource Management’s (OHRM) on-line learning solution. More than 3,000 courses and 15,000 books are available on line. UN personnel are encouraged to self-register at https://un.skillport.com/skillportfe/register.action