



UNITED NATIONS
DEPARTMENT OF PEACEKEEPING OPERATIONS

UNITED NATIONS
POLICE HANDBOOK

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*“Building institutional
police capacity in post-conflict
environments”*

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United Nations Department of Peacekeeping Operations

UNITED NATIONS POLICE HANDBOOK

Building Institutional Police Capacity in Post Conflict Environment

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PREFACE

This Handbook has been designed to assist UN Police with the essential work-related reference points to allow them to do their jobs effectively and efficiently. The Handbook begins by providing insight to the concepts of peace operations and the role of the Police Division in New York. Most importantly, it proceeds to lay down the responsibilities and principles of performance for UN police officers and the nature of the various tasks and functions assigned to the UN Police around the world in different peace-support environments.

As UN police officers are contributed by more than 75 countries, with differing policing systems, training and specializations, the Handbook also aims to provide the so-called 'nuts and bolts' of successfully working in a UN field mission. Where applicable, the information given is intended to standardize or harmonize base-line duties and activities such as reporting, communication, security, health and transport. Without clear reference points to these underlying issues, a UN police officer cannot be in a position to rise to his or her highest potential and assist the UN in its strategic mission.

The Handbook will also act as a ready reference guide to enable national peacekeeping training centres to provide pre-deployment training for their police officers.

The Handbook is not intended to replace or supersede any Rules and Regulations of the UN, Standard Operating Procedures or other Directives issued by the competent authorities.

The Police Division intends to issue regular updates of this Handbook, which was first published in 1995. The Division intends to work with its police colleagues in the field to ensure that follow-on editions of the Handbook remain up to date and relevant for our common work ahead. In this way, the expectations from the UN police officer will be clear, thus ensuring the credibility and effectiveness of all UN Police operations around the world.

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CHAPTER

1

PEACEKEEPING

CHAPTER 1: PEACEKEEPING

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

Since it was first deployed to serve in UN peace 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 of the local 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 ultimate aim of capacity enhancement of the host country.

More than ever before, the efforts of UN police to help build local police capacity together with its rule of law partners are regarded as instrumental in establishing and maintaining law and order and a precondition for supporting the emergence of nascent peace-building environments. Most other UN peace-support activities cannot take place in any definite manner without a functioning local police service within a framework of the rule of law. The ultimate goal of the UN Police 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.

1. CONCEPTS OF PEACE OPERATIONS

The Secretary-General of the United Nations has outlined seven categories for future UN efforts to restore peace and security. These seven concepts reflect the growing scope and complexity of UN activities and provide useful insight into how the world can more fully embrace and achieve the objectives of the UN Charter. They are summarized below:

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Preventive diplomacy is action to prevent disputes from developing between parties, prevent existing disputes from escalating into conflicts and to limit the spread of the latter when they occur. It may take the form of mediation, conciliation or negotiation.

Peacemaking is diplomatic action whereby hostile parties reach negotiated agreements through such peaceful means as those set out in Chapter VI of the UN Charter. The Security Council may recommend ways to resolve a dispute or request the Secretary-General's mediation. The Secretary-General may take diplomatic initiatives to encourage and maintain the momentum of negotiations.

Peacekeeping is a UN presence in the field (normally involving military, UN police and civilian personnel), with the consent of the parties, to implement or monitor the implementation of arrangements relating to the control of conflicts (cease-fire, separation of forces, etc.) and their resolution (partial or comprehensive settlements) or to ensure the safe delivery of humanitarian relief.

Peace-enforcement may be needed when all other efforts fail. The authority for enforcement is provided by Chapter VII of the Charter, and includes the use of armed force to maintain or restore international peace and security in situations in which the Security Council has determined the existence of a threat to peace, breach of the peace or act of aggression.

Peace-building is critical in the aftermath of conflict. Peace-building includes the identification and support of measures and structures which will promote peace and build trust and interaction among former enemies, in order to avoid a relapse into conflict. UN assistance helps in building systems, structures and consolidating democracy. These in turn help in persuading armed movements to transform themselves into political entities.

Sanctions are an enforcement mechanism with the Security Council. They involve economic and trade restrictions, arms embargoes, travel bans and financial or diplomatic restrictions. The purpose of sanctions is to apply pressure to modify the behaviour of a party

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which is threatening international peace and security, and not to punish or otherwise exact retribution.

1.1. FUNDAMENTALS OF PEACEKEEPING

Consent: UN peacekeeping operations are established with the consent and co-operation of the main parties involved in a conflict.

Impartiality: UN peacekeeping operations must be impartial in character and cannot take sides without becoming part of the conflict they have been mandated to control and resolve.

Minimum Use of Force: In peacekeeping operations, force will not be used to implement the mandate. However, minimum use of force does not exclude self-defence of UN personnel and protection of property. The use of force is clearly defined in the rules of engagement (ROE).

Credibility: The credibility of a peacekeeping operation is confirmation of its ability to accomplish its mandate. To carry out its mandate effectively and win the trust of the parties, a peacekeeping operation must be able to call on trained personnel who are well equipped and possess high professional standards.

Negotiation and Mediation: Negotiation and mediation have enormous potential in de-escalating a conflict, to promote a secure environment, and to develop peaceful and lasting solutions to a conflict.

1.2. WORKING METHODS IN PEACEKEEPING OPERATIONS

A peacekeeping mission involves a political dimension. The Head of the Mission is responsible for establishing the inter-operability of the various components of the mission, considering the political objectives defined in the mandate. The frame of reference for dealing with rapidly-changing or unanticipated situations that require an immediate response is:

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Coordination: A peacekeeping operation always involves a wide range of organizations, e.g. UN relief agencies and non-governmental organizations. Personnel at all levels should seek to establish and nurture coordination within the mission, with UN headquarters, within their operational areas and with the local population. The success of a peacekeeping operation lies in the capacity of its different components to integrate their actions as they relate to each other.

Communication: The exchange of views between all stakeholders is the best means of ensuring mutual support and understanding.

Consultation: To win the confidence of partners, and to capitalize on their capacity, both inside and outside the Missions, it is crucial to consult them.

Consensus: Field missions work as a whole; the successful completion of one component can have tremendous advantages for on the others. Conversely, the failure of one component can seriously hamper the whole mission mandate. Therefore it is advisable to seek consensus at all levels: inception, planning, and implementation of individual action plans.

Transparency: Transparency is consistent with the prevailing requirements for security. All parties should be fully aware of the motives, mission and intentions of the operation.

Liaison: Communication should be established at every possible level at the earliest opportunity and liaison must be continuously maintained.

Information: Information is essential for the operation in order to make continuously updated assessments of the attitudes and capabilities of the parties concerned.

Reporting: All activities and all incidents an operation encounters may have political ramifications. Therefore, reporting and decision-making may be more centralized than in standard police operations. The UN police component must have adequate communication systems to facilitate the rapid transmission of information from the lowest level in the field to the mission headquarters.

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1.3. ESTABLISHING PEACEKEEPING OPERATIONS

Peacekeeping operations are established by the Security Council. In each case, a new mission must be designed and its components assembled to meet the requirements of that particular situation. Since the UN has no large-scale full-time police force at its disposal, this means that the Organization must recruit and select police officers, generate troops and select international and national civilian staff, as required by the Mission's mandate.

There is no fixed or mandated sequence of events leading to the establishment of a peacekeeping operation, but in most cases some combination of the following events occurs:

1.3.1. CONSULTATIONS/PEACE AGREEMENTS

As the hostile parties in a particular conflict approach a negotiated settlement, consultations take place among Member States, the Secretariat, the parties on the ground, concerned States in the region and countries that are potential contributors of police, troops and other resources, regarding the possible need for a UN presence and the shape it might take. It is particularly critical that the parties to the conflict should consent to UN involvement. Often, one or more of the parties will insist, as a precondition for signing the peace agreement, on a UN role in verifying compliance with or helping to implement the agreement. As such, peace agreements often define the contours of any future UN operation. During the negotiations phase, the UN should indicate the kind of mandate that it would be able to implement — based on its capacity, expertise and previous experience — should the Security Council agree to authorize such a mandate.

1.3.2. TECHNICAL ASSESSMENT MISSION

As soon as security conditions permit, an integrated technical assessment mission, involving the relevant UN departments, funds and programmes, travels to the country or territory where the mission is to be established, to assess the overall security, political,

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humanitarian, human rights and military situation on the ground and the implications for a UN operation. The police component of this mission is charged with the responsibility of determining the situation on the ground, the condition of the local police agencies, their capabilities and the level of policing support required for a future mission.

1.3.3. REPORT OF THE SECRETARY-GENERAL

The Secretary-General makes recommendations to the Security Council, taking into account the findings and recommendations of the technical assessment mission, on the options for establishing a peacekeeping operation, including its size and resources.

1.3.4. SECURITY COUNCIL RESOLUTION

The Security Council passes a resolution authorizing the operation's deployment, and determines its size and mandate. (Such decisions require at least nine out of 15 votes in favour and are subject to a veto by any of the Council's five permanent members — China, France, the Russian Federation, the United Kingdom and the United States.) The budget and resources of the mission are then subject to General Assembly approval.

1.3.5. PLANNING

Planning for police, political, troops, military, operational and support (e.g. logistics and administration) issues is carried on concurrently with the SRSG (Special Representative of the Secretary-General) or other senior official and DPKO (Department of Peacekeeping Operations) in the lead. The planning phase usually involves the establishment of a Headquarters-based joint working group or integrated mission task force (IMTF), with participation of all relevant UN departments, funds and programmes. This helps prevent loss of time once a peacekeeping operation is mandated by the Security Council.

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1.3.6. CONTRIBUTION OF PERSONNEL AND OTHER RESOURCES FROM MEMBER STATES

Member States are invited to contribute police officers, formed police units (if required) and military troops as well as supplies, equipment, transportation and logistical support in line with the potential mandate. At this stage, the member states are informed of the kind of profile and specific skill sets expected from their police officers.

1.3.7. DEPLOYMENT

Deployment proceeds as quickly as possible, taking into account the security and political conditions on the ground. This often starts with the deployment of an advance team to establish mission headquarters and leads to a gradual build-up to encompass all components and regions, as required by the mandate.

1.3.8. REPORTING BY THE SECRETARY-GENERAL

The Secretary-General reports regularly to the Security Council concerning the activities of the operation.

1.3.9. REVIEW BY THE SECURITY COUNCIL

The Security Council renews and amends the mission's mandate, as required, until the mission is completed or closed.

1.4. MANDATE AND KEY PERSONNEL IN A PEACEKEEPING OPERATION

The composition of a UN peacekeeping operation depends on the mandate which the Security Council dictates in light of the problems to be solved in the conflict area. In the past decade there has been a trend towards the deployment of multi-dimensional peacekeeping operations (also referred to sometimes more generally as peace operations) rather than the traditional operations where the goal has

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been to monitor and ensure the separation of opposing armed forces. Such operations may be required to:

- Assist in implementing a peace agreement;
- Monitor a ceasefire or cessation of hostilities to allow for political negotiations and a peaceful settlement of disputes;
- Provide a secure environment, encouraging a return to normal civilian life;
- Prevent the outbreak or spillover of conflict across borders;
- Lead States or territories through a transition to stable government based on democratic principles, good governance and economic development; and
- Administer a territory for a transitional period, thereby carrying out all the functions that are normally the responsibility of the government.

The command of peacekeeping operations is vested in the **Secretary-General** under the authority of the Security Council. The Secretary-General delegates the overall responsibility for the conduct and support of these operations to the **Under-Secretary-General for Peacekeeping Operations**.

The Secretary-General appoints a **Special Representative of the Secretary-General** (SRSG) with the consent of the Security Council, who serves as the Head of Mission and is responsible for implementing the Mission's mandate. The SRSG has the authority over all components of the Mission and reports to the Secretary-General through the Under-Secretary-General for Peacekeeping Operations.

The SRSG's responsibilities can be divided into several broad areas:

- Facilitator of a political process;
- Head of the UN presence;
- Head of Mission; and
- Interim or transitional administrator.

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The SRSG contributes to the interpretation and practical application of the mandate on the ground. To this end, the SRSG develops the political strategy and plans for mandate implementation, taking into account the legal and political framework. As the highest-ranking UN official in the area of operation, the SRSG has the authority to establish the political framework, and provide leadership for, the UN presence in the mission area.

The SRSG also provides direction and guidance for each component of the mission (e.g. military and UN police) and ensures that activities are undertaken in an integrated manner. The SRSG initiates the development of a mandate implementation plan in close coordination with the senior management team of the mission.

The **Director of Administration** (DOA) or the Chief Administrative Officer (CAO) assists the SRSG in ensuring that the mission is managed, administered and supported in line with UN regulations. His/her responsibilities include all general and technical services related to the mission's activities, as well as the requisite administrative and logistic support for carrying out the substantive work of the mission.

A **Force Commander** (FC) advises the SRSG on all military matters. He/she has operational control of the military component including the staff, military observers and Formed Military Units.

The Police Commissioner (PC) or the Senior Police Adviser (SPA) is responsible for all police-related aspects of the mandate including the management of the UN police component and, where they exist, Formed Police Units (FPUs). Depending on the mandate, the PC/SPA is responsible for monitoring, advising and/or assisting the national police service in support of democratic and community-based policing, institutional reform and restructuring and capacity-building. In some missions such as Kosovo (UNMIK) and Timor-Leste (UNMISSET), the UN police component was also given the added responsibility of being the executive police service in the territory.

2. THE DEPARTMENT OF PEACEKEEPING OPERATIONS

The Security Council is the authority for mandating and terminating UN peacekeeping operations. The command of a peacekeeping operation is vested in the Secretary-General under the authority of the Security Council. The Secretary-General, in turn, has delegated the responsibility for the planning, preparation, conduct and direction of all UN peacekeeping operations to the Under-Secretary-General for Peacekeeping. The Department of Peacekeeping Operations assists in the provision of substantive services to the Security Council and the General Assembly and provides secretariat services for the Special Committee on Peacekeeping Operations (C-34).

2.1. ROLE OF THE DEPARTMENT OF PEACEKEEPING OPERATIONS

The Department of Peacekeeping Operations (DPKO) assists the Member States and the Secretary-General in their efforts to maintain international peace and security. The Department is responsible for planning, managing, preparing, supporting and directing UN peacekeeping operations in order that they can effectively fulfil their mandates under the overall authority of the Security Council and General Assembly, and under the command vested in the Secretary-General.

The DPKO provides political and executive direction for UN peacekeeping operations and maintains contact with the Security Council, police, troop and financial contributors, and with the parties to the conflict, in the implementation of Security Council mandates. The DPKO strives to provide the best possible and most cost-efficient administrative and logistical support to missions in the field, through the timely deployment of quality equipment and services, adequate financial resources and well-trained personnel. The Department works to integrate the efforts of UN, governmental and non-governmental entities in the context of peacekeeping operations. The Department also provides guidance and support on military, police,

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mine action, and logistical and administrative issues to other UN political and peace operations.

Each peacekeeping operation has a specific set of mandated tasks, but all share certain common aims, which are to alleviate human suffering and create conditions and build institutions for self-sustaining peace. The substantial presence of a peacekeeping operation on the ground contributes to this aim by introducing the UN as a third party with a direct impact on the political process. In performing its tasks, the DPKO aims to minimize the many risks to which peacekeepers may be exposed in the field.

2.2. STRUCTURE OF THE DPKO

The DPKO consists of the following organizational units:

- Office of the Under-Secretary-General (OUSG);
- Executive Office (EO);
- Office of Operations (OO);
- Office of Mission Support (OMS);
- Military Division (MD);
- Police Division (PD);
- Peacekeeping Best Practices Unit (PBPU); and
- Mine Action Service (MAS).

2.2.1. OFFICE OF THE UNDER-SECRETARY-GENERAL

The Office of the Under-Secretary-General provides the overriding policy and strategic advice to the USG and manages the day-to-day functioning and direction of the Department. It manages the Department's communications strategies and assists the USG in developing the Department's organization and working methods and strategies for working with Member States and other UN Departments and agencies.

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2.2.2. EXECUTIVE OFFICE

The Executive Office provides DPKO staff with personnel, financial and administrative support. This includes assistance in areas such as job classification, recruitment, placement, entitlements, and counselling and staff-management relations. The Office also handles the Department's budget and financial management and reporting processes. Finally, it is responsible for ensuring the allocation of office space, office equipment and other such services at Headquarters.

2.2.3. OFFICE OF OPERATIONS

The Office of Operations provides the lead political and operational guidance and planning to all peacekeeping missions. It is responsible for fulfilling the Secretary-General's reporting obligations to the Security Council and for the preparation of maps (digital and otherwise) for the Security Council, UN Headquarters and field operations. It regularly monitors events and gathers information from all mission areas and undertakes security and threat assessments.

2.2.4. OFFICE OF MISSION SUPPORT

The Office of Mission Support manages the logistical and administrative processes which are an integral part of all phases of a peace-keeping operation. These efforts involve implementation and monitoring of policies related to logistical services and equipment, the development of human resource management policies, and the development of procedures related to the preparation and implementation of mission budgets.

2.2.5. MILITARY DIVISION

The Military Division undertakes all military planning for the DPKO and develops the strategies and concepts of operations for military components in peacekeeping missions. As such, it is responsible for ensuring the deployment and rotation of military personnel to and

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from the field. The Division also maintains a training and evaluation capacity including in-mission training activities for military personnel as well as offering training support and advice to Member States and regional organizations in order to enhance their preparedness and capacity to participate in peacekeeping operations around the world.

2.2.6. POLICE DIVISION

See Section 3 for an extensive description of the role and functions of the Police Division.

2.2.7. PEACEKEEPING BEST PRACTICES UNIT

The Peacekeeping Best Practices Unit (PBPU) assesses and evaluates the successes and failures of all UN peacekeeping operations. It singles out best practices and lessons learned, and develops guidelines and recommendations to ensure better planning, management and performance of operations in ongoing and future missions. Thematic advisers for DPKO are housed in PBPU. These include penal matters and criminal justice, DDR (Disarmament, Demobilization and Reintegration), and HIV/AIDS as well as gender advisers. The Unit is responsible for servicing the Fourth Committee (Special Political and Decolonization) and the Special Committee on Peacekeeping Operations.

2.2.8. MINE ACTION SERVICE

The Mine Action Service (MAS) develops policies on landmine awareness and co-ordinates the DPKO's activities aimed at reducing the dangers posed by the existence of landmines in its areas of operation.

These efforts involve monitoring and undertaking assessments of landmine threats and providing help towards victim assistance and the implementation international mine action standards. The Service manages E-MINE: the Electronic Mine Information Network.

3. FUNCTIONS AND STRUCTURE OF THE UN POLICE DIVISION

The UN Police Division plays the lead role in the UN in providing advice on international police issues and supporting the activities of the UN Police in peacekeeping operations. The Police Division supports UN police operations of various kinds in 13 UN peacekeeping missions around the world¹. Several thousand international police officers with a wide variety of national experience are currently deployed in the field. UN Police officers provide day-to-day expert advice, mentoring and training for the local police and assist in the restructuring and reform of locally owned police institutions and structures.

The Police Division is a core organisational unit of the UN's Department of Peacekeeping Operations (DPKO). The Police Division is led by the Police Adviser who reports directly to the Under Secretary-General (USG) for Peacekeeping Operations. He/she provides substantive advice and support to the USG, other senior UN Secretariat officials and to senior management in field missions on issues related to policing, law and order and related judicial and penal matters.

The Police Division is staffed with police officers recruited from various Member States on a rotational basis, as well as civilian staff. The Division currently comprises four functional units:

- Office of the Police Adviser;
- Strategic Policy and Development Unit;
- Training and Development Section; and
- Mission Management Section.

¹ As of 1 May 2005

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3.1. OFFICE OF THE POLICE ADVISER

The Office of the Police Adviser is responsible for the *management* of the Division while developing the *overall strategic direction* to be pursued on UN police issues in peacekeeping missions around the world. It develops strategy in co-operation with Member States, other UN Departments and agencies, regional and sub-regional organisations, universities and research institutes. In addition, the Office is responsible for all matters related to utilizing information technology and for the sharing of information within the Police Division/DPKO and between Headquarters and the field.

3.2. STRATEGIC POLICY AND DEVELOPMENT UNIT

The Strategic Policy and Development Unit is responsible for the full range of issues related to the *implementation* of UN Police activities, including those that pertain to conflict prevention, peacekeeping and peacebuilding. Activities include developing Concepts of Operations (ConOps) and Integrated Mandate Implementation Plans (IMIPs) for existing UN police components in the field, as well as undertaking planning and field assessments for new UN police operations. The Unit is also engaged in developing and updating mission-specific performance guidelines and procedures for UN police personnel.

3.3. TRAINING AND DEVELOPMENT SECTION

The Training and Development Section is responsible for all issues related to the *training* of UN Police Officers. It assists in the development of pre-deployment, induction and in-mission training programmes by providing related advice and support. The Section also supports UN peacekeeping missions that have a mandate to provide training for local police services. The Section maintains contact and liaison with peacekeeping operations, Member States and major regional and national peacekeeping training centres with regard to current training practices, standards and policies. It also prepares and distributes a wide range of training materials to UN

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peacekeeping operations and to Member States. The Police Division also assists Member States in developing national and regional training capacities through “train-the-trainer” workshops aimed at developing a pool of expert UN police trainers.

3.4. MISSION MANAGEMENT SECTION

The Mission Management Section oversees and provides advice on the *operations* of all UN police components in peacekeeping missions, including advice on best police practices and lessons learned. The Section ensures that the UN police components adhere to their Security Council mandate(s); advises and guides the components in their field activities; evaluates and reviews their progress; administers the deployment and rotation of all UN police officers from their home country to the Mission areas; processes disciplinary cases and ensures that personnel records are accurate and updated in a timely manner, and performs all other administrative functions pertaining to serving UN Police Officers in the field. The Section works in close collaboration with the Desk Officers from the DPKO’s Office of Operations, Office of Mission Support and all other UN Secretariat Departments and UN agencies.

The Police Division also directly assists Member States in the selection of their police officers for service in the UN peacekeeping operations, primarily by deploying Selection Assistance Teams (SATs) to assist Member States in the screening and testing of candidates (see section 4.1 below for further information).

4. PRINCIPLES OF PERFORMANCE FOR UN POLICE OFFICERS

The increase around the world in the number of UN peace operations with police components, in particular since 2000, has led to an increased and expanded role for the Police Division. Since it was created in October 2000, the Police Division has developed and put in place a wide range of reforms, strategies and policies aimed at

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strengthening its advisory and support capacities in this regard. In particular, clear and transparent guidelines and other documents have been developed in respect of recruiting and deploying UN police personnel to and from the field.

4.1. RECRUITMENT OF UN POLICE OFFICERS

The Police Division regularly deploys Selection Assistance Teams (SATs) to assist Member States who contribute police officers to UN peacekeeping operations in the selection of their officers for service in UN missions. A SAT generally consists of three persons: one Police Division representative, one senior UN Police Officer from the relevant field mission; and one other person with a relevant regional understanding of police practices and needs.

All police officers deployed to UN peacekeeping operations must meet the minimum standards with regard to the working language of the Mission, driving competency and, where applicable, firearms proficiency. Those officers not assessed in their home country by a SAT are tested immediately upon arrival in the Mission area by an Induction Training Unit. Personnel are repatriated at their own country's expense in cases where they fail to meet the minimum requirements upon arrival in the mission area. (For further specific information on this and other related recruitment procedures, please refer to *United Nations Selection Assistance Team, Pre-deployment Assessment Procedures: Guidelines for Police Contributing Countries, revised November 2004.*)

Police officers selected for service in a UN peacekeeping operation must be well trained and experienced, and be of the highest professional calibre. They must satisfy the following selection criteria:

- Be representative of their national background;
- Be competent in the Mission language, both in speaking and in writing;
- Have a valid driving licence and be capable of driving a four-wheel-drive vehicle;

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- Be adaptable and comfortable in social environments;
- Have the appropriate operational skills required for performance of the duties of the appointment for which they are selected, namely training, mentoring, advising, management, etc.;
- Be knowledgeable about the overall Mission environment and the parties to the respective conflict; and
- Be capable of conducting analytical investigations into alleged incidents, and of compiling and submitting factual and impartial reports.

Officers must realise that they will be performing their duties in an environment foreign to that of their home nation, often encumbered by a foreign language, difficult living conditions and high-stress situations that are physically demanding. Therefore, officers selected must be physically fit, of sound mental character, mature in attitude and outlook, and possess the appropriate career qualifications for the Mission.

4.2. PERSONAL QUALITIES OF A UN POLICE OFFICER

The UN Police Officer selected to be an advisor/trainer/mentor must possess a strong character, a well-balanced personality and be of good mental health. He/she must be free of neurotic or other psychological problems, and it is imperative that he/she is able to operate in conditions of significant stress and physical danger. In many circumstances, it is his/her own actions and words which will determine whether an operation is successful or not, and thus he/she must be scrupulously honest, loyal and highly professional. An effective officer displays the following personality traits:

- Good judgement, supported by a common-sense approach to problem-solving;
- Objective attitude, displaying tact and impartiality;
- Polite demeanour, combined with a firm but flexible and honest approach;

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- Considerable self-discipline and patience;
- A friendly, open approach to other nationalities and a ready sense of humour;
- Ability to influence others, resulting from imaginativeness and persuasiveness; and
- Demonstrable leadership skills.

4.3. DUTIES AND OBLIGATIONS OF UN POLICE OFFICERS

UN police personnel are police officers assigned to serve with the UN on a loan basis by the Governments of UN Member States at the request of the UN Secretary-General. The Charter of the UN requires that all personnel acting under the UN banner should uphold the highest standards of professional and personal conduct. They are required to treat the local population with respect and dignity. Upon arrival in the Mission area, UN Police Officers will be provided with a set of guidance documents, relevant rules and codes of conduct, in particular:

- Charter of the UN;
- UN Staff Rules and Regulations;
 - Code of Personal Conduct for Blue Helmets;
 - Guidelines for Police Officers;
 - Standard Operating Procedures for Police Officers;
 - Concepts of Operations;
 - Compilation of rulings on Disciplinary Issues relating to UN Police Officers; and
 - Secretary-General's Bulletin entitled "Special measures for protection from sexual exploitation and sexual abuse²."

² Source: Currently ST/SGB/2003

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4.4. OBLIGATIONS OF UN POLICE OFFICERS ON DUTY

UN police personnel assigned to serve United Nations peacekeeping and other field missions are under the authority and direction of the Police Commissioner or Senior Police Adviser, and are accountable to him/her in the conduct and performance of all their duties.

In exercising their official duties, UN Police Offices must:

- Perform their duties solely in the interests of the UN, acting so as to recognise the needs and interests of the host country and its people, and acting with strict impartiality, integrity, independence and tact in all their dealings;
- Respect the laws of the host country in so far as they are not in conflict with internationally recognized human rights standards, UN rules and regulations and other relevant procedures;
- Not abuse or exploit individual members of the local population, in particular women and children. Sexual exploitation and abuse are strictly prohibited³. Prohibited conduct includes any form of sexually humiliating, degrading or exploitative behaviour; any sexual activity with persons under the age of 18; any exchange of money, employment, goods or services for sex with prostitutes or others; any sexual behaviour in exchange for assistance provided to beneficiaries; visits to brothels or other areas declared off-limits by the mission;
- Neither solicit nor accept any material reward, honour or gift from any source other than the UN;
- Treat UN property, especially vehicles and communications equipment, with care and not trade, sell or use such property for personal benefit;

³ Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including profiting monetarily, socially or politically. Sexual abuse means actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

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- Exercise utmost discretion in all matters of official business and not communicate to an unauthorized person any information known to them by reason of their official position nor at any time use such information to their private advantage;
- Not accept instructions from sources external to the UN;
- Show courtesy and respect to all other UN mission personnel, regardless of their creed, gender, rank or origin; and
- Observe internationally recognized human rights standards and not discriminate against any person on any grounds, such as sex, race, colour, language, religion, political or other opinion, national, ethnic or social origin, association with a national community, property, birth or other status.

4.5. RESPONSIBILITIES OF UN POLICE OFFICERS IN THEIR PRIVATE LIFE

In their private life, UN Police personnel must:

- Ensure that their conduct will not discredit the Mission and not damage its credibility, effectiveness and image, in particular by meeting all their personal financial obligations in the host country before departing the Mission area upon completion of assignment;
- Not indulge in immoral acts of sexual, physical or psychological abuse or exploitation of the local population or UN staff, especially women and children;
- Realize that consensual relationships with beneficiaries of assistance are also not considered acceptable, as they are based on an inherently unequal power balance;
- Not engage in excessive consumption of alcohol;
- Not use, possess or traffic illegal drugs and substances;
- Show respect and courtesy towards all members of the local population and for their laws, customs and traditions; and

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- Realize that proper police discipline is crucial to the success of the Mission in which they take part and is to be reflected in the appearance, bearing and behaviour of the individual.

4.6. PRIVILEGES AND IMMUNITIES

UN Police Officers are entitled to privileges and immunities in the performance of their UN duties, pursuant to the applicable provisions of the UN Convention on Privileges and Immunities, adopted by the UN General Assembly on 13 February 1946, as well as other arrangements to be concluded between UNHQ and the relevant Governments.

UN Police Officers enjoy immunity from legal process for the purposes of the official acts they must perform. They are subject to local civilian and criminal jurisdiction for other acts they may commit (e.g. any criminal behaviour). The Secretary-General has the authority to waive the immunity of individuals to allow investigation by local authorities of credible allegations.

4.7. PERSONAL HABITS

All UN peacekeepers must be aware that although their personal behaviour may be considered normal in their own society, some of these habits may cause offence in other societies. For example, a seemingly simple gesture such as patting a small child on the head is considered highly offensive in some societies. Many communities also have strict rules concerning relationships between men and women, as well as the respect due to spiritual leaders, religious artefacts and places of worship. In many societies, however, most religious leaders will be happy to discuss their faith with interested persons as long as the approach is made in a respectful manner and does not compromise the leaders' position or status in his/her own society.

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UN Police Officers should make every effort to familiarize themselves with the culture(s) prevalent in the Mission area to which they will be assigned, for example by use of information available at public libraries and Embassies or Consulates. It is strongly recommended that officers consult with their colleagues who have previously served in the Mission in question to ensure that neither they nor their colleagues will inadvertently cause any offence during their tour of duty. In the event that cultural differences unwillingly cause offence, explain politely and patiently no offence was intended; stressing the need to understand each other's point of view can help resolve disputes in many cases.

4.8. CULTURAL AWARENESS

“Culture shocks” are not unusual phenomena in themselves. They are merely the natural response of individuals when they are taken from their own environment to another within which they feel some discomfort or disorientation. Because of their background and training, professional police officers will be able to overcome any of the obstacles imposed by such relocation. Some personnel will deal with the problem more effectively than others, however. Officers who have the benefit of previous tours of duty in UN peacekeeping missions will be able to overcome culture shocks more quickly than those on their first mission. Ideally, comprehensive pre-departure preparation, orientation and research will assist in lessening the impact of culture shock upon most individuals. Cultural preparedness will normally be part of the induction training of officers on their arrival in the mission area.

UN Police Officers must understand the importance placed in many societies and cultures on maintaining or saving “face” (i.e. the personal perception of respect). This type of respect is especially important in negotiations when, for example, a cease-fire is being discussed and one or other party is seen to be losing ground in the negotiation and consequently will “lose face” amongst his peers. Representatives of parties may be compelled to say one thing but

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mean another, in an effort to avoid being seen as the weaker negotiator in such circumstances, leading to contradictory positions becoming apparent at a later stage, to the detriment of the negotiations. When faced with situations such as these, the UN Police Officer must exert his/her influence as much as possible in order to facilitate a “win-win” situation.

4.9. POLICE UNIFORM

United Nations Police Officers are required to wear their national uniforms during the performance of their duties. Local modifications to the uniform are not acceptable and bring disrepute to your country and police agency. The uniform should be worn proudly as it is a visible representation of your country and the United Nations.

The following requirements pertain to UN Police Officer uniform use:

- The UN will provide a blue beret, cap badge, neck scarf and six shoulder patches to be sewn on the upper right sleeve of the uniform shirt or jacket.
- A national identification symbol, normally a small national flag, should be sewn on the upper left sleeve of the uniform shirt and jacket.
- Police Officers must have the UN Blue helmet and anti-flak jacket readily accessible to wear in case of emergency, or upon notification and order from the chain of command.
- It is very important to ensure that selection of clothing and equipment reflects climatic and terrain conditions in the mission area. It is advised that climatic conditions should be determined in advance and appropriate uniforms carried to the mission area.
- Police Officers should bring their own field equipment, as these items may not be available locally.
- Police Officers may wear civilian clothes when not performing official duties.

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- Police Officers are not authorized to carry personal cameras while on duty. Upon arrival, all Police Officers should acquaint themselves with Standard Operating Procedures and other administrative directives, which give details governing the use of cameras while not carrying out official duties.
- Other restrictions, related disciplinary action, allowances, or entitlements would be reflected within the mission-specific SOPs.

4.10. DO'S AND DON'TS FOR UN POLICE OFFICERS

Do's

- *Do* keep neutral and display impartiality to all parties in the dispute;
- *Do* impress upon local commanders that you are to be granted freedom of movement appropriate to the mandate applicable to your area;
- *Do* ensure that local police commanders are aware of the provisions and requirements to report any breaches of applicable agreements and ceasefires;
- *Do* be alert to efforts that may undermine your authority and impartiality;
- *Do* remember that your good behaviour and the image that you present enhance your security;
- *Do* maintain your uniform and equipment to present the best possible image and ensure visibility of your UN accoutrements (e.g. flag, beret, etc.) at all times whilst on duty;
- *Do* take into account environmental security threats;
- *Do* practise document security measures to ensure that no unauthorized persons view sensitive material of the UN;
- *Do* consider the likelihood that all radio communications will be monitored and phrase messages accordingly;

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- *Do* remember to keep calm and patient when dealing with parties who require the use of interpreters to negotiate, and talk to the person you are dealing with, not the interpreter;
- *Do* be aware that local employees and interpreters may have a vested interest in matters which require sensitive handling;
- *Do* be aware of the possible loyalty of the host population to previous Governments and authorities;
- *Do* inform your supervisors of your activities and maintain close liaison with your colleagues in adjacent areas of responsibility;
- *Do* encourage a frank and open exchange of points of view during discussions and conferences;
- *Do* compile accurate reports (including sketches and drawings where necessary) and ensure timely submission to your HQ;
- *Do* be particularly aware of your responsibilities when using UN equipment and means of transport;
- *Do* be aware that you may be required to be on duty for extended periods without adequate rest, and that a UN peacekeeper is considered to be on duty 24 hours a day, seven days a week;
- *Do* be aware of HIV/AIDS and other sexually transmitted diseases;
- *Do* remember to watch what you eat and drink and avoid uncooked foods unless you are certain that they are not contaminated; and
- *Do* try to maintain the health and sanitation practices to which you are accustomed in order to maintain your health.

Don'ts

- *Don't* take part in any illegal activities (e.g. prohibited substance abuse) or "black-market" trade in goods;
- *Don't* allow yourself to become involved in sexual liaisons which could compromise your neutrality and impartiality or affect your personal hygiene;
- *Don't* criticize the host nation or the parties involved in the dispute;

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- *Don't* unnecessarily reveal your religious convictions, especially in Mission areas where religion is an aspect of the conflict or of ongoing disputes;
- *Don't* collect unauthorized souvenirs (e.g. weapons, unexploded ordnance, religious artefacts, etc.);
- *Don't* become intoxicated by consuming significant amounts of alcohol;
- *Don't* dress in a manner that would be offensive to the local population or discredit the UN or your home nation;
- *Don't* openly carry marked maps or documents across ceasefire lines;
- *Don't* express political or other opinions to nationals of either party to a dispute;
- *Don't* make unauthorized press or media statements (i.e. be aware of unauthorized persons enquiring about the progress of a particular matter);
- *Don't* allow disagreements with support personnel to create a hostile or non-productive working environment;
- *Don't* take photographs or allow photographs to be taken in areas which are subject to dispute or hostilities unless specifically authorized to do so;
- *Don't* allow local gossip or hearsay to influence decisions or reports to your superiors unless you can certify all the facts expressed; and
- *Don't* allow yourself to be coerced into saying or doing anything which could reflect poorly upon you, your home nation or the UN.
- *Don't* engage in any act of sexual abuse and sexual exploitation, or other form of sexually humiliating, degrading or exploitative behaviour;
- *Don't* engage in any type of sexual activities with children (persons under the age of 18 years); mistaken belief in the age of a person is not a defence;

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- *Don't* use children or adults to procure sexual services for others;
- Don't exchange money, employment, goods or services for sex with prostitutes or others;
- *Don't* demand any sexual favour in exchange for assistance provided from the beneficiaries of such assistance, such as food or other items provided for refugees;
- *Don't* visit clubs, brothels or places which are declared off-limits.

Don't forget that, as an ambassador of the UN and your own nation, your behaviour and bearing will influence how others view the UN as a whole.

CHAPTER

2

***TASKS AND ACTIVITIES OF
UN POLICE COMPONENTS IN
PEACEKEEPING OPERATIONS***

CHAPTER 2: TASKS AND ACTIVITIES OF UN POLICE COMPONENTS IN PEACEKEEPING OPERATIONS

1. THE ESTABLISHMENT OF A UN PEACEKEEPING OPERATION

This section offers insight into understanding peacekeeping and the context in which the UN Security Council makes the decision to establish a peacekeeping operation.⁴

1.1. THE EVOLUTION OF PEACEKEEPING

UN peacekeeping is based on the principle that an impartial presence on the ground can ease tensions between hostile parties and create space for political negotiations. Peacekeeping can help bridge the gap between the cessation of hostilities and a durable peace, but only if the parties to a conflict have the political will needed to reach the goal. Initially developed as a means of dealing with inter-State conflict, peacekeeping has increasingly been used in intra-State conflicts and civil wars, which are often characterized by multiple armed factions with differing political objectives and fractured lines of command.

The structure of peacekeeping missions has been evolving since the 1990s. While some peacekeeping operations are still based on the “traditional” model of a neutral military force separating warring parties, more and more peacekeeping operations are increasingly becoming “multidimensional”. These multidimensional missions comprise a wide range of components including police, military, disarmament, political, civil affairs, judicial, human rights, humanitarian, reconstruction, public information and gender. Some of these operations do not have a military component but implement their mandates alongside a regional or multinational peacekeeping force.

⁴ Source: Introduction, *Handbook on United Nations Multidimensional Peacekeeping Operations*, Peacekeeping Best Practices Unit, Department of Peacekeeping Operations, United Nations, December 2003, pp. 1 – 4.

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Depending on their mandate, multidimensional peacekeeping operations (also referred to as peace operations) may be required to:

- Assist in implementing a comprehensive peace agreement;
- Monitor a ceasefire or cessation of hostilities to allow space for political negotiations and a peaceful settlement of disputes;
- Provide a secure environment encouraging a return to normal civilian life;
- Prevent the outbreak or spillover of conflict across borders;
- Lead states or territories through a transition to stable government based on democratic principles, good governance and economic development; and
- Administer a territory for a transitional period, thereby carrying out all the functions that are normally the responsibility of a government.

While military personnel remain vital to most operations, police and civilians are increasingly taking on a growing number of responsibilities, which can include:

- Reform and restructuring of local police agencies;
- Advising, mentoring and training of local police agencies;
- Assistance with judicial and penal reform;
- Supervising and conducting elections;
- Promoting respect for human rights and investigating alleged violations;
- Assisting with post-conflict recovery and rehabilitation; and
- Setting up a transitional administration of a territory as it moves towards political settlement.
- Helping former opponents to implement complex peace agreements by liaising with a range of political and civil groups;
- Supporting the delivery of humanitarian assistance;
- Assisting with the disarmament, demobilization and reintegration (DDR) of former combatants.

**CHAPTER 2: TASKS AND ACTIVITIES OF UN POLICE
COMPONENTS IN PEACEKEEPING OPERATIONS**

2. ACTIVITIES OF THE UN POLICE

Generally, when UN Police are deployed to a conflict zone, they find the local police service in a moribund state; consequently, there is an immediate need to assist the local police in regaining an adequate level of operational capacity and effectiveness.

The list of characteristics below reflects the situation of the local police in many missions to date as the first group of UN Police Officers arrive on the ground:

- Corrupt and engaged in human rights abuses;
- Politically and militarily influenced, biased and not accountable to the public;
- Little or no formal command and control structure and/or controlled by warlords;
- Non-police personnel in police ranks, often recruited from militias or corrupt concessions;
- Obsolete training facilities, overall lack of equipment and insufficient numbers of adequately trained officers, especially in specialized fields;
- Lack of trust and conflicting relationships with local communities;
- Little or no influence or presence of the police in many areas;
- Extremely low or zero salaries paid to the police officers;
- Lack of functioning courts and prisons;
- General departure from the Rule of Law.

In these types of environments, the main tasks of the UN Police are to assist in enhancing the operational capacity of the local police; support local police institutional development through the reform and reorganization of police structures; and to help instil a level of trust between police and local communities. These efforts are achieved by implementing the applicable police mandate, consistent with the principles of democratic policing as set out below.

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2.1. 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; and
- Police actions are responsive to public opinion and wishes.

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.

OHCHR (Office of the High Commissioner for Human Rights) *Professional Training Series No. 5: Human Rights and Law Enforcement: A Manual on Human Rights Training for the Police*, 1997. Full text available at ohchr.org.

CHAPTER 2: TASKS AND ACTIVITIES OF UN POLICE COMPONENTS IN PEACEKEEPING OPERATIONS

2.2. UN POLICE TASKS AND RESPONSIBILITIES⁵

Reflecting the increasingly complex and multidimensional nature of peacekeeping operations, UN police responsibilities encompass a wide range of activities that can be broadly categorized as follows:

- Advising and Reporting;
- Reforming and Restructuring, Rebuilding and Strengthening Institutions;
- Training, Mentoring and Skills Transfer;
- Executive Law Enforcement;
- Formed Police Units;
- Electoral Assistance;
- Disarmament, Demobilization and Reintegration;
- Community-Based Policing; and
- Public Education

2.2.1. ADVISING AND REPORTING

In the early 1990s, UN police components were tasked mainly with monitoring local police agencies to ensure observance of the principles of democratic policing. This required observing the behaviour of local police in the performance of their duties and reporting issues of concern to the Head of Mission for appropriate action. In the UN Transitional Assistance Group in Namibia (UNTAG), for example, the UN police component was to ensure that the South West Africa Police fulfilled their duty of maintaining law and order in an efficient, professional and non-partisan manner.

UN police officers investigated public complaints against the local police and reported any violations of human rights by the police agencies. Their presence in tense border areas helped build

⁵ Source: Introduction, *Handbook on United Nations Multidimensional Peacekeeping Operations*, Peacekeeping Best Practices Unit, Department of Peacekeeping Operations, United Nations, December 2003, pp. 85 – 94.

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confidence in the impartiality of the UN and reassured the general public. Although UN police had no direct authority for the maintenance of law and order and could influence the standards of policing only indirectly, they contributed significantly in keeping the transition plan for Namibia on track.

Lessons learned in the 1990s showed that while monitoring was useful, it did not have a sufficient impact on the local police agencies in terms of change in attitudes, institution building or in bringing about systemic changes in the local police agencies. The passive monitoring style of early UN police missions – simply noting problems in local policing practices – proved to be of limited utility because it is less likely to change the standards and methods of operation of the local police to any significant extent. The tendency toward more active intervention through active monitoring, which identifies weaknesses and ways to address them, has been seen to be a more effective approach and increasingly is being adopted as part of the UN police's growing capacity-building role. To the greatest extent possible, these approaches should work with, not against, the institutional structures of the local police.

The late 1990s saw an increasing shift towards a process of advising and working with local counterparts. This process of advising local police, which includes observation, advice, supervision and reporting on counterparts, now forms the core of the UN police role in multidimensional peace-keeping missions. The process is not an end in itself, but a means to detect problems, identify steps to address them and assess the effectiveness of existing measures for redress. When working with a local police agency, the UN police looks at the effectiveness of the local police command structure, its ability to conduct internal investigations; and its relations with judicial authorities, with the ultimate objective of enhancing capacity in the local police agencies and of making them independently capable of dealing with all policing issues. More importantly, the UN police works towards influencing the local police agencies to be more responsive to the community they are responsible for serving and protecting. It also assists in channelling support in terms of logistics and training to the local police.

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In a number of situations, UN police have found that an effective technique of working with local and national police agencies is by co-locating UN police personnel with the local police. Working together with the local police and community on a daily basis, with our strategic mission in mind, facilitates transfer of skills, trust, good communication and mutually beneficial working relationships to promote democratic and community policing practices. Thorough institutional assessment of local police institutions, made possible by co-location, has been an effective way for UN police to identify their strengths and weaknesses and to ensure that reports on their activities are grounded in local realities and based on the local context.

The effectiveness of the process often depends on the willingness of the local police agencies to cooperate with the UN police. For example, the role of the UN police component in the United Nations Transitional Authority in Cambodia (UNTAC) was to supervise the local police service, primarily through monitoring and reporting. UNTAC's police was able to make substantial progress only where the local police service saw it as in their interest to cooperate with the UN, or where moral authority provided sufficient leverage.

Early on in a peacekeeping operation, it is important that appropriate standards and guidelines should be established for UN police on how to advise and report on the local police. These must be implemented in a rigorous, programmed manner, albeit with flexibility, if they are to be effective. Advising and monitoring at local level is a resource-intensive exercise, requiring a large number of UN police officers with relevant skills to be imparted. However, if efforts are focused on senior ranks of a local police agency, then fewer UN police officers, but with more managerial experience and seniority, may be needed. A top-down approach has been seen to be more effective than a bottom-up approach. If the senior and middle levels of leadership in the local police agencies are willing to reform, then the trickle-down effect to the field level is more marked. However, in this scenario, spot checks and targeted support at lower levels would still be required.

**CHAPTER 2: TASKS AND ACTIVITIES OF UN POLICE
COMPONENTS IN PEACEKEEPING OPERATIONS**

**2.2.2. REFORMING, RESTRUCTURING, REBUILDING
AND STRENGTHENING INSTITUTIONS**

The strategic mission of the UN Police is:

*To build institutional police 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 take root 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.

The UN Police has evolved at a much faster pace since the turn of this century. The establishment of self-sustaining law enforcement institutions has been the long-term objective of police activities in all peacekeeping operations in the past five years. A doctrinal shift has taken place in the use of UN Police, namely reform and restructuring efforts aimed at supporting the institutional development and capacity-building of the local police. The UN Police vision includes ensuring that local police services have a long-term democratic basis, operational sustainability and public trustworthiness. In the United Nations Interim Administration Mission in Kosovo (UNMIK), several thousand recruits were selected and trained by the international police presence to enable them to enter active service alongside their UNMIK police counterparts. In Timor-Leste, UN police were mandated to maintain law and order as well as to establish and train a credible and professional national police service. Within the first two years, more than 2,000 local police officers had graduated from the police academy and were co-located with UN police officers throughout the country, as part of a mentoring programme. A gradual handover of UN police activities to the certified officers of the newly-established Policia Nacional de Timor-Leste has taken place successfully.

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Forming an adequate cadre of trained, professional police officers is usually the primary focus of UN police missions with institution-building mandates and is an important and highly visible confidence-building activity. Establishing basic administrative and financial management arrangements for the local police agencies at an early stage is vital for institution-building. It is particularly important to identify sources of funding, prepare budgets and accounting systems, develop office procedures, effective procurement and asset management tools and human resources systems. The early establishment of strong internal oversight, audit and internal investigations units is critical for transparent, accountable institutions.

In some peacekeeping operations, local police salaries have been an issue of some concern. In these situations, a cost of living analysis can be conducted to help determine a fair and equitable police salary scale, without which it could be difficult to adopt democratic and community policing practices or attract the best candidates.

Police reform and restructuring require short- and long-term resource requirements to be effective. Priority areas for funding should include the infrastructure necessary to build the police service, such as training facilities, police stations, communications equipment, information management networks, police vehicles and police uniforms. However, the capital investment must take into account the local conditions and the ability of the local police systems to absorb the latest inputs. Infrastructure inputs should be appropriate to local conditions and must be sustainable in the long run, so that the recurrent operational costs of the new facilities and equipment do not overburden the police service and the government in the longer term, and lead to a situation where the government is unable to pay police salaries or maintain equipment.

Reforming, restructuring, rebuilding and strengthening efforts must take into account the national context, including cultural, political, economic and social realities. Imported models imposed by the UN police without consideration for local cultural, political, economic and

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social realities may not be fully acceptable to the local police agencies and may prove to be counter-productive. Working closely with national authorities is a must to ensure local ownership of any reform and restructuring efforts as well as transfer of appropriate technology and policing models. Local involvement and “buy-in” will also ensure sustainability of the initiatives in the long run.

The UN police has also become increasingly involved in the screening, selection and recruitment, as well as training of local police candidates, their on-the-job mentoring and monitoring, and evaluation of their performance in the field. Peacekeeping missions with mandates for reforming and restructuring of national police agencies have also been responsible for advising national authorities on how to design and establish more appropriate (often significantly smaller) administrative and operational structures for national police agencies in addition to overseeing efforts to instil more professional, democratic and community-oriented principles of policing. An important element of this work has been to emphasize the strict separation of military and paramilitary entities from police in developing national law enforcement structures.

Effective personnel management and recruitment is vital to the reform of police services and includes removal of undesirable personnel from the police service, at the same time developing and implementing systems to ensure that they are not recruited in the future. In addition to direct screening activities, internal oversight and investigation capacities are important in any police service. In the process of screening and selecting local police officers it is frequently important to ensure that any members recruited from former warring parties are incorporated into a single policing structure and that minority groups and women are sufficiently well-represented in police ranks. This not only develops an appropriate esprit de corps but also brings about representation of all segments of society.

Local police and authorities can sometimes perceive police reform and restructuring activities as unwelcome interference. In situations

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where the international community has faced resistance, UN police have, at times, faced tremendous difficulties in implementing reform and restructuring solutions. In such instances, UN police needs sufficient influence and leverage over the parties to effect change in local structures, procedures and behaviour. This is an important lesson learned from the experience of the United Nations Mission in Bosnia and Herzegovina (UNMIBH), where an innovative non-compliance reporting tool was developed to provide some leverage to the International Police Task Force (IPTF), the police component of UNMIBH.

Non-Compliance Reporting and De-Certification in UNMIBH

“Non-compliance reporting” and “de-certification” were techniques used in Bosnia and Herzegovina to support UNMIBH’s monitoring and restructuring mandate by providing UN police officers with some leverage over the local police services when monitoring revealed problems. Until the introduction of this mechanism, the mission had made little progress with the police entities in Bosnia and Herzegovina. The non-compliance reporting evolved out of the expanded powers granted to UNMIBH and the IPTF and was based on increasing political will to address the institutional reform agenda in Bosnia and Herzegovina.

Non-compliance reports were issued when local police officials failed to comply with reasonable requests for information and access by IPTF personnel or in any way obstructed the work of the UN police. If several non-compliance reports were filed against a police official, the IPTF had the authority to request the issuing of a de-certification warning or to de-certify the police officer, resulting in the police officer losing the authority to exercise policing functions. While non-compliance reports and de-certification of police officers did not vest any executive authority in the IPTF, they nevertheless provided some leverage to help it influence the policies, procedures and operations of the local police. UNMIBH de-certified nearly 500 police who were unwilling to comply with democratic policing standards.

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2.2.3. TRAINING, MENTORING AND SKILLS TRANSFER

The primary goal of training local police has been to enhance capabilities and strengthen police services, bring about a change of attitudes, professionalize the police officers and foster pride in the uniform, so that their conduct and actions become effective and comply with international standards for democratic policing.

The four main local target groups for police training are new recruits, existing active police officers, middle and senior managers in the police service and police trainers. Other than the basic training courses developed for new recruits, police training by UN police also covers subjects such as democratic policing standards, human rights, crisis management, relations between police and judicial authorities, personnel management, finance, logistics, procurement, facilities and equipment maintenance and asset management. Local police personnel are trained in all operational aspects of policing, including crime scene investigation, organized crime, close protection, traffic management, police law etc. Special efforts have also been made to provide training on domestic violence, Rights of the Child, dealing with drug abuse etc. in peacekeeping operations such as Kosovo, Liberia, Bosnia and Herzegovina. Good training programmes must be based on a flexible curriculum that can be tailored to the local situation. In Haiti, case studies used in training of police cadets were based on actual cases which UN human rights monitors had investigated in that country.

UN police may not always be directly responsible for designing and delivering training, but may complement or coordinate development activities (e.g. training and support) provided bilaterally by Member States and regional organizations which may have greater resources and capacity to conduct such police enhancement programmes in certain situations. UN police may also act as a catalyst to bring together Member State or regional organizations for the enhancement of law enforcement capacity, such as the support provided by some Member States for some countries which are hosting

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peacekeeping operations. Such bilateral efforts supplement the resources of the UN and are helpful in providing scarce expertise and resources for host nations.

2.2.4. EXECUTIVE LAW ENFORCEMENT

A significant new development in the role of UN police in peacekeeping missions occurred with the mandates approved for the transitional administration missions of Kosovo and Timor-Leste in 1999. As part of the legislative and executive authority given to these missions, the UN police component was vested with broad responsibilities: maintaining law and order; developing local law enforcement systems; and training local personnel to take over law enforcement duties at the end of the transition period. This type of mandate is referred to as an “executive law enforcement” mandate and effectively requires the UN police to serve as the national police service until domestic capacities are developed. In UNMIK, for example, the executive policing mandate required UN police to carry out all normal policing duties, including:

- Protection of property and lives;
- Investigation of crime and criminality;
- Enforcement of law and order; and
- Assistance and capacity-building support for the local police.

In addition, UNMIK Special Police Units [SPU, or otherwise Formed Police Units] carried out public order functions, such as crowd control and area security, while UN Border Police ensured compliance with immigration laws and other border regulations.

A UN police component mandated with executive authority requires a large number of experienced personnel to carry out the entire gamut of law enforcement tasks. In fulfilling executive responsibilities, UN police are expected to evaluate and respond to the constantly changing situation in the mission area while working strictly within the parameters of the mandate.

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2.2.5. FORMED POLICE UNITS

Lessons learned from past missions showed that a gap existed between the deployment of unarmed UN police and the military units. In situations of serious threats to peace or public order, the unarmed UN Police was ineffective, while the heavily armed military units were not appropriately trained or equipped. The solution proposed was Formed Police Units armed with non-lethal weapons (but capable of using lethal weaponry, if required) and a robust law enforcement capacity.

These Units consist of approximately 120 police officers who have been trained together and work as a cohesive, specialized unit. The FPU component would typically include one Unit Commander, one deputy, three platoons each with one commander and 32 policemen/women. FPU units also include logistic officers, liaison officers, a doctor and nurses. Their tasks and responsibilities include dealing with public order and threats to peace, static security of vulnerable buildings, mobile security of vulnerable areas, VIP protection, criminal information gathering, counter-terrorism and counter-insurgency operations, surveillance, election security, road blocks and checks, barricade reconnaissance and removal, house search, vehicle search, escort duty and training of local police agencies in crowd control and law and order duties. They act as a backup support to the UN Police component and also provide high visibility crime deterrence capability for the unarmed UN Police.

FPU are required to arrive in their respective missions with appropriate crowd and riot control equipment and training. They are also lightly armed to deal with acts which are a threat to local peace or situations which are beyond the control of the local police. Their armament must include Anti-riot equipment, Tear Gas Launchers, handguns and automatic rifles as well as light machine guns for back-up support. In missions such as UNMIK (Kosovo) and UNMIL (Liberia) they are deployed under the administrative and operational control of the Police Commissioner. Routine daily operations of these Units are coordinated by the Sector/Regional police commanders.

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2.2.6. ELECTORAL ASSISTANCE

The role of the police in all phases of an election process cannot be overemphasized. Unlike elections in most established democracies, those in a post-conflict society are fraught with security concerns. There is a crisis of confidence which requires a proactive role on the part of the law enforcement agencies. The police have a role at all stages of the electoral process. This includes: 1) the pre-election phase, which involves security for voter registration and campaigning, as well as identification of secure polling sites; 2) the election day itself, which can pose security challenges such as the potential abduction of candidates, intimidation of voters when casting ballots and sabotage at the polling booths; and 3) the post-election phase, which includes security of the ballot papers, security during the installation of the newly elected leaders and general security in the tense post-election phase. During each phase, the police provide security and can help ensure that basic human rights, such as freedom of expression and association, and the right to peaceful demonstrations, are protected. Protecting voters and candidates from intimidation, harassment, abduction and retribution are key police responsibilities during the entire period. The UN police can and do assist local police through training and advising on all aspects of security planning and operations for the election. The training and advice provided by the UN police has helped several post-conflict societies, from Namibia to Kosovo, to conduct peaceful and internationally accepted democratic elections.

2.2.7. DISARMAMENT, DEMOBILIZATION AND REINTEGRATION

Disarmament, Demobilization and Reintegration (DDR) are complex and interconnected processes, which have the ultimate objective of reintegrating ex-combatants into society. The role of the UN police is often not fully recognized, but a number of experiences have shown that the more UN police are involved in DDR-related confidence-

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building initiatives, the greater the acceptance of ex-combatants and their relatives into society. UN police can assist in a multitude of functions affecting the implementation of confidence-building initiatives.

The following tasks are core DDR areas for the UN Police:

- Assisting and advising local law enforcement authorities in the maintenance of law and order within the demobilization and cantonment zones;
- Supporting the local police in providing security for demobilized combatants being reintegrated back into society;
- Assisting in the vetting and selection of ex-combatants to be reintegrated into the local police agencies;
- Assisting local law enforcement authorities in the development of legislation and policies regulating individual possession of firearms; and
- Assisting the military component in arms reduction and control by disarming the civilian population as a part of a comprehensive disarmament, demobilization and pacification process and in recording collected firearms.

2.2.8. COMMUNITY-BASED POLICING

The central tenet of community-based policing is that it is a partnership between the community and the police aimed at problem-solving through cooperation. It is a strategy that allows the police and the community to work together to solve community concerns. Community-based policing requires a paradigm shift in the traditional operation of existing policing forces in host countries – a shift that keeps community interest at the centre of all policing activity, a shift that requires a move from a “force” to a “service” .

Community-based policing is an increasingly important element of policing in post-conflict environments and is closely linked to public education. The community policing approach enhances the confidence of the local community in the police and fosters cooperative

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relationships. It provides reassurance to vulnerable groups, returning refugees and internally displaced persons (IDPs), owing to the visible presence of police officers working with local populations in and among the community. Addressing common community and policing concerns through, and with, the community can help to ensure that improvements in law and order are better understood and accepted by the population. As such, community policing is a key approach for UN police in peacekeeping missions. Many host countries of peacekeeping operations have certain entrenched local policing practices. These can be adapted to include modern community policing practices. The local communities must be encouraged to address their own social problems. UN police can act as a catalyst for the participation of the local communities in finding solutions to their security and justice problems.

2.2.9. PUBLIC EDUCATION

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 reformed police. In the absence of public understanding of, and support for, police reform, the civilian population may see the process as a technical exercise with minimal impact on their lives.

Public forums, round tables, seminars, radio broadcasts, flyers and other outreach efforts can help build understanding and support for police in local communities. In Liberia, the public information campaign launched by the Commissioner reaped great dividends. In Haiti and Rwanda invitations to human rights non-governmental organizations (NGOs) to speak to police cadets during their basic training helped the cadets understand these issues better. Similar meetings arranged between NGOs and judges and prosecutors in training at

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the judicial academy likewise helped orient the judiciary to their concerns. Grass-roots human rights organizations in Haiti were invited by the national police to attend their human rights training sessions to orient them to human rights issues and their responsibilities in society.

3. COOPERATION AND KEY PARTNERSHIPS

3.1. POLICE AND MILITARY COOPERATION

An important issue for policing in UN peacekeeping operations is the relationship between the UN police and the UN military component. UN police and the military are natural partners in a peacekeeping operation but coordination between the two is sometimes a challenge in the field. In some peacekeeping missions, cooperation between the UN police and the military components has been excellent, characterized by close coordination of activities and shared responsibility for different aspects of security. In Kosovo, for example, UNMIK police gradually assumed increasing security and law and order responsibilities from the multinational peacekeeping Kosovo Force (KFOR), led by the North Atlantic Treaty Organization (NATO). In Bosnia and Herzegovina, UNMIBH police and the NATO-led Stabilization Force (SFOR) also worked well together and conducted joint patrols.

It is however imperative for the UN police to remember that the police need to maintain a civilian profile distinct from the military. The need for a distinct police profile is important to make clear the civilian nature of policing, as it imparts a message to our local interlocutors who may be struggling to come out of the shadow of military policing styles caused by war. This also helps to maintain the moral authority, public trust and community involvement needed for effective policing. The ability to maintain separate profiles while establishing strong functional relationships between UN police officers and military peacekeepers is a difficult balance but is critical to the success of policing in peacekeeping operations.

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3.2. POLICE AND CIVILIAN COOPERATION

Coordination with the civilian component of the mission, as well as partners external to the mission, is essential to the success of any police mandate. UN police can benefit from close cooperation with UN funds, programmes and specialized agencies working in the mission area as well as NGOs and civil society groups. Human rights personnel are key partners in building effective rule of law structures and procedures. 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 also provide valuable inputs on human rights principles and standards for police training curricula. Humanitarian workers are often in contact with local grass-roots organizations and can provide crucial insights into the population's opinions of the police and sensitive issues such as how to deal with past human rights abuses, reconciliation and victim support. Humanitarian personnel often have a good understanding of issues related to the protection of vulnerable groups and other beneficiary populations.

Within the peacekeeping mission, input and advice should be sought from the political affairs, civil affairs, human rights, gender and humanitarian assistance components when designing reform and restructuring programmes for local police. Personnel from these components may be able to provide valuable insights into organized crime, property disputes, corruption and the special concerns of children, adolescents, IDPs and returning refugees. Public information officers in a peacekeeping operation are also important partners, as they can help the 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.

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3.3. OTHER POLICE ENTITIES

Coordination and cooperation are also essential with other entities, including bilateral partners, who may be able to provide support and training for local police. New operational and institution-building capabilities for police reform and training are emerging in regional organizations which can be tapped. The UN can benefit by cooperating closely with these entities, who may be able to take over the institution-building role once the UN mission departs, as was the case in Bosnia and Herzegovina in 2003.

3.4. GENDER PERSPECTIVE IN UN POLICE ACTIVITIES

During conflict, traditional forms of moral, community and institutional safeguards disintegrate, leaving women and girls particularly vulnerable to all forms of physical, emotional and sexual violence. Torture, rape, sexual slavery, forced prostitution, mutilation, forced termination of pregnancy and sterilization are some of the acts of violence perpetrated against women during conflict. When a woman is sexually abused or raped, the intent is often to victimize both her and her male relatives by demonstrating the failure of men in their protective role.

Men and boys are also subject to sexual abuse, torture and mutilation. Gender-based and sexual violence is used as a weapon of war to demoralize and humiliate the targeted group, and the deliberate endorsement of these acts by military commanders and political leaders underscores their significance as more than random assaults.

Conflict also tends to exacerbate existing inequalities between women and men and can put women at increased risk of physical and emotional abuse from male family members. There is usually a rise in domestic and criminal violence against women in countries ravaged by conflict. The proliferation of weapons during times of conflict increases the probability of those weapons being turned against civilians, most often women, even when the conflict is over.

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UN police must understand these differentiated effects of conflict and must seek to protect women's rights and ensure they are integrated into all actions promoting peace, implementing peace agreements, resolving conflict and reconstructing war-torn societies. If peacekeeping operations are to succeed in ensuring a sustainable peace and long-term reconciliation based on democratic principles and internationally recognized human rights, it is crucial that all their activities and policies uphold the principles of gender equality and non-discrimination.

It is important that UN police realize that conflict has different consequences for women and children and that they have particular post-conflict priorities and needs. A peacekeeping operation will enjoy greater success in carrying out its mandate if planners and implementers take into consideration the differing needs of women and men, girls and boys.

The UN police component of a peacekeeping mission may be charged with monitoring local police agencies and training new or restructured agencies. In the latter case, the objective is to create professional law enforcement agencies which adhere to international standards of democratic policing. Recruiting and retaining women officers must be an important objective; new or restructured police agencies must develop the systems that enable them to work in a gender-sensitive way, to address gender-based and sexual crimes as well as sexual assault and domestic violence. They must incorporate strategies to combat the trafficking of human beings, especially women and children.

3.5. UN POLICE AND MEDIA RELATIONS

Relations with the media are critical to all UN peacekeeping operations. Police officers selected for duty with UN missions are reminded of the effect that the media may exert upon political leaders and policy makers.

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UN Police Officers are reminded that they have the following obligations:

- To seek advice from the UN Public Information Section;
- To recognize that information should not be systematically denied to the media, provided that the success of operations and confidentiality are not endangered;
- To be aware that journalists are helpful as a medium to reach out to the community and to inform members of the public about the role and functions of the police;
- To note that systematic refusal to talk to the press will give rise to suspicion and misinterpretation;
- Always to note and report the presence of news media;
- Only to discuss matters within your knowledge and area of responsibility if you are unable to avoid speaking to journalists;
- To think before speaking, and be polite and helpful but firm when referring journalists to a higher authority;
- To be honest and positive whilst remaining professional and dignified;
- Never to give formal interviews without prior approval and not to discuss UN operations, plans or procedures at any time with journalists;
- Never to divulge information about local forces which might be of use to antagonists (i.e. be particularly careful in social environments);
- Never to speculate or provide an opinion as to what might or not happen in certain circumstances;
- Never to mislead or take sides;
- Never to allow the media to pressure you into saying things that you would rather not say or that you should not discuss; and
- To be aware of the nature of classified documents.

4. FUTURE DIRECTION

UN police mandates will continue to change and evolve based on the needs of future post-conflict situations. The UN police component has developed a significant track record in monitoring, advising and training local police agencies in addition to assisting in police reform and restructuring activities. The thrust of future policing activities in peacekeeping will be on **building institutional police capacity in post-conflict environments**. The UN Police will increasingly move away from simple monitoring and advising to active participation in the reform, restructuring and training of local police agencies so that they become self-sustaining.

The UN Police will shift the emphasis from quantity to quality of personnel deployed. This will ensure that the ever-divergent and more numerous UN Police tasks are supported through the proper recruitment of the best-qualified officers available in the world as quickly as possible. Emphasis will be placed on recruiting individual officers with unique and relevant skill areas such as criminal investigation, community policing and police operations and administration, all increasingly in demand in police components. Every effort must be made to enhance the number of women in mission police components.

Each of these areas continues to develop and be refined with experience. Mandates for executive law enforcement, while not ruled out in the future, are less likely to recur. Lessons learnt from these experiences as well as the experience of other regional and multinational policing entities will continue to have an effect on the development of UN police doctrine. UN police may also be engaged more proactively in initiatives within the administration of law and order to pre-empt potential problems, which are often a contributing factor for the conflict. Such efforts would mitigate known problems before the country collapses into chaos.

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UN police have proved to be a valuable and often crucial component of multidimensional peacekeeping and can continue to be a valuable tool for the international community in helping consolidate peace and security in post-conflict societies. The sustainable enhancement of national police capacity, given its vital role in the maintenance of the rule of law, will serve as a viable exit strategy for a peacekeeping operation.

CHAPTER

3

***REPORTS AND BASIC WRITING
GUIDELINES***

CHAPTER 3: REPORTS AND BASIC WRITING GUIDELINES

1. REPORTS

Reporting is the key to sharing of information and to decision-making by the officials concerned. Issues related to police in peacekeeping are at times of such a sensitive nature that they have a direct impact on decision-making. Therefore, immediate and effective communication of information is essential for informed decision-making. We will discuss some reporting formats in this chapter.

1.1. DAILY AND WEEKLY REPORTS

Detailed daily situation reports (SITREPs) and weekly reports on the activities of the UN police component in a field mission in application of its mandates are to be submitted by the Office of the Police Commissioner or Senior Police Adviser to the UN Police Division/DPKO and copied to the SRSG. The reports should include information on internal matters including personnel, discipline, administration and logistics. Weekly reports must be analytical in nature and should indicate the achievements within the reporting period and those expected for the upcoming week. UN police personnel data should be broken down by gender.

1.1.1. DAILY SITUATION REPORTS

All peacekeeping missions are required to provide UN Headquarters with daily situation reports (SITREPs). SITREPs are not intended to replace the normal detailed communications between peacekeeping operations and headquarters on specific matters. The daily SITREP should cover the period midnight to midnight local time.

The topics mentioned under the individual headlines will be reported to the extent necessary in accordance with the mandate of the Mission and the situation on the ground. If a single topic takes more space than one page, the topic is commonly attached as an annex to the SITREP for practical reasons.

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The content of a SITREP varies from one mission to another, depending on the specific mandate. This report should also include information on internal matters including personnel, discipline, administration and logistics.

However, the Police Adviser in Police Division/DPKO must be notified immediately, in detail, by the Office of the UN Police Commissioner in any of the following circumstances:

- Death or serious injury of a UN police officer;
- Shooting involving a UN police officer, including cases where our officers were fired upon and did not return fire;
- Public unrest of a major nature (e.g. riots);
- Serious allegations of misconduct, corruption or abuse against a UN police officer;
- Arrest of a UN police officer;
- Any other item related to UN police that may be reported in the international media.

1.1.2. WEEKLY REPORTS

Weekly reports vary from one mission to another, depending on the objectives relevant to the specific mandate. In addition to the factual reporting of daily SITREPs, weekly reports should contain a significant element of analysis, assessment and forward planning. They should be closely linked to the main mandated tasks of the Mission and should clearly identify who is responsible for particular initiatives and tasks. In order to achieve standardization, the Police Division provides guidance on the structure of such reports. The following headings can be used:

- Highlights (significant matters of interest within the preceding week);
- Achievements (in relation to mandated tasks);
- Summary and Analysis of Law Enforcement Activity (if applicable);

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- Assessment of Relevant Political Developments (including indicators of community tension relevant to the UN Police and the local police);
- Assessment of Forthcoming Challenges and Operations (to include ownership and responsibility for tasks, follow-up action and how the DPKO's UN Police Division can assist);
- Administrative Issues (including resource levels and deployment summary); and
- Other Significant Business.

Like all reports, weekly reports require significant quality control and adherence to clearance procedures. As such, the person writing and the person reviewing and authorizing the release of the report must append a signature to the end of the document, to ensure consistent quality control and ownership. The report should be authorized in the name of the UN Police Commissioner or Senior Police Adviser.

1.2. BI-ANNUAL REPORTS

The UN Police Commissioner or Senior Police Adviser must submit two (2) reports each year on the implementation of the mandate of the UN police component; the Directives for the UN Police Commissioner (including the Senior Police Adviser); the Guidelines for UN Police Officers; as well as other UN rules, regulations and other rulings. These reports may include proposals for amendments to the Directives and the Guidelines and must incorporate changes made to the Standard Operating Procedures of the UN police component, if any, as well as the latest version of this document. Bi-annual reports should reflect the priorities of the Integrated Mission Implementation Plan (IMIP). These reports should be submitted by fax and electronic mail to the UN Police Adviser in DPKO's Police Division, and copied to the SRSG, in the third (3rd) week of June and December of each year.

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1.3. SPECIAL REPORTS

The UN Police Commissioner or Senior Police Adviser may, as required, prepare and submit to the Police Adviser special ad hoc and progress reports on any significant matters of urgent concern to the UN police component and its activities. These must be copied to the SRSG.

2. STANDARD UN COMMUNICATION FORMS

Due to the diversity of experience and policing backgrounds of the UN police officers there has been a felt need for standardizing the process of preparing and distributing high-quality written reports. The aim is simplicity and standardization of the language and construction of the written documents to avoid any confusion. In other words, the so-called “ABCs” of report writing should be “Accuracy”, “Brevity” and “Clarity.”

2.1. CODE CABLES (ALSO CRYPTO FAXES)

Code cables (and crypto faxes) are generally used in cases where information is to be kept internal to the UN Secretariat or between the Secretariat and the field, and needs to be shared with colleagues with responsibilities in their respective areas. This type of communication facilitates the coordination and preparation of timely and comprehensive responses to the field. As with most other reports, templates and guidelines exist as to how to prepare, write and distribute a code cable and these procedures should be strictly adhered to. Examples of issues covered in code cables include: reports on the outcome of important high-level political meetings; new considerations relating to important policy matters, analysis of sensitive mandate-related issues, draft reports to the Security Council, guidance from Headquarters, etc. Routine administrative matters (e.g. staff rotations, personnel issues) should usually be submitted by fax.

NOTE: *Fax messages can be forwarded more quickly to those people responsible for the specific issue at the working level, as they are not subject to the same distribution restrictions as code cables.*

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2.2. E-MAIL

E-mail communications are used for information sharing and informal consultations. Whenever such information is sensitive or a formal decision is to be taken, a cable should be sent instead. Offices are themselves responsible for maintaining their own chronological files to maintain a record of relevant e-mail communications.

2.3. FAX MESSAGES

Fax messages are used for matters of a non-sensitive nature (e.g. administrative matters) or to convey information that is already in the public domain.

2.4. NOTES OF MEETINGS

The production of notes or minutes of meetings is an essential part of any meeting. Notes are not a verbatim account of all discussions, but should rather capture the essence of important points made and should be recorded so that readers who were not present at the meeting can obtain adequate information and be acquainted with views expressed by the main interlocutors.

3. BASIC WRITING GUIDELINES

This section is intended to aid UN Police Officers in the writing and editing of reports. For further specific information, please refer to the United Nations Correspondence Manual: A guide to drafting, processing and dispatch of official United Nations communications, United Nations, New York, 2000.

3.1. ABBREVIATIONS

Abbreviations or acronyms should always be used sparingly and then spelled out in full the first time they are used in a document. Abbreviations for reports should normally be in upper-case,

CHAPTER 3: REPORTS AND BASIC WRITING GUIDELINES

e.g. 'SITREP', although some exceptions do exist in this regard, e.g. 'ConOps'. Check with the original drafter when you come across any discrepancies in the use of abbreviations or if they are unknown.

3.2. CAPITAL LETTERS

Capitalization of words in English is never easy, yet there are some general rules that can always be followed. Proper names and official titles (e.g. President) are always capitalized, for example, as are the names of organizations (e.g. the Royal Cambodian Armed Forces). Remember, however, that when using certain words in their general form, they are usually not capitalized, e.g. governments, armed forces, directors, etc.

3.3. DATES

Dates should always be written in full, beginning with the day and ending with the year, e.g. 22 March 1995. To avoid confusion, do not write "today" or "yesterday" but give the exact dates instead. With regard to placing the date in a sentence, when in doubt, begin the sentence with the date of the event, e.g. "On 13 December ..." Once given in a written text, the year in question need not be repeated unless you introduce a date into your text which occurs in a different calendar year.

3.4. FORMATTING

Follow closely the formatting guidelines given in the *United Nations Correspondence Manual* as above. Among others, be sure to number pages in the correct fashion, leave adequate margins and take care over correct spacing – after a full stop or colon leave two spaces but after a comma or semi-colon leave one space, as this makes the document easier to read.

CHAPTER 3: REPORTS AND BASIC WRITING GUIDELINES

3.5. GRAMMAR

Two equal phrases in one sentence require a semi-colon, e.g. “They fired; we fired back.” Any prepositional phrase at the beginning of a sentence with three or more words in it must have a comma after it, e.g. “In the winter, ...” Adverbs such as “reportedly” or “recently” should come close to the verb to which they relate and are rarely used to begin a sentence. “Media” is a plural noun and is therefore followed by the plural form of a verb when the word is used as a subject.

3.6. MEDIA SOURCES

UN police officers are warned against plagiarizing information from media reports such as newspapers. Further, when paraphrasing what media outlets are reporting, always indicate the source in brackets at the end of the sentence, e.g. (Reuters).

3.7. NAMES OF PLACES

If a place or region is not internationally recognized or disputed, use the phrase “so-called” and put the name in quotation marks, e.g. the so-called “Republic of Serbian Krajina.” When a geographical expression is part of a name, it should be capitalised, e.g. Sector East, City of New York, etc. Efforts should be made to indicate the grid reference of each place in italics if an incident has taken place there. When referring to a place name that is not on the map, indicate its distance and direction from a marked place name.

3.8. NUMBERS

Numbers from one to nine are normally spelled out in full, while higher numbers are expressed in figures. However, there are exceptions, especially when using lower numbers in conjunction with higher numbers, e.g. “from 7 to 14 per cent”. It is best to avoid using a number as a figure as the first word in a sentence, e.g. “Twelve soldiers were observed ...”

CHAPTER

4

RADIO COMMUNICATIONS PROCEDURES

CHAPTER 4: RADIO COMMUNICATIONS PROCEDURES

1. AUTHORITY IN THE USE OF COMMUNICATIONS SYSTEMS

The authority for a UN operation to install and operate communications systems is stated in the Status of Force Agreement (SOFA) for the specific operation.

The UN peacekeeping operation shall enjoy the facilities with respect to communications provided in Article III of the Convention and shall, in co-ordination with the Government(s), use such facilities as may be required for the performance of its task.

Issues with respect to communications which may arise, and which are not specifically provided for in the present Agreement, shall be dealt with pursuant to the relevant provisions of the Convention. Article III of the Convention states that:

- The United Nations peacekeeping operations shall have authority to install and operate radio sending and receiving stations, as well as satellite systems to connect appropriate points within the territory of host countries, and to exchange traffic data with the [UN] global telecommunications network.

The telecommunications services shall be operated in accordance with the International Telecommunications Convention and Regulations; the frequencies on which any such stations may be operated shall be decided upon in co-operation with the Government and shall be communicated by the UN to the International Frequency Registration Board.

The UN peacekeeping operation shall enjoy, within the territory of host country/territory, the right to unrestricted communication by radio (including satellite, mobile and hand-held radio), telephone, telegraph, fax or any other means, and to establish the necessary facilities for maintaining such communication within and between premises of the UN peacekeeping operation, including the laying of

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cables and land-lines and the establishment of fixed and mobile radio sending, receiving and repeater stations.

The frequencies at which the radios will operate shall be decided upon in co-operation with the Government. It is understood that connections with the local systems of telegraphs, telex and telephones will be charged at the most favourable rate.

The UN peacekeeping operation may make arrangements, through its own facilities, for the processing and transport of private mail addressed to or emanating from members of the United Nations peacekeeping operations. The Government shall be informed of the nature of such arrangements and shall not interfere with or apply censorship to the mail of the UN peacekeeping operation or its members. In the event that postal arrangements applying to private mail of members of the UN peacekeeping operation are extended to transfer of currency or the transport of packages and parcels, the conditions under which such operations are conducted shall be agreed with the Government.

Special radio equipment may be authorized for communication with outposts or for patrols where normal contingent equipment is inadequate for the task.

On UN communications net, the language of communication is the official mission language. It should be noted that personal discussions in the peacekeepers' national language are not acceptable on the UN communication channel. Formed Police Units may, however, use their national language when communicating within their own unit.

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2. PREPARING THE SET FOR OPERATION

- Make sure that there is a power source that is sufficient and ensure correct connection to the radio set;
- Check the antenna and all cable assemblies ensuring tight and correct connection to the set; and
- Connect the audio accessories and check proper operation of function switches.

3. TRANSMITTING GENERAL INSTRUCTIONS

- Decide in advance what you are going to say to ensure that it will be clear and brief;
- Make sure no one else is speaking on the net when you start;
- Remember to divide your message into sensible phrases, make pauses and maintain a natural speech rhythm;
- Avoid excessive calling and unofficial transmission;
- Use standard pronunciation, emphasize vowels sufficiently, avoid extreme pitch, speak in a moderately strong voice and do not shout;
- Keep a distance of about five (5) cm between the microphone and your lips; and
- Shield your microphone from background noises;
- Spell names of people and places phonetically.

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4. PHONETICS

The following international phonetic alphabet shall be used:

Ltr	Phonetic Equivalent	Numeral	Spoken as
A	ALFA	Ø	ZERO
B	BRAVO	1	WUN
C	CHARLIE	2	TOO
D	DELTA	3	THU-REE
E	ECHO	4	FO-WER
F	FOXTROT	5	FI-YIV
G	GOLF	36	SIX
H	HOTEL	7	SEVEN
I	INDIA	8	ATE
J	JULIET	9	NINER
K	KILO
L	LIMA		
M	MIKE	Examples:	
N	NOVEMBER		
O	OSCAR	12	TWELVE
P	PAPA	44	FO-WER-FO-WER
Q	QUEBEC	90	NINER ZERO
R	ROMEO	136	WUN-THUH-TEE-SIX
S	SIERRA	500	FI-YIV HUNDRED
T	TANGO	7000	SEVEN THOUSAND
U	UNIFORM	1478	WUN-FO-WER-SEVEN-ATE
V	VICTOR	19A	WUN-NINER-ALFA
W	WHISKEY		
X	XRAY		
Y	YANKEE		
Z	ZULU		

In general, numbers are transmitted digit by digit except that multiples of hundreds and thousands are spoken as such.

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5. PROCEDURE WORDS

The following is the list of most common prowords (except precedence prowords) to be used and their meanings.

PROWORD	MEANING
ACKNOWLEDGE	Confirm that you have received my message and will comply (WILCO).
AFFIRMATIVE NEGATIVE	Yes/Correct. No/Incorrect.
ALL AFTER...	Everything that (I) transmitted after (keyword).
ALL BEFORE...	Everything that (I) transmitted before (keyword).
THAT IS CORRECT CORRECTION WRONG	What you have transmitted is correct, you are correct. <ul style="list-style-type: none">• An error has been made in this transmission. It will continue with the last word (group) correctly transmitted.• An error has been made in this transmission version. The correct version is ...• That which follows is a correct version in answer to your request for verification. Your last transmission was incorrect. The correct version is ...
DISREGARD THIS TRANSMISSION – OUT	This transmission is an error. Disregard it. This proword shall not be used to cancel any message that has already been completely transmitted and for which receipt or acknowledgement has been received.

CHAPTER 4: RADIO COMMUNICATIONS PROCEDURES

PROWORD	MEANING
DONOTANSWER– OUT	Station(s) called are not to answer this call, acknowledge this message, or otherwise to transmit in connection with this transmission.
SILENCE... SILENCE... SILENCE! SILENCE LIFTED	Cease all transmissions on this net immediately. Will be maintained until lifted. Silence is lifted. The net is free for traffic.
END OF MESSAGE – OVER (OUT) END OF TEXT	This concludes the message just transmitted (and the message instructions pertaining to a formal message). The textual part of a formal message ends. Stand by for the message instructions immediately following.
FETCH ... ! ...SPEAKING.	I wish to speak on the radio to that person (appointment title). Requested person is now using the radio by himself.
FIGURES	Numerals or numbers will follow. (This proword is not used with call signs, time definitions, grid references, bearings, distance, etc., especially in fixed-form reports.)
FROM TO THIS IS ...	THIS IS ... The originator of this formal message is indicated by the address designation immediately following. The addressees whose designations will immediately follow are to take action on this formal message. This transmission is from the station whose designation immediately follows.
MESSAGE MESSAGE FOLLOWS	I have an informal message for you. A formal message which requires recording is about to follow.

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PROWORD	MEANING
OVER	This is the end of my turn of transmitting. A response is expected. Go ahead, transmit.
OUT OUT TO YOU	This is the end of my transmission to you. No answer or acknowledgement is expected. Do not answer; I have nothing more for you, I shall now call some other station on the net.
READ BACK! I READ BACK	Repeat the entire following transmission back to me exactly as received. The following is my reply to your request to read back.
SAY AGAIN I SAY AGAIN	Repeat all of your last transmission. Followed by identification data ALL AFTER, ALL BEFORE, WORD AFTER, WORD BEFORE it means: Repeat. ... (portion indicated) I am repeating my transmission or portion indicated.
SEND! SEND YOUR MESSAGE !	Go ahead with your transmission. Go ahead, transmit: I am ready to copy.
SPEAK SLOWER	Reduce the speed of your transmission. (Normally used in connection with request for repetition.)
I SPELL...	I shall spell the next word, group or equivalent phonetically. (Not used when transmitting coded groups only.)
RELAY TO...	Transmit the following message to all addressees or to the address designation immediately following.
RELAY THROUGH	Send this message by way of call sign.

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PROWORD	MEANING
THROUGH ME MESSAGE PASSED TO...	I am in contact with the station you are calling; I can act as a relay station. Your message has been passed to...
ROGER ROGER SO FAR? WILCO	I have received your last transmission satisfactorily. Have you received this part of my message satisfactorily? I have received your message, I understand it and will comply. (To be used only by the addressee.) ROGER and WILCO are never used together.
[XXXXXXXXXX]	The identity of the station calling or with whom I am attempting to establish communication is unknown.
VERIFY I VERIFY WAIT (WAIT – WAIT) WAIT – OUT	Verify entire message (or portion indicated) with the originator and send correct version. To be used only at discretion of or by the addressee to which the questioned message was directed. That which follows has been verified at your request and is repeated. To be used only as reply to VERIFY. I must pause for a few seconds. I must pause longer than some seconds, and I will call you again when ready.
WORD AFTER...	The word of the message to which I have referred is that which follows...
WORD BEFORE...	The word of the message to which I have referred is that which precedes...
WORDS TWICE	Communication is difficult. Transmit(ing) each phrase (group) twice. This proword can be used as an order, request or as information.

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EXAMPLES OF CONVERSATIONS	
<p>THIS IS or FROM is used to indicate calling station. ALFA – THIS IS CHARLIE – MESSAGE OVER – FROM ALFA – SEND – OVER THIS IS CHARLIE – WATCH FOR FALLEN ROCKS ON ROAD BIRKET – I SPELL BRAVO INDIA ROMEO KILO ECHO TANGO BIRKET – OVER FROM ALFA – WILCO – OUT</p>	
REPORT OF RECEPTION	
<p>The following phrases are for use when initiating and answering queries concerning signal strength and readability. What is my signal strength and readability, how do you read me? Your signal strength and readability is as follows...</p>	
Reports of signal strength:	
<p>LOUD GOOD WEAK NOTHING HEARD VERY WEAK</p>	<p>Your signal is strong. Your signal is good. I can hear you only with difficulty. I cannot hear you at all. I can hear you only with great difficulty.</p>
Reports of signal readability:	
<p>CLEAR READABLE DISTORTED DISTORTED WITH INTERFERENCE NOT READABLE</p>	<p>Excellent quality. Good quality. No difficulties in reading you. I have trouble in reading you. I have trouble in reading you due to interference. I can hear that you transmit, but I cannot read you at all. Examples: 52 THIS 1511 RADIO CHECK – OVER THIS IS 52 YOU ARE LOUD AND CLEAR OVER THIS IS 11 – YOU ARE LOUD AND CLEAR AS WELL – OUT</p>

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FORMAL MESSAGE

Formal message parts should be transmitted in the following order:

- Preliminary call.
- Proword MESSAGE FOLLOWS: (SEND YOUR MESSAGE).
- Abbreviated call with relay and transmission instructions, if any (READ BACK, RELAY TO, etc.).
- Message handling order = precedence (normally one of the following: FLASH, OPERATIONAL, IMMEDIATE, PRIORITY or ROUTINE).
- Date and time group: 14.02.04 – 0630 Z Jan.
- Proword FROM followed by originator's call sign.
- Proword TO followed by action addressee's call sign.
- Proword INFO followed by info addressee's call sign.
- Proword TEXT BEGINS.
- Security classification (normally one of the following: UNCLASSIFIED, RESTRICTED, CONFIDENTIAL, or SECRET).
- The originator and the number of the message.
- The actual text.
- Proword END OF TEXT if final instructions are to follow, otherwise END OF MESSAGE

SIGNAL SECURITY

The very nature of a UN peacekeeping operation means that signal security is not a matter of high priority. Normally, the need for signal security is only between the Mission HQ and the UN HQ in New York for reports including police judgments and assessments.

However, it should be noted that there are no restrictions against using signal security systems in the Formed Police Units.

It is important that operational procedures for reports etc. are made in such a way that no party involved in a conflict can exploit information they may have monitored on UN radio nets.

Personnel operating UN communications systems must have a good command of spoken English and radio voice procedures.

CHAPTER

5

SAFETY AND SECURITY

CHAPTER 5: SAFETY AND SECURITY

UN Police Officers must be aware of their responsibilities in respect of personal and site security. The nature of peacekeeping duties, in particular those of UN Police Officers, indicates a necessity for greater security awareness than would be the case in most officers' countries of origin.

1. GENERAL SECURITY MEASURES

1.1. NEUTRALITY

A display of neutrality contributes to your own protection as well as to the protection of the police component and the overall mission. It further ensures that you do not become a target of needless hostility. Ensure that the UN flag is prominently displayed on buildings and vehicles. Avoid any political behaviour or speech which would draw unfavourable attention to the UN and make you a potential target. Never pretend to be any kind of expert who could be useful for extreme political factions. You must exercise extreme caution when discussing UN operational matters and, in particular, handling documents when in the presence of local staff and non-UN personnel.

1.2. PHOTOGRAPHY

Photography may become a point of concern. Do not take pictures of military installations, equipment and personnel or any other sensitive area or object. Be careful of the cultural sensitivities of the local people before taking their photographs. It is always polite and safer to ask for permission before taking any photographs. The Mission Standard Operating Procedures (SOPs) will promulgate specific instructions about this matter.

1.3. SITES AND ACCOMMODATION

Officers must always remain on guard against the possibility of attack by extremist fringe groups; do not become complacent and predictable. Avoid regular, predictable times for routine tasks.

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1.4. UN IDENTIFICATION CARDS

Each UN mission issues specific Identification Cards (ID cards). To ensure verifiable and accurate identification as a member of the UN, you are required to carry your ID card at all times. Your ID card must be presented whenever demanded by:

- any member of the UN mission performing guard or police duty;
- any member of the UN mission senior in rank to the ID card holder;
or
- any local authority acting within the scope of his/her official duties.

2. SECURITY PHASES

The UN employs five specific security phases to describe security measures to be implemented based on the prevailing security situation in a given country or in parts of a country. These five phases are standard for all duty stations and must be included in all Security Plans. The five Phases are:

2.1. PHASE ONE: PRECAUTIONARY

This phase is designed to warn staff members that the security situation in part or whole of the country is such that caution should be exercised. All travel into the duty station requires prior clearance from the Designated Official.

2.2. PHASE TWO: RESTRICTION OF MOVEMENT

This phase signifies a much higher level of alert and imposes major restrictions on the movement of all staff members and their families. During Phase Two, all non-essential staff members and families are required to remain at home unless otherwise instructed. No travel from abroad or within the country will occur unless specifically authorized by the Designated Official. Phase Two is generally of short

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duration, after which the Phase will return to less restrictive terms or will be increased because of the threat.

2.3. PHASE THREE: RELOCATION

Phase Three indicates a substantial deterioration in the security situation, which may result in the relocation of non-essential staff members and all dependants. When recommending Phase Three to the Department of Safety and Security, the Designated Official, upon consultation with the Security Management Team, may recommend any of the following mandatory actions:

- Temporary concentration of all non-essential internationally recruited staff members and/or their eligible dependants to a safe area within the country;
- Relocation of all internationally recruited staff members and/or their eligible dependants to alternative locations within the country;
- Relocation outside the country of all eligible dependants of internationally recruited staff members and non-essential internationally recruited staff members.

The determination of essential staff members for security purposes will be made jointly by the Designated Official and the individual representative of the agencies, programmes or funds at the duty station.

2.4. PHASE FOUR: EMERGENCY PROGRAMME

Phase Four is declared by the UN Secretary-General upon recommendation of the Designated Official, through the Department of Safety and Security. All remaining internationally recruited staff members, except those directly involved in emergency or humanitarian relief operations or security matters, are relocated outside the country.

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2.5. PHASE FIVE: EVACUATION

Decision to initiate Phase Five is declared by the Secretary-General upon recommendation of the Designated Official. It signifies that the situation has deteriorated to such a point that remaining internationally recruited staff members are required to leave the country.

NOTE: *Following consultation with the Security Management Team, the Designated Official may declare Phases One and Two at his/her own discretion and notify the Department of Safety and Security accordingly. Phases Four and Five will be declared by the Secretary-General upon recommendation of the Designated Official.*

Phases may be implemented in sequential order or as the situation dictates. Situations may occur where one part of the country is under a different phase from the remainder of the country. A “return to normal” may be implemented by the Designated Official with respect to Phases One and Two. If Phases Three, Four or Five have been implemented, the decision to return to a lower phase will be taken by the Secretary-General on the advice of the Designated Official.

Decision to relocate UN Police Officers will be made upon consultation between the Department of Peacekeeping Operations, the Designated Official and the Department of Safety and Security.

3. PERSONAL SECURITY MEASURES

3.1. SECURITY BRIEFING

During your induction training, you will be briefed on security matters in general and especially on the various threats that you may encounter during your stay in the mission area, which require the following safety and security precautions:

- Understand the applicable communications procedure: emergency channel, duty officer’s call sign and telephone number;
- Identify the most suitable route to the relocation site;

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- Report all security matters to the Chief of Security; and
- Note the contact telephone numbers for the Security Section and the radio channel on which they operate.

3.2. APPLICABLE SECURITY PHASE

You are responsible for knowing the applicable security phase and must act accordingly. It is important to stay updated on the Security situation and Phases on a DAILY basis. This is best accomplished by keeping your radio handset with you all the time and keeping it switched on to the appropriate channel.

3.3. MOVEMENT BETWEEN RESIDENCE AND OFFICE

When travelling to/from your residence, you must pay particular attention to any change in the security status, which in some mission areas can deteriorate very rapidly, depending on social or political factors. At times, officers may find themselves caught in an unexpected hostile demonstration. In such a situation, find a different route and report the fact to the Security Office as well as to the UN Police Headquarters. In missions where UN Police exercises an executive policing mandate, it is advisable not to take any aggressive action which may have the effect of further exciting the crowd, as the crowd could then take on a mob mentality and physically harm the officer(s).

3.4. MOVEMENT WHILE ON DUTY (PATROL, INSPECTIONS AND OTHERS)

Before leaving the office, you must make sure that your colleagues are informed about your movements, i.e., destination/return time, itinerary and who you are supposed to meet. Before starting any travel, you must establish a radio contact with the Operations Room, and do the same on your return.

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3.5. SECURITY CHECKS ON RESIDENCE AND VEHICLES

The Chief Security Officer gives advice on where to live and not to live. Some areas may be less secure than others, and difficult to reach in case of evacuation or relocation. You must fill a security form upon arrival in the mission area, clearly stating your address.

It is of the utmost importance to develop a reflex of self-preservation. In this regard you must particularly be cautious about your environment and the changes that may affect it. Before entering or exiting your residence, carefully observe the streets, the doorway, the staircase etc. and try to identify any threat against you or the presence of any potential danger.

As far as possible, your vehicle should not be parked on open streets at night. Cases have occurred where police vehicles were rocketed or bombs were placed in them. Do not start your vehicle until you have made a thorough security check of it. Avoid unnecessary movements at night, or going to remote areas. Always respect the mission curfews.

3.6. FAMILIARIZATION WITH UN SECURITY MANAGEMENT SYSTEM

You are advised to familiarize yourself with the UN Security Management System. Useful information and recommendations can be found in the documents mentioned hereunder⁶.

3.7. MOVEMENT OF PERSONNEL FORM (MOP)

Whenever the applicable guidelines require, you must fill out a Movement of Personnel Form (MOP), prior to undertaking any travel, even when going on vacation.

⁶ "Security Awareness – An Aide-Mémoire", published by United Nations Security Co-ordination in 1995, "Security in the Field- Information for Staff members of the UN System", published in 1998, the CD rom or Website: www.un.org, on "Basic Security in the Field – *Notions de base de Sécurité sur le Terrain.*"

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3.8. PERSONAL BEHAVIOUR

Personal behaviour inconsistent with the required standards may have a negative impact on your security.

3.9. HANDLING AND STORAGE OF FIREARMS

Where applicable, you should bring into the Mission area only the type of weapons with which you are familiar, to minimize the risk of a firearm-related incident. The handling and storage of such firearms must comply with UN regulations.

3.10. RADIO MONITORING

You must monitor the radio traffic at all times, including off duty hours. This is strongly recommended when you wake up in the morning or before setting out on a trip since the general security situation level may change overnight. Prior to travelling to a familiar area, you must request clearance from the Security Officer and notify the local operations room.

3.11. CONTACT WITH COLLEAGUES

In the Mission area, you must keep all useful security telephone numbers at your disposal. Contingent commanders also have the responsibility to keep a record of their contingent members, including the blood group of each individual.

4. POTENTIAL THREATS AGAINST POLICE PERSONNEL AND MITIGATING FACTORS

It is vital for you to be aware of the major threats which you may encounter during your stay in the Mission area, and to understand the security measures that you have to undertake to mitigate those threats or minimize their consequence.

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4.1. THEFT

Avoid bringing expensive cameras or electronic equipment into the mission area as it will make you and your residence a target for theft. Never carry large sums of money or other valuables which would make you attractive to bandits or hijackers.

4.2. HIJACKING

Events have demonstrated that UN personnel are sometimes potential targets for hijacking. It is imperative that immediate action be taken by the UN mission in case of hijack:

- If involved in a hijack situation, stay calm, do not provoke or antagonize the abductors. Try to negotiate, comply with whatever you are asked to do or say. Watch your body language, move slowly, and try to defuse the situation. Appear to be innocent; don't try to save anything but your life. Never try to hide anything or throw away the vehicle keys or to destroy any property;
- Extreme caution and discretion must be exercised in using the radio to report a hijacking. Any message sent and subsequent traffic pertaining to it will be given absolute priority by Operations Staff;
- "HIJACK" can be used as a hijack message text. Example: "All stations, this is CALL SIGN, Hijack! Hijack! Hijack!";
- Incident location – an Approximate Map Reference (AMR) is the most useful indicator but this may not always be possible. Other simple indicators may be utilized, e.g.kms North/South/West or East of road junction, village, etc.;
- Information on Hijackers – if available, details such as number and description of hijackers, vehicle colour/make/registration number, if armed, direction of escape, etc. ;

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- Hijackers are to be informed that you are unarmed police officers in their country in the service of peace and that you have no malice towards them;
- If the hijackers insist on stealing the vehicle, you may request to be allowed to remove all personal belongings from the vehicle. This is to include all UN equipment. For this reason it is essential that you do not take unnecessary equipment when going on patrol;
- Should UN Police Officers be hijacked with their vehicle, then the non-hijacked vehicle is to follow at a safe distance, only if it safe to do so, as it may endanger the personnel following. The vehicle following must maintain continuous contact with the HQ.

Remember: If you attempt to dispatch a radio message, keep the microphone out of sight!

The Mission will make every effort to establish contact with the faction the hijackers belong to and arrange the release of the UN personnel.

4.3. DETAINMENT

If you are detained, there is no reason to conceal anything from the abductors. Make it clear that you are a member of a UN mission and that your duty is a peaceful one. Explain the mandate of your mission and that it has the support of all Member States of the UN as well as the consent of all parties to the conflict in question. Do not fear any punishment/reprisals because of saying something you were forced to.

Under these circumstances, your most important task is to survive!

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- Try to find out the reason for your detention and act accordingly;
- Be aware that everything will be done by the mission leadership to save your life;
- Do not provoke your “detainers”, but attempt to find out their interest in you;
- Never do anything which could undermine the fact that you are a UN staff member;
- Avoid any resistance which could be misinterpreted by your abductors. They will probably be skilled in extracting information from people and unscrupulous about how they do it;
- Have confidence in the efforts of the mission leadership and all other parties involved in obtaining your release; and
- Try to remain as healthy as possible, physically, mentally and emotionally.

4.4. MINES, IMPROVISED EXPLOSIVE DEVICES (IEDS) AND UNEXPLODED ORDNANCE (UXOS)

Where to expect mines and/or IEDs:

- Bottlenecks and defiles.
- Verges/shoulders of roads and tracks.
- Anywhere in un-metalled tracks.
- In diversions around obstacles.
- In exits from roads.
- Around abandoned military equipment.
- In damaged roads (installations to delay repair).

Where to expect UXOs

- Military camps or establishments of parties to the previous conflict.
- In the vicinity of strategic bridges, railroads and roadheads.
- In the vicinity of any previously bombed building/ structure.

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Movements in mined areas

- Be alert for signs of mines (anything unnatural or artificial that appears out of place).
- Do not walk on road verges/shoulders.
- Mark, make a note and report finds immediately.
- If in a vehicle which is halted in a minefield stay in the vehicle till help arrives. Radio for help and inform give location of minefield.
- Be wary in moving over the most obvious and easy ground.
- If caught in a mined or trapped area on foot, stay where you are and radio for help; it is the safest place.

Precautions for drivers

- Drive in the centre of the road, clear of verges/ shoulders.
- Stay on the road at halts.
- Avoid moving off roads.
- Vary routes in and out to your work place or place of residence to limit possibility of roadside bombs or other personal attacks.
- Avoid excessive speed.

4.5. SNIPER FIRE

Sniper fire may be expected at any time and in any place, and all personnel must be constantly vigilant and use their common sense. Personnel should not:

- Stand by open windows.
- Leave the curtains/blinds open at night when the lights are on in occupied rooms.
- Remain stationary for longer than necessary when on a vehicle patrol.

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In buildings

- Should personnel be subjected to sniper fire, then they are to take cover immediately. If near a window, they should move in cover to a position where they have a substantial wall between themselves and the direction from which the fire was directed.

In vehicles

- *If stationary*, personnel should exit the area immediately. If the sniper fire is accurate, then they should leave the vehicle and take cover. If possible they should radio for assistance and an armed armoured escort will be dispatched to protect their egress from the area they are in.
- *If moving*, speed up to the safest possible speed and exit the area immediately.

4.6. LOST RADIO CONTACT

In the event of loss of radio contact on patrolling, an attempt should be made to use a spare set. If no contact, move the vehicle to higher ground and try again. If none of the attempts work, you must try to return to the last known location where communication was achieved.

On losing radio contact with a patrol, the controlling team site must inform higher HQ of the last known location of the patrol. HQ will then contact all UN units, local authorities and armed elements in the area where contact was lost with the patrol. They will also arrange a vehicle escort to search for the missing patrol.

CHAPTER

6

FIRST AID AND HEALTH PRECAUTIONS

CHAPTER 6: FIRST AID AND HEALTH PRECAUTIONS

1. PRINCIPLES

1.1. SAFETY FIRST

In case of an accident, bring the patient to a safe place (e.g. into the shade, away from a vehicle line on a highway, away from fuel leaks or minefields). Stay calm, act with care, but also act decisively.

1.2. ASSESSMENTS

- Is he/she breathing and is the air passage clear?
- How does he/she react? (conscious and alert, drowsy, unconscious)
- What is the pulse like?
- Is the victim bleeding?

These four situations may require immediate action. Gently assess the nature of injuries/illness and administer the necessary care. Position the patient appropriately and reassure him/her. You should remain calm. Remember – your calmness will help the patient to deal with his/her problems better. Never leave an unconscious or severely injured patient without supervision.

Call for help or get somebody to call for CASEVAC at the nearest Medical Clinic or Headquarters/Team site. If several casualties are dispersed over an extended area, mark their location clearly.

2. DIFFERENT CASES OF MEDICAL EMERGENCIES

2.1. UNCONSCIOUSNESS

Causes: head injury, heatstroke, failure of blood circulation or perpiration, intoxication.

Procedures

- Turn patient on the uninjured side, open his/her mouth and clear air passages;

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- Avoid unnecessary movement;
- Never give an unconscious patient fluids;
- Monitor and observe the respiration and pulse;
- Never leave a victim alone.

Special risk: Vomiting and air passage obstruction, respiratory arrest.

2.2. RESPIRATORY ARREST

Patients with respiratory arrest rapidly become unconscious. Expired Air Resuscitation (EAR) has to be initiated as soon as possible, within less than 30 seconds.

Causes: Airway obstruction, cardiac arrest, electric shock, head injury, chest injury, internal bleeding and shock, intoxication, serious illness.

Procedures

- Clear the air passages;
- Elevate the jaw, open the mouth;
- Start mouth-to-mouth or mouth-to-nose respiration;
- Blow your air through the mouth or the nose to inflate the lungs;
- Observe the chest rising and then listen the air being exhaled;
- Repeat this cycle 15 times per minute (every 4 seconds);
- Continue until spontaneous breathing starts or the doctor arrives.

2.3. CARDIAC ARREST

Causes: Respiratory arrest, heart disease, advanced heatstroke, serious accident.

Procedures

- Immediately start cardiopulmonary resuscitation (CPR) – expired air resuscitation plus external compression – with 60 chest compressions a minute (including one mouth-to-mouth ventilation every five compressions).

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2.4. BLEEDING

External Bleeding

Procedures

- Elevate the injured extremity;
- Apply a compression bandage to the injured extremity;
- Check after two minutes; if bleeding continues, apply a second compression bandage on top of the first bandage.

(Use an arterial tourniquet only in exceptional circumstances – severed limb with arterial bleeding despite compression bandage – and as near the injury site as possible.)

Internal Bleeding

May occur after blunt injuries involving soft tissue (legs, buttocks, back), chest or abdomen. Swelling and pain are the main signs. Suspected internal bleeding always requires immediate CASEVAC, since shock may develop rapidly.

2.5. SHOCK

Causes: severe external or internal loss of blood, severe dehydration, heat stroke, in rare cases serious illness.

Symptoms

- Moist, pale and cool skin;
- Dizziness, confusion, restlessness and irritability, unconsciousness;
- Rapid and thready pulse at rest (above 100/min);
- Additional symptoms of any underlying disorder.

Procedures

- Patient in a supine position, lying completely flat with no pillow;
- Shock positioning with legs elevated at a 45° angle;
- Side positioning if patient is unconscious;

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- Eliminate the cause of the shock (stop loss of blood, force patient to drink if he/she is fully conscious);
- Administer intravenous or subcutaneous infusion, if trained.

NOTE: ALL shock patients require CASEVAC.

2.6. HEAT EXHAUSTION AND HEATSTROKE

These are potentially dangerous conditions caused by heat exposure and affect mostly non-acclimatized, dehydrated persons. If the exhaustion is not treated immediately, the condition can progress to heatstroke, which is a life-threatening emergency. Confusion and unconsciousness may rapidly follow the symptoms of heat exhaustion.

Symptoms

Thirst, vomiting, muscle cramps, headache, hot red skin, confusion, rapid pulse, unconsciousness.

Prevention

- Stay in shaded areas, avoid physical work during the hot daytime and take frequent rests (15min/hr);
- Drink water before exposing yourself to the heat, ensure adequate fluid intake and increase quantities when exercising or when temperature or humidity rise.

Rules

Temp above 35 C	1-2 litres per working hour OR 8 – 15 litres per day
Temp 30 – 35 C	1 litre per 2 working hours OR 5 litres per day
Temp below 30 C	3 litres per day

Treatment

Treat the early signs of heat exhaustion by moving the patient to a cool and shaded place, splash the victim with ample water, fan him/her and supply cold drinks continuously. Ask for CASEVAC if confusion does not decrease within one hour.

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2.7. BURNS

Immediately cool the burnt area with cold water for 15 minutes. Do not break blisters or apply cream. Apply clean dressings, soaked with clean water if possible and transport for medical treatment. If patient is conscious, provide frequent drinks of water.

2.8. FRACTURES AND LARGER WOUNDS

Immobilization and external fixation is the best way to prevent further tissue damage. This reduces both pain and loss of blood.

Procedures

- Avoid unnecessary movement of limb, cover the wound, arrest bleeding, prepare material for external fixation and, when necessary prepare lengths and soft cover or splint the fracture to the other non-injured limb, immobilizing the joint above and below.

NOTE: *In cases of suspected back injury (severe back/vertebral pain): do not move the patient. Stabilize the position, for example, with a rolled blanket at the sides and put him/her on a solid flat surface. Initiate CASEVAC and mention "back injury" for specific transport equipment.*

2.9 HEAD INJURY

Blunt and open head injuries mainly occur as a result of car accidents, falls or direct blows. Penetrating head injuries may be caused by foreign bodies (bullet or fragments, missiles, mines, grenades, etc.). Unconsciousness is the main symptom of a head injury and can develop slowly over hours.

Cerebral damage or bleeding must be suspected when the patient:

- Becomes drowsy, irritable, disoriented or irrational;
- Complains of a headache;
- Vomits;

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- Has a seizure; and/or
- Loses consciousness.

All patients with suspected head injury require immediate [CASEVAC]. Never leave the patient alone. If unconscious, turn the victim on his/her side and provide support under the head.

2.10. SNAKE BITE

A snake bite is a medical emergency but it is rarely deadly. More than 75 per cent of the bites are inflicted on the lower limbs.

Prevention

- Protect legs with boots and trousers;
- Watch your step;
- Don't turn over stones with bare hands;
- Retreat when you see a snake, never touch a 'dead' snake;
- Avoid sleeping on the floor – turn and shake clothes, boots and sleeping bags before use.

Treatment

- Remain calm;
- Confirm that the wound is a snake bite (if possible, kill the snake and take it for later identification);
- Administer painkillers (analgesics) and other emergency first aid;
- Cool the affected area;
- Disinfect with Betadine or soap;
- Immobilize the patient and the bitten area;
- Initiate [CASEVAC] to the nearest Medical Section.

Snake anti-venom is available only at Medical Clinics. Only doctors may use the serum for treatment of patients.

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2.11. SCORPION BITE

Scorpion bites are more painful than snake bites but less dangerous. In most cases, they do not require immediate medical attention, but call the nearest Medical Clinic for advice to be sure. Anti-venom is usually not required but a doctor should be consulted as soon as possible.

Procedures

- Disinfect the area with Betadine;
- Elevate and cool the affected limb;
- Administer painkillers;
- Immobilize the limb.

2.12. BRUISES

Procedures

- Clean the area and apply an ice-pack directly to the affected area for 10 minutes;
- Cover with a clean bandage;
- Elevate and if necessary splint the affected area.

2.13. CUTS

Procedures

- Use ample Betadine or soap;
- Protect the wound with a suitable dressing;
- Immobilize to prevent swelling and infection;
- If the cut is deep or extensive or involves face or hands, call for [CASEVAC] ([suturing] may be necessary).

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2.14. EYE PROTECTION

Extreme brightness, dry air, heat, and dusty winds are all hazardous to your eyes.

- Use goggles or sunglasses;
- Avoid direct strong airflow to the face (air-conditioning ventilation of the car or patient's head too close to open window in the car);
- Do not rub your eyes once you have developed an irritation, but eliminate the possible cause;
- Once irritation has developed, flush your eyes with clean water and apply eye drops every two hours.

2.15. ALCOHOL AND FOOD

Officers must be aware that differing ethnic cultures have different attitudes and requirements concerning food preparation and handling, and some ethnic cultures expressly forbid consumption of alcohol.

Some general rules include:

- Avoid local spirituous liquors and excessive consumption of alcohol;
- Spicy and highly-seasoned foods should be consumed only in moderation until you are confident of your digestive tolerance;
- Raw vegetables, salads, cold sauce (gravy) and dairy products should be avoided unless their source or origin can be verified;
- Fresh fruits should be avoided unless the outer skin is unbroken and it can be removed prior to consumption;
- Use only canned or boiled milk.
- Ensure water purification tablets are used, or water is boiled prior to consumption – water should be kept at boiling point for at least 10 minutes;
- Well-cooked foods are normally safe to eat, but common sense must prevail.

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2.16. HIV/AIDS

While in Mission areas and far away from their families, UN Police Officers are encouraged to keep a healthy way of life and to adopt abstinence or refrain from unprotected sexual intercourse, as unprotected sex has been identified as the most frequent way of contracting or transmitting HIV/AIDS. To date there are only four methods of transmission:

- Sexual intercourse (anal or vaginal);
- Contaminated blood and blood products, tissues and organs;
- Contaminated needles, syringes, blades, and other piercing instruments; and
- Mother-to-child transmission (MTCT).

There is no risk of contracting HIV/AIDS from casual person-to-person contact such as sharing food, eating or drinking utensils, or using the same bedding, toilet facilities or bath water.

The UN strongly recommends that personnel be offered voluntary confidential counselling and testing prior to deployment.

If the need for any type of injection arises, disposable needles and syringes should be used. These are provided in the medical kit and are also available in UN dispensaries/UNDP offices. Sexual transmission being the most common route of HIV infection, practising safe sex and using condoms are vital to prevent infection. Sex with multiple partners or prostitutes has been seen to be a major causative factor for AIDS in mission areas. While HIV infection can be avoided, nearly all people infected with HIV eventually develop AIDS and there is still no cure for this deadly disease.

2.17. MALARIA AND OTHER TROPICAL DISEASES

Malaria is endemic in most tropical countries, particularly in Africa, South America and South Asia. It is one of the major diseases affecting peacekeepers and an important cause of morbidity and mortality.

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There is a general lack of awareness of the disease among peacekeepers, as well as inadequate or incorrect use of environmental and personal protection. UN Police Officers on assignment to these areas are strongly recommended to implement preventive and curative measures prior to their deployment, during their tour of duty, and even after they return to their home countries.

Mosquitoes usually bite between dusk and dawn. The following precautions can be helpful:

- Do not expose your body at night – cover yourself by wearing long-sleeved shirts and long trousers with socks;
- Apply mosquito repellents after dusk with repeat applications at night if on duty – DEET-based repellents (N,N-diethyl-m-toluamide) are recommended, particularly slow-release formulations and ointments;
- Sleep in a sprayed mosquito net (get one prior to departure as it may not always be available in the mission area) – impregnation of bed nets and even clothing with Permethrin or similar compound has been shown to increase protection against mosquitoes and should be repeated every six months;
- Fix mosquito netting to your doors and windows;
- Residual spraying of insecticides on both internal and external walls and window sills destroys resting adult mosquitoes. This is more effective than space spraying, and should be conducted at least once every three months. Hand-operated compression sprayers are generally adequate, and organophosphate, carbonate or synthetic pyrethroids can be used;
- Take your malaria prophylaxis as advised; and
- Consult a doctor as soon as you feel fever or any sign of sickness.

2.18. SPORTS

One of the best ways to remain fit and healthy in a mission area is to take regular exercise when the security conditions allow it.

3. CASEVAC/MEDEVAC REQUEST

A CASEVAC or MEDEVAC request can be transmitted by either telephone or radio. When using radio, review the SOPs to see if special frequencies are allocated for the purpose – if not, use the Operational channel.

CASEVAC by definition is casualty evacuation from point of injury to the next suitable level of care. Speed is the first priority. Therefore, the following must be kept in mind:

- Your own location: Call sign of unit/team site/sector HQ and/or name of person requesting evacuation;
- Nature of injury or illness: (e.g. head injury, broken leg, heatstroke, snake bite, unconsciousness);
- Casualty location: (e.g. G.P.S. coordinates, team site, road between X and Y on patrol 50 kilometres North of ...);
- Number of casualties;
- Additional remarks: (e.g. nature of accident, possible local hazards such as fire, explosions, hostile activities, condition of patient stable/deteriorating).

**STAY ON STANDBY AND CONTINUE FIRST AID
PREPARE G.P.S. COORDINATE/PATIENT'S LOCATION**

Immediately following the receipt of information concerning a casualty, mission headquarters must inform United Nations Headquarters by a preliminary cable which must include all relevant details available at the time of dispatch.

Noticas (Notification of Casualty)

In the case of death, the Office concerned shall notify mission headquarters immediately. However, mention of the deceased's name shall be avoided in any public statement till his/her country has been

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informed and the next of kin informed. Following the dispatch of the preliminary information to United Nations Headquarters, a notification of Casualty (NOTICAS) shall be prepared by the Office of the Police Commissioner of the mission as follows:

- NOTICAS number;
- Name of mission;
- Service Number, if any;
- United Nations ID card number and date of birth;
- Last name and forenames;
- Sex;
- Nationality;
- Next of kin (name, address and relationship);
- Category (e.g. Contingent number, UN Police etc.);
- On duty at the time of the occurrence (yes or no);
- Date of occurrence (day, month, year);
- Time (local time);
- Place;
- Type of casualty (death, injury or illness);
- Cause of casualty.

The Police Commissioner is responsible for notifying UN Police Division, United Nations Headquarters immediately in case of death, serious injury or illness of any UN police officer.

MEDEVAC by definition is the evacuation of medical cases between the level of care established in theatre (intra-theatre MEDEVAC) or to medical facilities out of theatre (inter-theatre MEDEVAC).

CHAPTER

7

SAFE DRIVING

CHAPTER 7: SAFE DRIVING

As a UN police officer you will be required to drive a UN vehicle as part of your daily work tasks. It is therefore important that all officers should be aware of the relevant rules, regulations and expectations regarding the use of UN-provided means of transport.

1. UN DRIVING PERMIT

In order to operate a UN vehicle you are required to obtain a UN Driving Permit. In order to obtain such a permit, the following parameters are to be met:

- Possession of a valid national driving licence; and
- Completion of a two-part UN driver test upon arrival in the mission. This will happen even if you have been cleared by the SAT.

Part 1 – written test

Part 2 – road test

2. DRIVING CONDUCT

You must be aware that the image of the UN is affected by your personal conduct while driving UN vehicles. It is therefore essential for you to drive courteously and defensively at all times, refrain from reckless or rude driving habits and show full compliance with the local laws as well as mission regulations with respect to the operation of motor vehicles at all times.

3. DRIVER RESPONSIBILITY

Each driver has a responsibility to ensure the safety of the UN vehicle, the safety of the vehicle's passengers and the safety of other road users. As part of this responsibility drivers are required to:

- Carry out first parade checks on the vehicle (oil and water levels, tyre pressures, etc.);

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- Report any defects or damage to the vehicle to the UN Transport Section;
- Coordinate routine maintenance requirements with the UN Transport Section;
- Ensure that the vehicle has the necessary documents that are required for use of the vehicle, such as insurance card, vehicle registration card, trip ticket, maintenance schedule card, etc.;
- Ensure all occupants in the vehicle wear seat belts; and
- Reports and returns – each Mission will have specific reports which are required to be submitted routinely, such as trip tickets, which include usage details, fuel consumption, etc and should therefore be submitted in a timely manner.

It should be noted that officers may be held financially accountable if there is evidence that negligence is involved (e.g. speeding, intoxication, etc.) at the time of any accident. They may also be subject to disciplinary action.

4. MISSION STANDARD OPERATING PROCEDURES (SOPS) AND DRIVER'S HANDBOOK

Each Mission produces several transport SOPs with respect to the use of UN vehicles, in particular the Mission-specific driver's handbook. UN Police Officers should ensure that they are aware of such SOPs and obtain a copy of the Mission's driver's handbook.

The driver's handbook will provide details regarding the use of UN vehicles, rules, regulations and requirements. It also covers issues such as speed limits, driving standards, official travel, liberty travel, authorized personnel, reporting of accidents, etc.

In addition there are many driving tips, covering such issues as driving in off-road conditions, local driving habits, weather conditions, road conditions, defensive driving, hijack precautions etc., all aimed at making you a better and safer driver.

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Some of the major safety issues discussed in these SOPs are reproduced here:

4.1. SAFETY ISSUES

The majority of road accidents happen in built-up areas, in daylight during “rush hour” periods. Most accidents have several contributing causes, the main ones being human error and environmental problems. Mechanical faults play a part in only a small percentage of cases. Human error is a factor in 95 per cent of all road accidents.

- Alcohol and drugs can have a devastating effect on driving ability. They are the biggest single factor in road deaths;
- Inexperience can lead to mistakes, errors of judgement and irresponsible behaviour such as excessive or inappropriate speed;
- Tiredness and illness can impair performance in almost the same way as alcohol and drugs, reducing a road user’s ability to cope with road conditions and situations;
- Other human errors include impatience, stress, carelessness, negligence, absent-mindedness, irresponsible behaviour, inadequate knowledge and training, ageing, inexperience, drugs and medicines, a general disregard for personal health and safety, and lack of local knowledge.

4.2. DEFENSIVE DRIVING

Defensive driving involves awareness, planning, anticipation and the maintenance of control. This entails driving with responsibility, care, consideration and courtesy. It means putting safety above all else. To drive defensively, you must expect other people to make mistakes and be ready to slow down or stop – even if you think that you have the right of way. Road safety of individuals lies mainly in their own hands. The better the level of control over both vehicle and road space that you achieve, the safer you will be.

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4.3. SIXTEEN-POINT DRIVING SAFETY PLAN

The following basic safety points can improve road safety and reduce traffic accidents if adhered to at all times by drivers:

- Never drive when tired or under the influence of alcohol or drugs of any kind;
- Obey traffic signals, signs, road markings, Traffic Police and adhere to speed limits;
- Don't presume your intentions are clear to others without indicating what they are;
- Use your mirrors and signal before turning, overtaking, slowing down or stopping;
- Wear your seatbelt and insist that front and rear seat passengers do the same;
- Keep in lane – don't monopolize the road by driving too close to the centre;
- Don't rely on the vehicle horn to clear your path – slow down for hazards instead;
- Avoid becoming distracted from the task of driving; keep your eyes on the road;
- Overtake only if you can see that the road ahead is clear and it is safe to do so;
- Always slow to a crawl when passing any vehicle that is unloading passengers;
- Be prepared for pedestrians to cross the road unexpectedly, especially in towns;
- Be ready to yield priority/right of way to others in order to prevent accidents;
- Adjust speed to the driving conditions, keeping a safe distance between vehicles;
- Take extra care when reversing – use a guide to assist if you can't see behind you;

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- Park with care and consideration, avoiding curves, junctions and the tops of hills; and
- Never drive off road if the possibility of landmines or Unexploded Ordnance (UXOs) exists.

4.4. CROSS-COUNTRY DRIVING

Very few drivers have a depth of off-road driving experience commensurate with safe cross-country vehicle operation. Driving in these conditions requires extra proficiency in many areas such as the use of gears and anticipation of ground conditions. The following guidelines for cross-country driving are intended as an introduction. True proficiency only comes with training and experience:

- Always change into four-wheel drive before entering an area with reduced traction (mud, snow, soft sand etc.) Remember to lock freewheel hubs (if fitted) prior to engaging four-wheel drive. Engage two-wheel drive as soon as you return to a hard or paved surface and unlock the freewheel hubs. If you have any doubts about the operation of a particular four-wheel drive system, seek advice from a Transport Section at the first opportunity after taking charge of the vehicle;
- Always select a suitable gear for the route ahead, whether uphill or downhill. It is far safer and easier to change gear in advance than it is to attempt to do so halfway up or down a steep incline;
- When travelling diagonally downhill, always look for an escape route straight down the slope, in case the vehicle strikes any object or there is a danger of overturning;
- Do not allow the engine to labour or use excessive revs when driving off road. If at all possible, do not leave a hard surface;
- Do not drive through the dust cloud of a preceding vehicle. Keep sufficient distance for clear visibility in order to avoid collisions in case the vehicle in front stops suddenly. Use dimmed headlights to make your vehicle more visible to others;

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- During wet conditions and storms prevalent in tropical areas of the world, particular attention should be paid to the following points:
- Adjust your speed to the existing conditions;
- Follow other vehicles at a safe distance, remembering that stopping distances on slippery road surfaces are much greater than on dry surfaces;
- Apply brakes with a light pumping action to avoid skidding, unless the vehicle is equipped with anti-lock brakes/ABS;
- Always remember that the first rainfall after a dry period will lead to the roads being even more slippery than during prolonged heavy rains;
- Signal your intention to stop or change direction well in advance;
- Use dipped headlamps when visibility is reduced, both day and night;
- Keep the windshield clear / clean at all times;
- If spray from an oncoming vehicle blinds you, grip the wheel firmly, lift your foot from the accelerator, stay off the brakes but be ready to brake until visibility improves; and
- Look out for debris washed onto road surfaces, such as rocks, mud and leaves.

4.5. FLOODWATER AND RIVER CROSSINGS

Many UN field missions have experienced incidents where ill-advised attempts to cross water have resulted in the vehicle becoming stuck, submerged or even washed away. In at least one such incident in East Timor, both the driver and his would-be rescuer were almost drowned. Water will also wreck an engine if drawn into the air filter. When attempting to traverse flooded roads or ford shallow rivers, the following points should always be adhered to:

- Never attempt to drive through fast moving water if it is more than a few centimetres deep;

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- Always check the depth of the water you are about to enter on foot (by probing with a stick) before proceeding. This will also forewarn you of any hidden obstacles such as large rocks or any abrupt changes in depth;
- Do not attempt to cross water if it is deeper than two-thirds the height of the road wheels or if you are unable to ascertain the depth of the water;
- Always make sure that you can complete your crossing without stopping. Use a low gear and keep engine revs high. Do not attempt to reverse as water may be forced into the exhaust, causing the engine to stall; and
- Test the brakes immediately after leaving the water.

4.6. NIGHT DRIVING

The majority of vehicle accidents occur in daylight hours. However, there are a number of factors which contribute to nocturnal crashes. The following should be remembered when driving at night:

- During the hours of darkness, the distance and scope of vision is reduced. Speed should be reduced accordingly so that the driver is able to stop within the space illuminated clearly by the headlights;
- Both headlights and brake lights can dazzle. The parking brake should be used whilst waiting at a junction or queuing in traffic in order for the driver not to keep his or her foot on the brake pedal, which could dazzle the occupants of the vehicle behind. Headlights should always be dipped in built-up areas and when meeting or following another vehicle;
- Be aware that shadows can sometimes conceal obstacles or other hazards. Pedestrians, cyclists and even other vehicles can appear suddenly under low light levels. Be extra observant and reduce your speed accordingly. Darkness also masks the depth of potholes, particularly if they are filled with water; and

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- Tinted lenses reduce the amount of light available to the eye and therefore information to the brain. As such they are not recommended for driving at night or in conditions of poor visibility. Advertisements for the use of so-called 'night driving glasses' as aids to driving after dark or in fog are both inaccurate and misleading. The only occasions when such lenses should be used are on the advice or prescription of an optician or ophthalmologist. Drivers should be aware of the need for regular eye tests in order to ensure that their vision is adequate for the operation of a vehicle. This is particularly true in the case of night driving which tends to exacerbate certain eye conditions associated with ageing.

4.7. FOG

Fog is dangerous at any time, but particularly so at night. Fog can sometimes be so thick that a driver can barely see the front of his/her own vehicle. The only thing to do in very dense fog is to get completely off the road as quickly as possible. Sometimes, on otherwise fairly clear nights, thick fog collects in small pockets at the bottom of hills. Drivers encountering such conditions must slow down immediately and ensure that dipped headlamps are switched on. Once the first fog patch has been passed through, drivers should continue to drive slowly, as one such pocket is usually a warning. There will probably be more fog ahead, at the bottom of the next hill. Reduced speed should be maintained until it is apparent that the fog area is behind you. In summary, when encountering fog drivers should heed the following guidelines:

- Slow down. Fog makes it very difficult to judge speed. Do not believe your eyes alone, glance at your speedometer to make sure;
- Turn on wipers, defroster and low-beam headlights. Using high beams can actually decrease your visibility;
- Moisture from fog makes roads slippery, so braking must be done smoothly;

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- Open a window slightly and turn off the radio. Watch for slower moving cars and listen for engine sounds or car horns ahead;
- If the fog is too dense to continue, pull completely off the road and try to position your vehicle in an area protected from other traffic. Turn on your emergency flashers; and
- If the vehicle has auxiliary fog lamps, use them at all times in foggy conditions, but remember to turn them off when visibility improves.

4.8. MOBILE/CELLULAR TELEPHONES, TWO-WAY RADIOS AND WALKMAN HEADPHONES

Using mobile/cellular telephones, two-way radios, Walkman/IPOD and other mobile music system headphones whilst driving greatly increases the risk of having an accident. The danger exists regardless of whether the equipment is hand-held or hands-free, and whether the car has manual or automatic transmission. No matter what the combination, drivers have been shown to be less responsive to road and traffic conditions when using such equipment. They tend to “tail-gate” other vehicles, greatly increasing the probability of a collision. This danger also continues in the minutes after a phone call has finished. The heart rate increases during phone conversations, indicating an increase in stress levels, which in turn increases the likelihood that a driver will have an accident. The majority of calls undertaken by drivers on mobile communications equipment are intense, complex, business-related and urgent. Using hands-free equipment is no less distracting than using hand-held equipment, as it is being absorbed in the conversation, rather than the mechanics of using the equipment itself, that poses the danger. Drivers of UN vehicles are therefore to be instructed to pull the vehicle over at a safe location before initiating or responding to mobile communications. Vehicles are intended to transport their occupants and goods safely to their destination(s). The temptation to turn them into ‘mobile offices’ should be resisted.

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4.9. STEERING INTO A SKID

In case of a skid, always steer into the direction of the skid in order to regain control. That is to say, if, for example, the rear of the vehicle slides to the left whilst cornering, the reaction of the driver should be to turn the steering wheel to the left to counteract the skid. This technique is often referred to as applying 'Opposite Lock'. Sometimes, slight acceleration may also help the driver to restore the balance of the vehicle. Do not disengage the clutch or apply the brakes as this will only unsettle the vehicle further and possibly worsen the skid.

4.10. OPERATIONS IN LOW TEMPERATURES

The basic procedures for driving in cold weather encompass all UN driving and safety standards that apply in normal conditions. However, the added hazards of snow and ice increase the need to observe safe driving procedures. Before engaging in cold weather operations, all drivers must therefore be thoroughly trained in winter driving techniques. Driving safety is an issue of great significance when operating in harsh winter environments. The loss of visibility and traction accompanying severe winter weather conditions greatly increase the likelihood that a driver will be involved in a vehicle accident. In line with the general principle of 'safety first', it is incumbent upon all drivers and persons responsible for the supervision of drivers to weigh up the necessity for the journey when climatic conditions impinge upon overall safety margins. **The safest trip in bad weather is the postponed trip.** However, operational imperatives sometimes make it necessary to continue, in which case the following driving techniques should be applied:

- When starting a journey in low temperature conditions, move vehicles slowly and carefully after they have been standing in the cold for a significant period. Do not attempt to shift a vehicle frozen in place by using its own power to rock or jerk it loose. Use a second vehicle to tow the frozen vehicle. It is also important to observe all instruments, gauges, and warning lights during warm-up to avoid

CHAPTER 7: SAFE DRIVING

engine damage and to ensure that operating temperatures are achieved prior to moving off or accelerating;

- Good all-around visibility is essential to safe cold-weather driving. To achieve optimum visibility during cold weather, the following should be observed;
- Remove all ice, snow and condensation from all windows before driving;
- Keep all windows and mirrors clear at all times whilst driving;
- Use defrosters and windshield wipers to keep the windshield free of ice, sleet, snow, and fog. Keep a cab window open slightly when the heater is in use;
- Keep inside and outside rear view mirrors clean and properly adjusted;
- When driving during snowstorms and periods of reduced visibility, use vehicle lights to warn other drivers of your position. Use dipped headlights, not main / high beams;
- Increase the distance between vehicles when exhaust gases cause ice fog;
- Use a guide when backing the vehicle or where assistance is required in selecting a trail in deep snow;
- If visibility is reduced to zero, stop and wait for better conditions. Pull onto the roadside after checking for concealed ditches, culverts, or other obstructions;
- Adjust driving speed to the prevailing conditions, slowing down when needed;
- Maintain a safe distance between vehicles, allowing more space for bad road conditions. (Stopping distances are greatly increased by ice and snow.) Slow down for curves, corners and turns and stop gradually and steadily;
- If you are uncertain about a particular stretch of road, stop and check before proceeding. A snow-covered road may conceal an icy road surface, so particular care is needed when driving on fresh snow;

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- When approaching a difficult spot, select a low gear early and keep moving. Stopping to change gear after reaching a bad spot may cause the wheels to spin and dig in, and may cause the vehicle to become bogged down;
- If the vehicle is stuck, and no other help is available, rocking forward and backward by rapidly shifting between forward and reverse gears may, as a last resort, provide a solid track long enough for the vehicle to gain sufficient momentum to pass through;
- When stopping on any slippery road, apply the brakes gently. Excessively sharp braking may cause a skid. This is especially true on ice or light snow;
- Never depend on brakes when descending a slippery hill. Shift into a lower gear at the crest and use the engine for braking on the downhill slope;
- Chains are effective in snow or mud but less so on ice. Sand or earth scattered over an icy slope can create as much traction as chains, or even more;
- Never accelerate quickly on slippery roads. Doing so may cause one wheel to spin while the other remains idle, possibly resulting in a skid;
- To overcome a skid, turn the front wheels in the direction of the skid. The momentum of the vehicle will carry it in a straight line parallel to the original path, and you should regain control;
- Remember that when sleet or snow is melting on the roads, it may be freezing or frozen on bridges. Bridges commonly freeze before other road surfaces; and
- Exercise care if travelling cross-country in snow. Careless operation over brush, branches, stumps, and rocks may cause damage to radiators, lights, tyres, exhaust systems and vehicle undercarriages.

4.11. OPERATIONS IN DRY CONDITIONS

Cross-country vehicle movements in dry or desert conditions will sometimes entail the need to drive on sand. The main objective when driving on sand is to maintain movement with the least amount of strain on the vehicle, its engine, and its power train. To do this, it is first necessary to ascertain whether or not a sandy area is driveable. The ability to do this well comes only through experience. Once the decision to proceed is taken, first select a gear that will enable you to move from rest with a minimum of clutch slippage and wheel spin. Once moving, accelerate gradually to an appropriate speed. Maintain steady, even progress and avoid unnecessary gear changes. If the vehicle has automatic transmission, use the intermediate (low) gear holds.

- Anticipation of changing driving conditions will enable you to bypass the worst areas. If a short stretch of soft sand is seen ahead, an increase in speed will assist by allowing you to take advantage of forward momentum. Bear in mind that any increase in speed must always be tempered by safety considerations. Stop before entering an extensive stretch of soft sand and select an appropriate gear that will take you through with little need for further gear changes and a minimum of clutch slippage or wheel spin. Always negotiate curves as widely as possible because steering sharply can stall or even overturn a vehicle;
- When approaching a sand dune (hill of sand piled up by the wind) try to do so from the windward (most gradual) slope at a 90-degree angle. Select the proper gear to avoid changing whilst on the slope. Maintain as much momentum as possible whilst climbing the slope and be prepared to change direction as you reach the crest, riding the crest if necessary to seek a safe route. If you must use the lee (steepest) slope, select a point where the angle of approach will allow the front bumper to clear;
- To stop in sand, let your vehicle roll to a halt if practicable. Otherwise, brake gradually. This prevents the tyres from digging in, which tends to happen when brakes are used abruptly. Try to stop on a downhill slope, thereby gaining an advantage when restarting;

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- At the first sign that your vehicle is bogging down, try a lower gear. If it still bogs down, stop power to the driving wheels. If you continue to use the engine to force the vehicle out of the sand, it will only sink deeper and become more difficult to extricate. In order to free the vehicle, use any or all of the following procedures:
 - Shovel a clear path ahead of the wheels;
 - Lay boards, brush channels, canvas, wire netting, rope ladders, or some similar material under and in front of the tyres for better flotation and traction;
 - Use a winch if available, or a towrope connected to another vehicle if it is evident that continued operation of the vehicle under its own power will only cause it to sink deeper into the sand;
 - If a loaded vehicle is ‘bellied down’ and must be pulled out, unload it to the extent required;
- In addition to the normal maintenance responsibilities of the driver, the following points should also be noted when operating in dry and dusty environments:
 - Keep valve caps on all tyres. Ensure that missing caps are replaced;
 - Check engine temperature and coolant/oil levels frequently;
 - If overheating occurs, check for loose or broken drive belts or coolant loss and ensure that necessary corrective action is taken;
 - Clean the oil spout before adding engine oil and remove any accumulation of sand or dirt from around the filler hole;
 - Clean the spouts of fuel containers before refuelling. Under extremely dusty conditions consider filtering the fuel when filling the tank; and
 - When stopped for extended periods, park with the rear of the vehicle toward the wind or cover the windshield and radiator with a tarpaulin to prevent windshield damage and avoid sand accumulation in the engine compartment.



ANNEXES



ANNEX

A

THE UNITED NATIONS

1. THE UNITED NATIONS CHARTER

The United Nations (UN) Charter was signed on 26 June 1945 and came into force on 24 October 1945. The Charter provides the terms of reference for the various elements of the UN in fulfilling its responsibilities.

The primary purpose of the UN is:

- To maintain international peace and security and to that end:
 - To take effective collective measures for the prevention and removal of threats to peace, and for the suppression of acts of aggression or other breaches of the peace, and
 - To bring by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations this might lead to a breach of the peace... (UN Charter, Article 1).

Peacekeeping as such is not specifically provided for in the Charter, except for the provision that “the Security Council shall determine the existence of any threat to peace, breach of the peace, or act of aggression and shall make recommendations, or decide what measures shall be taken ... to maintain or restore international peace and security” (Article 39).

Chapter VI of the Charter provides for the settlement of disputes by a variety of peaceful measures, including negotiation, enquiry, mediation, conciliation, arbitration and judicial settlement (Article 33). The Security Council is authorized to call on the parties to settle their disputes by peaceful means or to make recommendations (Article 37).

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Thus, the decisions or recommendations of the Council for the appropriate terms of settlement of an international dispute should be carried out by the parties themselves.

Chapter VII is essentially coercive and designed to deal with threats to peace, breaches of the peace and acts of aggression. Under the direction of Chapter VII, the UN Security Council should determine the existence of any threat to peace, breach of the peace or act of aggression, and make recommendations or decide what measures shall be taken to maintain or restore international peace and security (Article 39).

Before resorting to enforcement, the Security Council may call on the parties concerned to comply with such provisional measures as it considers necessary (Article 40). These measures may include complete or partial interruption of economic relations and means of communication, the severance of diplomatic relations (Article 41), or such action by air, sea or land forces as may be necessary to maintain or restore international peace and security (Article 42).

Chapter VIII of the Charter encourages regional arrangements for the peaceful settlement of local disputes before referring them to the Security Council, providing such arrangements are consistent with the purposes and principles of the UN (Article 52). When appropriate, the Security Council may utilise regional arrangements or agencies for enforcement action under its authority (Article 53).

2. STRUCTURE OF THE UNITED NATIONS

2.1. GENERAL ASSEMBLY

The General Assembly is the UN's main deliberative organ. It is composed of representatives of all Member States, each of which has one vote. Decisions on important questions, such as those on peace and security, admission of new Members and budgetary matters, require a two-thirds majority. Decisions on other questions are reached by a simple majority.

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The General Assembly meets once a year in a regular session, usually in September. Special sessions can be convened at the request of the Security Council, or a majority of Member States of the UN or of one Member if the majority of Member States concur. An emergency special session may be called within twenty-four hours of a request by the Security Council on the vote of any nine members of the Council or by a majority of Member States.

Due to the great numbers of matters which the General Assembly is called upon to consider, it allocates most of them to its six Main Committees. Peacekeeping issues are addressed by the Fourth Committee, supported by a Special Committee on Peacekeeping Operations. The Main Committees are:

- First Committee – Disarmament and International Security;
- Second Committee – Economic and Financial Affairs;
- Third Committee – Social, Humanitarian and Cultural Affairs;
- Fourth Committee – Special Political and Decolonization;
- Fifth Committee – Administrative and Budgetary; and
- Sixth Committee: Legal.

2.2. SECURITY COUNCIL

The Security Council has primary responsibility under the UN Charter for the maintenance of international peace and security. The Council has 15 Members:

- Five Permanent Members – China, France, the Russian Federation, the United Kingdom and the United States of America; and
- Ten Non-Permanent Members elected by the General Assembly for a two-year term.

Each Security Council Member has one vote. Decisions on substantive matters require nine votes, with none of the five Permanent Members exercising their right to veto. A Permanent Member may abstain if it does not fully agree with a decision but also does not wish

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to veto. Under the UN Charter, all Member States of the UN agree to accept and carry out the decisions of the Security Council.

2.3. SECRETARIAT

The Secretariat, consisting of international staff working at UN Headquarters in New York and in duty stations around the world, carries out the diverse day-to-day work of the Organization. It services the other UN organs and administers the programmes and policies laid down by them. The Secretariat is headed by the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council for a term of five years.

The main components of the Secretariat are:

- Executive Office of the Secretary-General (EOSG);
- Office for the Coordination of Humanitarian Affairs (OCHA);
- Office of Internal Oversight Services (OIOS);
- Office of Legal Affairs (OLA);
- Department for Disarmament Affairs (DDA);
- Department of Economic and Social Affairs (DESA);
- Department for General Assembly and Conference Management (DGACM);
- Department of Management (DM);
- Department of Peacekeeping Operations (DPKO);
- Department of Political Affairs (DPA);
- Department of Public Information (DPI);
- Department of Safety and Security (DSS);
- UN Office at Geneva (UNOG);
- UN Office at Vienna (UNOV); and
- UN Office at Nairobi (UNON).

3. UN OFFICES, AGENCIES AND PROGRAMMES ACTIVE IN THE FIELD

UN Police Officers will come across and work with colleagues from various UN agencies and programmes also engaged in their respective fields within a UN peacekeeping environment. The more common include:

3.1. OHCHR

The Office of the High Commissioner for Human Rights (OHCHR) is the UN focal point for all activities related to defending and maintaining respect for international human rights standards. It is mandated to promote and protect the enjoyment of all civil, cultural, economic, political and social rights of all people around the world. OHCHR Headquarters are in Geneva, Switzerland.

3.2. UNHCR

The Office of the UN High Commissioner for Refugees (UNHCR) is mandated to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. It seeks to ensure that the basic human rights of refugees are maintained and that they are able to seek protection, including local integration and asylum in a third country, without being returned against their will to a country where they have reason to fear persecution or other threats. UNHCR Headquarters are in Geneva, Switzerland.

3.3. UNICEF

The United Nations Children's Fund (UNICEF) assists developing countries at their request in improving the quality of life of children. It accomplishes these tasks through low-cost community-based services in maternal and child health, nutrition, sanitation and education, as well as emergency relief. UNICEF Headquarters are in New York, USA.

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3.4. UNDP

The UN Development Programme (UNDP) is the UN's main body for co-ordinating development assistance and advice. It works with developing countries to devise solutions to global and national development issues through local capacity-building. The UNDP's main areas of engagement are democratic governance, poverty reduction, crisis prevention and recovery, energy and environment, and HIV/AIDS. UNDP Headquarters are in New York, USA.

3.5. UNV

UN Volunteers are qualified professionals recruited from more than 140 countries. The UNV acts as an operational partner to various UN agencies and bodies in development cooperation as well as in other areas such as election assistance and human rights. UNV is administered by the UNDP. UNV Headquarters are in Bonn, Germany.

3.6. WFP

The World Food Programme (WFP) works to ensure that all persons have access at all times to nourishment in order to live a full life and, as such, places the issue of hunger at the top of the international agenda. It combats hunger through the delivery of food aid, relief assistance in emergencies and the promotion of economic and social development around the world. WFP Headquarters are in Rome, Italy.

A complete list of UN principal organs, subsidiary bodies, programmes, funds, research and training institutes, international criminal courts and other UN entities can be found on the UN website at www.un.org

ANNEX

B

PEACEKEEPING OPERATIONS WITH A POLICE COMPONENT

At the time of publication of this updated edition (June 2005), thirteen Peacekeeping Operations had a police component. Brief descriptions of the historical background, mandates, police role and tasks are included below. These will provide you with a broad picture of the actual role and tasks of the UN police in each peacekeeping operation.

(Each mission manager will provide details of his/her mission)

SAMPLE OF UNMIL

THE UNITED NATIONS MISSION IN LIBERIA (UNMIL)

Background

Civil war in Liberia claimed the lives of almost 150,000 people – mostly civilians – and led to a complete breakdown of law and order. It displaced thousands of people, both internally and beyond the borders, resulting in some 850,000 refugees in the neighboring countries. Fighting began in late 1989, and by early 1990, several hundred deaths had already occurred in confrontations between government forces and fighters who claimed to be members of an opposition group, the National Patriotic Front of Liberia (NPFL), led by a former government official, Mr. Charles Taylor.

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Since that time the situation in Liberia has developed rapidly. On 1 August 2003, the Security Council adopted resolution 1497 (2003) authorizing the establishment of a multinational force in Liberia and declaring its readiness to establish a follow-on United Nations stabilization force to be deployed no later than 1 October 2003. On 18 August 2003, the Liberian parties signed a Comprehensive Peace Agreement in Accra. By that Agreement, the parties requested the United Nations to deploy a force to Liberia under Chapter VII of the Charter of the United Nations, to support the National Transitional Government of Liberia and assist in the implementation of the Agreement. With the subsequent deployment of the ECOWAS (Economic Community of West African States) Mission in Liberia, the security situation in the country improved.

On 19 September, the Security Council unanimously adopted resolution 1509 (2003) welcoming the Secretary-General's report of 11 September 2003 and its recommendations. It decided that UNMIL would consist of up to 15,000 United Nations military personnel, including up to 250 military observers and 160 staff officers, and up to 1,115 UN police officers, including Formed Police Units to assist in the maintenance of law and order throughout Liberia, plus the appropriate civilian component.

Mandate of UNMIL

Acting under Chapter VII of the Charter of the United Nations, the Security Council decided under paragraph 3 of Resolution 1509 (2003), dated 19 September 2003, that UNMIL has the following mandate:

“Support for Implementation of the Ceasefire Agreement:

- a) to observe and monitor the implementation of the ceasefire agreement and investigate violations of the ceasefire;*
- b) to establish and maintain continuous liaison with the field headquarters of all the parties' military forces;*

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c) to assist in the development of cantonment sites and to provide security at these sites;

d) to observe and monitor disengagement and cantonment of military forces of all the parties;

e) to support the work of the JMC;

f) to develop, as soon as possible, preferably within 30 days of the adoption of this resolution, in cooperation with the JMC, relevant international financial institutions, international development organizations, and donor nations, an action plan for the overall implementation of a disarmament, demobilization, reintegration, and repatriation (DDRR) programme for all armed parties; with particular attention to the special needs of child combatants and women; and addressing the inclusion of non-Liberian combatants;

g) to carry out voluntary disarmament and to collect and destroy weapons and ammunition as part of an organized DDRR programme;

h) to liaise with the JMC and to advise on the implementation of its functions under the Comprehensive Peace Agreement and the ceasefire agreement;

i) to provide security at key government installations, in particular ports, airports, and other vital infrastructure.

Support for Security Reform:

a) to assist the transitional government of Liberia in monitoring and restructuring the police force of Liberia, consistent with democratic policing, to develop a UN police training programme, and otherwise assist in the training of UN police, in cooperation with ECOWAS, international organizations, and interested States;

b) to assist the transitional government in the formation of a new and restructured Liberian military in cooperation with ECOWAS, international organizations and interested States.

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Support for Implementation of the Peace Process:

a) to assist the transitional Government, in conjunction with ECOWAS and other international partners, in re-establishment of national authority throughout the country, including the establishment of a functioning administrative structure at both the national and local levels;

b) to assist the transitional government in conjunction with ECOWAS and other international partners in developing a strategy to consolidate governmental institutions, including a national legal framework and judicial and penal institutions;

c) to assist the transitional government in restoring proper administration of natural resources;

d) to assist the transitional government, in conjunction with ECOWAS and other international partners, in preparing for national elections scheduled for no later than the end of 2005”.

Specifically mandated tasks of the UN Police Component of UNMIL

Under 3 (n) of Security Council Resolution 1509 (2003), the UN Police Component of UNMIL is tasked to “assist the transitional government of Liberia in monitoring and restructuring the police force of Liberia, consistent with democratic policing, to develop a UN police training programme, and otherwise assist in the training of UN police, in cooperation with ECOWAS, international organizations, and interested States”. Under paragraph 1 of the same resolution Formed Police Units of the Component are also tasked to assist in the maintenance of law and order throughout Liberia.

Authorized strength of the UN Police Component of UNMIL

Under paragraph 1 of Security Council Resolution 1509 (2003), the UN Police Component has an authorized strength of up to 1,115 UN police officers.

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Organization and main activities of the UN Police Component of UNMIL since its inception

The UNMIL police, in line with their mandated responsibilities as prescribed in Security Council Resolution 1509 (2003) and the Comprehensive Peace Agreement of 18 August 2003, have made significant progress in fulfilling the mandated objectives. Sustainable progress has been made in the law enforcement segments of the rule of law. The basic core components within UN Police including Operations, Reform and Restructuring, Training and Planning, have focused their efforts to enhance capacity of the local police agencies to achieve the overall rehabilitation not only of the individual police officer, but also the policing system as a whole.

The Interim police training programme ended in success in mid-June 2004 and was succeeded by a transition to Academy training that began in July 2004. Training of local police officers is an important integral component of the UN Police in UNMIL.

Launched in early May 2004, the recruitment drive for the new Liberian Police has been very successful. Good candidates have been recruited through an intensive recruitment drive. These officers have also undergone training at the Police Academy.

The UN Police has also undertaken numerous activities to foster cooperation between the civilian population and the local police. The aim is to ensure a community-based policing model for the National Liberian Police. Efforts have been made to raise public awareness and educate the public about the programme and activities of the National Police, and to get their support in all spheres of policing activity.

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POLICE COMPONENT**

***UNITED NATIONS STABILIZATION MISSION IN HAITI
(MINUSTAH)***

Background

In early February 2004, armed conflict broke out in the city of Gonaives, and in the following days fighting spread to other cities. Gradually the insurgents took control of much of the northern part of the country. Despite diplomatic efforts, the armed opposition threatened to march on the Haitian capital. Early on 29 February, Mr. Aristide left the country. His letter of resignation was read out by the Prime Minister, Yvon Neptune. Within hours, Boniface Alexandre, the President of the Supreme Court, was sworn in as interim President, in accordance with the constitutional rules of succession. On the evening of 29 February, the Permanent Representative of Haiti to the United Nations submitted the interim President's request for assistance, which included the authorization for international troops to enter Haiti. Pursuant to that request, the Security Council adopted **resolution 1529 (2004)** authorizing the Multinational Interim Force (MIF) and declaring Council's readiness to establish a follow-on United Nations stabilization force to support continuation of a peaceful and constitutional political process and the maintenance of a secure and stable environment. MIF immediately started its deployment to Haiti, as authorized by that resolution.

In consultation with the interim President and the then Prime Minister, steps were taken to form a transitional government. On 17 March 2004, the Prime Minister, in consultation with the Conseil des Sages (a group of eminent persons), formed a 13-member transitional Government.

Acting on the recommendations of the Secretary-General, the Security Council adopted resolution 1542 of 30 April 2004, establishing MINUSTAH for an initial six-month period, and requested that authority be transferred from the MIF to MINUSTAH on 1 June 2004.

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POLICE COMPONENT**

Having determined that the situation in Haiti continued to constitute a threat to international peace and security in the region and acting under Chapter VII of the UN Charter, the Security Council, by its **resolution 1542** of 30 April 2004, decided to establish the United Nations Stabilization Mission in Haiti (MINUSTAH) and requested that authority be transferred from the Multinational Interim Force (MIF), authorized by the Security Council in February 2004, to MINUSTAH on 1 June 2004.

***Specifically mandated tasks of the Police Component
of MINUSTAH***

Under Security Council **resolution 1542** (30 April 2004), the Mission was established with the following mandate regarding a Secure and Stable Environment:

- a) in support of the Transitional Government, to ensure a secure and stable environment within which the constitutional and political process in Haiti can take place;*
- b) to assist the Transitional Government in monitoring, restructuring and reforming the Haitian National Police (HNP), consistent with democratic policing standards, including the vetting and certification of its personnel, advising on its reorganization and training, including gender training, as well as monitoring/mentoring members of the Haitian National Police;*
- c) to assist the Transitional Government, particularly the Haitian National Police, with comprehensive and sustainable Disarmament, Demobilization and Reintegration (DDR) programmes for all armed groups, including women and children associated with such groups, as well as weapons control and public security measures;*
- d) to assist with the restoration and maintenance of the rule of law, public safety and public order in Haiti through the provision inter alia of operational support to the Haitian National Police and the Haitian Coastguard, as well as with strengthening these institutions, including the re-establishment of the penal system;*

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e) to protect United Nations personnel, facilities, installations and equipment and to ensure the security and freedom of movement of its personnel, taking into account the primary responsibility of the Transitional Government in that regard;

f) to protect civilians under imminent threat of physical violence, within its capabilities and areas of deployment, without prejudice to the responsibilities of the Transitional Government and of police authorities.

Authorized strength of the Police Component of MINUSTAH

The total authorized strength of the police component of MINUSTAH is 1,622 UN police (which includes 7 formed units).

Organization and main activities of the Police Component of MINUSTAH since its inception

- Operational support to HNP through the Formed Police Units by dealing with emerging threats, coordination of HNP, and assisting with DDR, drugs/contraband control, border security, and election security.
- HNP development through the Technical Adviser programme, Co-location, Training Programmes, Vetting, Certification, Community Policing.

THE UNITED NATIONS MISSION IN SUDAN (UNMIS)

Background

Two decades of internal conflict and intermittent natural disasters have impacted negatively on all government institutions, society and public life generally in Sudan. Rule of law institutions often lack strong democratic structures, are neglected in terms of resources and funding and are often misused for other purposes. Against this backdrop and following the signing of the Comprehensive Peace Agreement (CPA), there is an urgent need to assist these

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institutions, so as to bolster their capacity to develop within democratic parameters.

History

Northern Sudan was incorporated in to the Arab world by the Islamic expansion of the 7th Century. Southern Sudan was part of tribal Africa with few positive external influences but subject to continuous raiding by slave traders from the north and to external domination, especially under Ottoman, Egyptian and Anglo-Egyptian forces. The modern history of Sudan starts with the granting of self-government and self-determination by Great Britain and Egypt in 1953 and the establishment of an independent parliament in 1954; full independence followed on 1 January 1956. The country has been in almost continuous internal conflict, resulting in the longest civil war of modern times. Several peace agreements and cease-fire agreements were concluded but none brought lasting peace. The root causes of the conflict include diverse elements such as religion, culture, ethnic diversity, colonial and post-colonial interventions and unfair economic exploitation.

Present Situation

Sudan is a complex country with a population of about thirty million people in an area of about one million square miles (2.59 million square kilometres). The conflict resulted in a large internally displaced population (approx. four million), diversion of resources to fund the conflict and neglect of development initiatives.

The Comprehensive Peace Agreement (CPA) was concluded in Nairobi, Kenya, on 9 January 2005 and established a six-year 'Interim Period' preceded by a six-month 'pre-Interim Period'. It laid the groundwork for a referendum to be held in the south after six years, when the people will decide whether to remain within a united Sudan or form a separate sovereign state. The CPA has been generally welcomed and many are now looking forward to a peaceful and normal life.

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POLICE COMPONENT**

Policing Arrangements

Government of Sudan (GoS) National Police Force

The Police Force of the Republic of Sudan operates throughout GoS-controlled areas. Drawing its authority from the Police Act 1979, the force is organized under the Ministry of the Interior with national jurisdiction based on a colonial policing model. For many years it has been largely isolated from international policing developments while police powers are dominated by other security agencies and military forces under special emergency legislation. The Police have very broad responsibilities including all civil police duties, prisons, border control, customs, issue of passports, driving licences and identity documents, immigration, public morality, fire-brigade and wildlife services. The Peoples Police, an auxiliary police service drawing on the services of local people, serves alongside the regular police in support. Formal training for all police personnel is military in nature. Outside of Khartoum, logistical and technical support is limited.

UN Police Mandate

The Security Council met on 24 March 2005 and unanimously voted to adopt Resolution 1590 (2005) establishing UNMIS. The resolution authorizes deployment of up to 715 UN police officers. The mandated task of UN police *inter alia* is to:

“Assist the parties to the Comprehensive Peace Agreement, in coordination with bilateral and multilateral assistance programmes, in restructuring the police service in Sudan, consistent with democratic policing, to develop a police training and evaluation programme, and otherwise to assist in the training of UN police.”

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POLICE COMPONENT**

***THE UNITED NATIONS ASSISTANCE MISSION IN
AFGHANISTAN (UNAMA)***

Background

The mandate is based on Security Council Resolution 1401 of 28 March 2002 and the Bonn Agreement, which is a framework enabling the UN Police Adviser to support, advise and assist in the reform of the Afghan National Police.

UNAMA's mandate includes promoting national reconciliation; fulfilling the tasks and responsibilities entrusted to the United Nations by the Bonn Agreement, including those related to Human Rights, the Rule of Law and Gender Issues, and managing all UN humanitarian, relief, recovery and reconstruction activities in Afghanistan in coordination with the Afghan Administration.

UNAMA was established in an attempt to integrate all UN activities in Afghanistan. There are approximately 16 UN agencies in the country, working together with the Afghan Government and with national and international NGO partners. All UN programmes lend support to the Afghan transition process and recognize the lead role played by the Afghan Administration.

Afghan Police Reform

Germany is the lead nation on Police Reform in Afghanistan and has a team of 25 police officers in Afghanistan, but there are several other organizations who are training the Afghan police officers, such as DynCorp, Coalition Force, ISAF, UK and others.

Training, staffing and sustaining an effective police force is a vital element in ensuring security and the rule of law in Afghanistan. This task has proved to be challenging. The existing police force continues to suffer from a lack of well-trained officers, appropriate equipment and effective command structures. Several important initiatives were undertaken to address these concerns. Various

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regional training centres were established across the country, in addition to the German-supported Police Academy and the United States-led Central Training Centre in Kabul.

Mandate of UNAMA

Under paragraph 1 of Resolution 1401 (2002), in conjunction with paragraph 97 of the Secretary-General's report on Afghanistan, dated 18 March 2002, the core of UNAMA's mandate is to:

“a) Fulfil the tasks and responsibilities, including those related to human rights, the rule of law and gender issues, entrusted to the United Nations in the Bonn Agreement, which were endorsed by the Security Council in its resolution 1383 (2001);

b) Promote national reconciliation and rapprochement throughout the country, through the good offices of the Special Representative of the Secretary-General;

c) Manage all United Nations humanitarian relief, recovery and reconstruction activities in Afghanistan, under the overall authority of the Special Representative of the Secretary-General and in coordination with the Interim Authority and successor administrations of Afghanistan”.

Specifically mandated tasks of the UN Police Component of UNAMA

Under the terms of paragraph 1 of Resolution 1401 (2002), in conjunction with paragraph 72 of the Secretary-General's report on Afghanistan, dated 18 March 2002, the tasks of the UN Police Advisory Unit include the following:

“a) to advise the Special Representative of the Secretary-General on policing and security-related matters and to coordinate with other international agencies and Member States regarding support for the Afghan police;

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b) to provide advice and assistance to the heads of departments in the Ministry of the Interior, as well as to commissions and working groups established by the Ministry;

c) to work closely with the German police team and its Afghan counterparts on the recruitment and training of the Afghan police;

d) to work closely with the Commander of the Kabul police on strategic and operational planning, and provide on-the-job advice to personnel in the Kabul police district, in close cooperation with the International Security Assistance Force”.

Authorized strength of the UN Police Component of UNAMA

The UN Police Component has an authorized strength of eight (8) UN Police Officers.

Organization and main activities of the UN Police Component of UNAMA since its inception

At the request of Afghan Interim Government, Germany has taken the lead role for police reform and has initiated several reform projects. The establishment of a national Police Force is a difficult and long-term effort involving vast amounts of capital investment.

UNAMA has no mandated police role, but it is important to maintain close coordination between UNAMA political and other developmental efforts and cooperate with other international partners so as to derive maximum benefit from all external assistance.

THE UNITED NATIONS OBSERVER MISSION IN GEORGIA (UNOMIG)

Background

In November 2000, a Joint Assessment Mission (JAM) was carried out under UN auspices in the Gali district of Abkhazia, Georgia. The JAM determined that there was a low level of security in the area, that local law enforcement agencies were unable to combat crime

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effectively, and that this insecurity was affecting the return of IDPs and refugees. The JAM recommended further action, and in resolution 1427 (2002) the Security Council urged the parties to implement the JAM's findings, welcomed the agreement of the parties "to explore the possibilities of enhancing support for local law enforcement agencies", and also called "in particular on the Abkhaz side to improve law enforcement involving the local population..."

In response to the JAM's findings and resolution 1427, in October-December 2002 the Special Representative of the Secretary-General (SRSG) dispatched a Security Assessment Mission (SAM) to assess the situation in the Gali district. The SAM also evaluated the security situation in the Zugdidi district in terms of its impact on the Gali district, and examined areas of possible cooperation between the two districts' law enforcement agencies.

Based on its findings, and in the light of the increasing challenges to the rule of law in the Mission area, the SAM recommended the formation of a small UN Police component within UNOMIG's existing command structure.

Due to the objections of some Abkhaz organizations and political groupings in the de facto Parliament to the establishment of the UNOMIG police presence in Abkhaz-controlled territory, especially in the Gali district, the UN Police Component continued to operate on the Zugdidi side of the ceasefire line, where it maintained good cooperation with local law enforcement agencies.

Mandate of UNOMIG

Under paragraph 6 of its Resolution 937 (1994), the United Nations Security Council established the following mandate for UNOMIG:

"a) To monitor and verify the implementation by the parties of the Agreement on a Cease-fire and Separation of Forces signed in Moscow on 14 May 1994;

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- b) To observe the operation of the CIS (Commonwealth of Independent States) peace-keeping force within the framework of the implementation of the Agreement;*
- c) To verify, through observation and patrolling, that troops of the parties do not remain in or re-enter the security zone and that heavy military equipment does not remain or is not reintroduced into the security zone or the restricted weapons zone;*
- d) To monitor the storage areas for heavy military equipment withdrawn from the security zone and the restricted weapons zone in cooperation with the CIS peace-keeping force as appropriate;*
- e) To monitor the withdrawal of troops of the Republic of Georgia from the Kodori valley to places beyond the boundaries of Abkhazia, Republic of Georgia;*
- f) To operate regular patrols in the Kodori valley;*
- g) To investigate, at the request of either party or the CIS peacekeeping force or on its own initiative, reported or alleged violations of the Agreement and to attempt to resolve or contribute to the resolution of such incidents;*
- h) To report regularly to the Secretary-General within its mandate, in particular on the implementation of the Agreement, any violations and their investigation by UNOMIG, as well as other relevant developments.*
- i) To maintain close contacts with both parties to the conflict and to cooperate with the CIS peacekeeping force and, by its presence in the area, to contribute to conditions conducive to the safe and orderly return of refugees and displaced persons.”*

In addition, under paragraph 17 of Resolution 1494 (2003), the Security Council endorsed the recommendations made by the Secretary-General in his report of 21 July 2003 (para. 30) “...that a UN police component of 20 officers be added to UNOMIG, to strengthen its capacity to carry out its mandate and in particular contribute to the

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creation of conditions conducive to the safe and dignified return of internally displaced persons and refugees”.

**Specifically mandated tasks of the UN Police Component
of UNOMIG**

The UN police will monitor and advise the local law enforcement agencies, help to strengthen the capacities of the local law enforcement and rule of law institutions, assist in building the local population’s trust and confidence in the local law enforcement agencies and work to improve the general security conditions in the mission area to facilitate the safe, dignified and permanent return of IDPs and refugees.

- **Strengthen UNOMIG’s capacity to fulfil its mandate by:**
 - Providing advice to Mission leadership on all law enforcement issues;
 - Providing support to existing mechanisms such as the Human Rights Office in Abkhazia, Georgia (HROAG) and the Joint Fact-finding Group (JFFG);
 - Strengthening the Mission’s ability to monitor and assess the security situation in its area of responsibility.
- **Liaise with local law enforcement agencies and the international community to:**
 - Assess the logistical and other needs of local law enforcement agencies and assist in addressing the shortcomings in a sustainable manner through UN mechanisms and international donations;
 - Assist local law enforcement agencies from both sides of the ceasefire line by providing or facilitating joint training, investigations and other confidence-building activities.
- **Provide technical advice and monitor:**
 - The operational aspects and vital restructuring of the local law enforcement agencies;

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- Development and implementation of policy guidelines incorporating professional standards of policing;
- The selection and recruitment process to ensure the equitable representation of all ethnic groups;
- The composition, command, and control of local Self-Defence Units.
- Assist and facilitate cross-ceasefire-line cooperation by:
 - Providing advice and support to existing mechanisms such as the Quadripartite Meeting and the JFFG;
 - Exploring the feasibility of establishing a “Joint Police Commission” to facilitate cross-cease-fire line cooperation on law enforcement issues.

Authorized strength of the UN Police Component of UNOMIG

Under paragraph 30 of the Security Council Resolution 1494 (2003), the UN Police Component has an authorized strength of up to 20 UN Police Officers.

Organization and main activities of the UN Police Component of UNOMIG since its inception

The UNOMIG police component continues to operate on the Zugdidi side of the ceasefire line, where it maintains good cooperation with local law enforcement agencies. It provides input for the weekly quadripartite meetings and the investigations of the Joint Fact-finding Group, including forensic assistance. However, the refusal of the Abkhaz side to allow the deployment of the planned police officers on the Gali side continues to hamper cross-ceasefire-line cooperation, to hinder progress in criminal investigations and to limit the effectiveness of preventive anti-crime efforts.

The UNOMIG police component conducts on-the-job field training for Georgian police officers, in addition to providing basic police training courses, Community Policing, Crime Prevention, Management and guidance seminars.

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***THE UNITED NATIONS PEACEKEEPING FORCE IN CYPRUS
(UNFICYP)***

Background

Since its establishment in 1964, the main objective of the United Nations operation in Cyprus, as of all other United Nations peacekeeping operations, has been to foster peaceful conditions in which the search for an agreed, just and lasting settlement of the problem could best be pursued.

The ceasefire lines extend approximately 180 kilometres from Kato Pyrgos on the north-west coast to the east coast at Dherinia. The United Nations buffer zone between the lines varies in width from less than 20 metres in Nicosia to some 7 kilometres near Athienou. It covers about 3 per cent of the island, including some of the most valuable agricultural land.

The opening of several crossing points in April 2003 had an immediate impact on the workload of UN Police as the two communities are using the crossing points in large numbers requiring the UN Police to be more visible and proactive. The occurrence of incidents involving members of both communities on both sides has risen, due to large numbers of people crossing in both directions, requiring increased attention by Civil Affairs and the UN Police. It is also expected that more crossing points may be opened in the near future.

Mandate of UNFICYP

Under paragraph 5 of Resolution 186 (1964), dated 4 March 1964, UNFICYP is tasked, “...in the interest of preserving international peace and security, to use its best efforts to prevent a recurrence of fighting and, as necessary, to contribute to the maintenance and restoration of law and order and a return to normal conditions”.

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Under paragraph 2 of Resolution 1568 (2004), the Security Council also endorsed the Secretary- General's recommendations for the amendment of the concept of operations and force level of UNFICYP, as outlined in his report of 24 September 2004.

Specifically mandated tasks of the UN Police Component of UNFICYP

- Maintenance and restoration of law and order in the Buffer Zone.
- Civilian access control in the Buffer Zone.
- Assistance, facilitation and monitoring of UN Police and TCPE (Turkish Cypriot Police Element) investigations in the Buffer Zone.
- Escorting civilian officials into the Buffer Zone when required.
- Escorting unauthorized civilians out of the Buffer Zone.
- Independent and neutral liaison between UN Police and TCPE in matters that cross community boundaries.
- Community liaison and village meetings.

UN Police assist the Military component of UNFICYP as follows:

- Detecting and assisting the military with intruders into the Buffer Zone.
- Dealing with hunters in the Buffer Zone.
- Dealing with demonstrations in the Buffer Zone.

UN Police support and assist the Civilian Affairs Branch in a variety of tasks:

- Pilgrimages.
- Prison visits.
- Medical evacuation across the Buffer Zone.

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- Mail exchange.
- Facilitation of hospital visits.
- Humanitarian support.

Authorized strength of the Police Component of UNFICYP

The mandated strength of the UNFICYP UN police component is 69 UN Police Officers.

Organization and main activities of the Police Component of UNFICYP since its inception

The police officers, who live among the local community, are the first point of contact for the civilian population within the buffer zone. The UN police perform a range of community and humanitarian tasks. These include contributing to the maintenance and restoration of law and order in the buffer zone; preserving its integrity from unauthorized entry or activities of civilians; and facilitating and monitoring investigations in the buffer zone by the Cyprus Police and the Turkish Cypriot Police Element. The UN police are the only conduit for contacts between the two police forces on the island and they provide essential impartial liaison between the police in the north and the south in matters that cross community boundaries. UN police also play a major role in support of the civil affairs branch in their humanitarian activities, and in support of the military component in detecting intruders and dealing with hunters and demonstrations in the buffer zone.

The UN police role in the mixed village of Pyla is especially significant, since it is directly responsible for the conduct of law enforcement by the two sides. Its presence has helped to reduce tensions and resolve disputes in the village on a number of sensitive issues.

The UN Police Component will take over regulating various civilian activities in the buffer zone from the military sector civil affairs teams.

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***THE UNITED NATIONS MISSION OF SUPPORT IN
TIMOR-LESTE (UNMISET)***

Background

The United Nations General Assembly placed East Timor on the international agenda in 1960, when it added the territory to its list of Non-Self-Governing Territories. At that time, East Timor was administered by Portugal. Fourteen years later, in 1974, Portugal sought to establish a provisional government and a popular assembly that would determine the status of East Timor. Civil war broke out between those who favoured independence and those who advocated integration with Indonesia. Unable to control the situation, Portugal withdrew. Indonesia intervened militarily and integrated East Timor as its 27th province in 1976. The United Nations never recognized this integration, and both the Security Council and the General Assembly called for Indonesia's withdrawal.

On 25 October 1999, the United Nations Security Council, by Resolution 1272 (1999) established the United Nations Transition Administration in East Timor (UNTAET) as an integrated, multidimensional peacekeeping operation fully responsible for the administration of East Timor during its transition to independence. Resolution 1272 mandated UNTAET to provide security and maintain law and order throughout the territory of East Timor; to establish an effective administration; to assist in the development of civil and social services; to ensure the coordination and delivery of humanitarian assistance, rehabilitation of humanitarian assistance, rehabilitation and development assistance; to support capacity-building for self-government; and to assist in the establishment of conditions for sustainable development.

A successor mission, known as the United Nations Mission of Support in East Timor (UNMISET), was set up by resolution 1410 (2002) unanimously adopted by the Security Council on 17 May. The Mission was established for an initial period of 12 months, starting on 20

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May 2002, with the following mandate: to provide assistance to core administrative structures critical to the viability and political stability of East Timor; to provide interim law enforcement and public Security and to assist in developing the East Timor Police Service (ETPS) (later known as National Police of Timor-Leste – PNTL); and contribute to the maintenance of the new country's external and internal security.

Mandate of UNMISET

Under paragraph 3 of its Resolution 1543 (2004), the United Nations Security Council decided that UNMISET has the following mandate as outlined in the report of the Secretary-General of 29 April 2004:

- “a) support for the public administration and justice system of Timor-Leste and for justice in the area of serious crimes;*
- b) support to the development of law enforcement in Timor-Leste;*
- c) support for the security and stability of Timor-Leste.”*

***Specifically mandated tasks of the UN Police Component
of UNMISET***

In application of UNMISET's mandate, as mentioned above and in conjunction with the report of the Secretary-General on the United Nations Support Mission in East Timor, dated 29 April 2004, the UN Police Component is tasked *inter alia* “...to support the development of operational capabilities of the national police of Timor-Leste (PNTL), including those of the special units, in addition to imparting skills in such specialized areas as counter-terrorism, investigations and forensics, and strengthening organizational and management capacity”. This should be done with a focus on mentoring and capacity-building.

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***Authorized strength of the UN Police Component of
UNMISSET***

At the start of the UN mission, the UNPOL component comprised 1,330 officers from 40 countries, which mostly consisted of Formed Police Units. However, in time and with the gradually improving stability of the country, the number has been steadily reduced to reflect a mission with a peacebuilding mandate. Under paragraph 4 of Resolution 1543 (2004), the UN Police Component of UNMISSET has an authorized strength of 157 UN police advisers. It is anticipated that in the final phase of UN presence in Timor-Leste, the PNTL capacity-building activities will be carried out by 60 UNPOL, consisting of Technical Advisers, Trainers and Planners.

***Organization and main activities of the UN Police Component
of UNMISSET since its inception***

Headed by a Senior Police Adviser, at the time of writing UNPOL consisted of 135 officers from 24 countries. As stipulated in the mandate, the main tasks of UNPOL are capacity-building through training, mentoring and advising in special areas of policing. The specialized units, as they are called, comprised Border Patrol, Immigration, Police Reserve, Rapid Intervention, and Marine Units of the National Police of Timor-Leste (PNTL).

The Skills Development Plan was developed by UNPOL to cater for the training needs of the local police. Of approximately 1,700 PNTL officers who completed the first phase of the Plan in December 2004, only about half were able to achieve the desired level of competence. The second phase of the Plan commenced shortly afterwards, focusing essentially on investigation skills and forensic science. Around 300 PNTL investigators had completed the training by the end of January 2005. Further training is being planned to consolidate the skills already acquired by PNTL officers and to reach the intermediate level by May, 2005 (the mandate ends on 20/05/05).

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With a view to the sustainable development of PNTL special units beyond May, UNPOL advisers focused on providing specialized in-service training of trainers in the units, so that each unit could have its own trainers by May 2005. The Police Reserve Unit received such training until its first operational deployment on 29 November 2004 at five different locations in the country. The Rapid Intervention Unit had also undergone in-service training, which started at the end January 2005.

The Border Patrol Unit officers had also undergone a comprehensive training course, in which 17 specialized modules were taught by UNPOL advisers. The unit received training from two UN components, i.e. UNPOL and Military Liaison Officers. The latter trained the police officers in border management, especially in 'military-oriented' areas such as map reading and demarcation of borders in the Tactical Coordination Lines along the border.

Apart from the above initiatives, UNPOL also undertook bilateral assistance in police training to enhance the capacity-building of PNTL. Four two-week courses were conducted in 2004 by the Timor-Leste Police Development Programme, an Australian-based organization that oversees other aspects of police activities, especially in managerial and logistical capacities. Beyond May 2005, Indonesia would conduct training courses for 100 PNTL officers in the areas of intelligence, investigation and traffic. Japan also has offered training and material support in the areas of explosive ordnance disposal, traffic and community policing.

Between May 2004 and May 2005, UNPOL Technical Advisers have trained 842 PNTL in General Policing skills, 47 in Crime Scene, 294 in Investigation skills, 67 in Intelligence Collection, 2 in Counter-Terrorism, 842 in Traffic, 261 in Border Policing, 22 in Marine, 91 in Immigration, 82 in Reserve Unit, 212 in Rapid Intervention Unit and 127 in National Security Unit. Other skills taught include Professional Ethics (discipline) (147 officers) and Human Rights (2,130 – in collaboration with the Human Rights Unit).

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UNPOL now operates under the new mandate of United Nations Office in Timor-Leste (UNOTIL) established from SC Resolution 1599 adopted on 28 April 2005. The mandate covering the period of May 2005 to May 2006, calls for UNPOL to intensify training and advising efforts. For this purpose, UNPOL formulated a strategy known as the Enhanced Professional Development Plan (EPDP), which is a continuation of the previous initiatives. It is anticipated that all the specialized units of PNTL would be able to sustain their skills and knowledge beyond May 2006. The PNTL further benefits from contributions through bilateral arrangements and assistance from 15 Military Advisers specially assigned to the Border Patrol Unit.

The future of PNTL looks very promising; a number of its officers have been chosen to join UN missions. At the time of writing, the officers are awaiting deployment – an encouraging development made possible through the assistance and guidance of UNPOL officers.

***THE UNITED NATIONS MISSION IN SIERRA LEONE
(UNAMSIL)***

Background

The conflict in Sierra Leone dates from March 1991 when fighters of the Revolutionary United Front (RUF) launched a war from the east of the country near the border with Liberia to overthrow the government. With the support of the Military Observer Group (ECOMOG) of the Economic Community of West African States (ECOWAS) Sierra Leone's army tried at first to defend the government but, the following year, the army itself overthrew the government.

Parliamentary and presidential elections were held in February 1996, and the army relinquished power to the winner, Alhaji Dr. Ahmed Tejan Kabbah. The RUF, however, did not participate in the elections and would not recognise the results. The conflict continued.

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On June 1998, the Security Council established the United Nations Observer Mission in Sierra Leone (UNOMSIL) for an initial period of six months. The Secretary-General named Special Envoy Okelo as his Special Representative and Chief of Mission. The mission monitored and advised efforts to disarm combatants and restructure the nation's security forces. Unarmed UNOMSIL teams, under the protection of ECOMOG, documented reports of on-going atrocities and human rights abuses committed against civilians.

On 22 October 1999, the Security Council authorized the establishment of UNAMSIL, a new and much larger mission with a maximum of 6,000 military personnel, including 260 military observers, to assist the Government and the parties in carrying out the provisions of the Lome peace agreement.

Mandate of UNAMSIL

According to Security Council resolution 1270 (1999) dated 22/10/99, UNAMSIL has the following mandate:

- *To assist the Government of Sierra Leone in the implementation of the disarmament, demobilization and reintegration plan*
- *To that end, to establish a presence at key locations throughout the territory of Sierra Leone, including disarmament/reception centres and demobilization centres*
- *To ensure the security and freedom of movement of United Nations personnel*
- *To monitor adherence to the ceasefire in accordance with the ceasefire agreement of 18 May 1999 (S/1999/585, annex) through the structures provided for therein*
- *To encourage the parties to create confidence-building mechanisms and support their functioning*
- *To facilitate the delivery of humanitarian assistance*

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- *To support the operations of United Nations civilian officials, including the Special Representative of the Secretary-General and his staff, human rights officers and civil affairs officers*
- *To provide support, as requested, for the elections which are to be held in accordance with the present constitution of Sierra Leone*

Specifically mandated tasks of the UN Police Component of UNAMSIL

In furtherance to the above resolution, according to paragraph 2 of resolution 1562 (2004), the UN Police Component has inter alia the following tasks:

“a) To monitor, in conjunction with district and provincial security committees, the overall security situation, to support... the Sierra Leone Police (SLP) in patrolling the border and diamond-mining areas, for instance through joint planning and joint operations where appropriate, and to monitor the growing capacity of the Sierra Leone security sector;

b) To support the Sierra Leone Police in maintaining internal security, including security for the Special Court for Sierra Leone while UNAMSIL remains deployed in Sierra Leone;

c) To assist the Sierra Leone Police with its programme of recruitment, training and mentoring designed to strengthen further the capacity and resources of the Police.”

Authorized strength of the UN Police Component of UNAMSIL

Under the terms of paragraph 9 of Resolution 1436 (2002), dated 24 September 2002, the UN Police Component of UNAMSIL has an authorized strength of 170 UN police officers. As per resolution 1537 (2004), CIVPOL’s residual strength was fixed at 80 UN Police Officers from 1 January 2005 to 30 June 2005.

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***Organization and main activities of the UN Police Component
of UNAMSIL since its inception***

The UN Police has been relatively a small component of UNAMSIL which focuses on the recruitment, training and mentoring of the Sierra Leone Police. It is headed by a Police Commissioner and is composed of HQ and support staff, trainers and mentors. The main activities of the UN Police Component of UNAMSIL since its inception are as follows:

- **SLP Recruitment and Training**

Security Council Resolution 1436 (2002) mandated UNAMSIL CIVPOL to assist in the recruitment and training of SLP to bring the Force's strength from the estimated 6,500 officers to its pre-war strength of 9,500.

- **In-Service Training**

With the UNDP-funded construction and renovation of the three Regional Training Centres at Bo, Kenema and Makeni, the in-service training programme received a major boost.

- **Strategic Units**

CIVPOL has provided specialized mentoring in CID Drugs, CID commercial crime, Criminal Intelligence Services, Family Support Unit, Community Relations Department and Interpol, Driving and Traffic Management. These are intended to support general policing. Currently, consolidation and implementation of imparted knowledge is being monitored to ensure continuity after draw-down.

- **Mentoring**

Eleven mentoring themes have been imparted to SLP Officers in all the Police divisions in the country. The themes are currently being revisited after identifying the weak areas. UNAMSIL hopes that its participation in this programme will come to an end in December 2005, after which it will hand over its responsibilities to the follow-up mission and the SLP.

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UNITED NATIONS MISSION IN COTE D'IVOIRE (UNOCI)

Background

For over three decades after it attained independence in 1960, Côte d'Ivoire enjoyed political stability and relative socio-economic prosperity under its founding leader, President Félix Houphouët-Boigny. As a result, the country attracted large numbers of foreign workers, mostly from neighboring countries, as well as investors. Following the death of President Houphouët-Boigny on 7 December 1993, Côte d'Ivoire was plunged into a protracted power struggle, which generated intense political instability and culminated in December 1999 in a coup d'état, led by General Robert Gueï, who overthrew President Henri Konan Bédié.

The post-Houphouët-Boigny power struggle was exacerbated by the controversies over nationality laws and eligibility conditions for national elections, particularly the presidential elections, which resulted in the disqualification of some prominent political leaders, including Alassane Ouattara of the Rally of the Republicans (RDR). These issues came to a head during the presidential elections of October 2000.

The tense situation was calmed down to a certain extent by a summit meeting between the principal political leaders, but a mutiny incited by a number of demonized soldiers eventually turned into the rebellion which divided the country in two.

Despite efforts by ECOWAS countries (Accra summit I and II in Sept 2002 and talks in Lomé, followed by the signing of a ceasefire agreement) the crisis continues.

From 15 to 23 January 2003 a round table meeting held in Linas-Marcoussis with all the parties involved in the crisis resulted in the signing of the Linas-Marcoussis agreement in which a Prime Minister was designated and asked to form a government of national reconciliation.

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The implementation of Linas-Marcoussis agreement encountered serious problems, and although the government came into being, it lasted no more than a few days, the Forces Nouvelles ministers no longer attend the Council of Ministers, resulting in a political stalemate.

The African Union and UN agreed to appoint South African President M'Beki to mediate between the Ivorian belligerents. On 6 April 2005, they agreed to an immediate ceasefire and to the deletion of article 35 of the constitution in order to allow all political leaders to run for President.

Mandate of UNOCI

Acting under chapter VII of the charter of the United Nations, the Security Council decided under paragraph 6 of resolution 1528(2004) that the mandate of UNOCI, in coordination with French forces, is as follows:

Monitoring of ceasefire and movements of armed groups

- To observe and monitor the implementation of the comprehensive ceasefire agreement of 3 May 2003, and investigate violations of the ceasefire,
- To liaise with the National Armed Forces of Côte d'Ivoire (FANCI) and the military elements of the Forces Nouvelles in order to promote, in coordination with the French forces, the re-establishment of trust between all the Ivorian forces involved, as stated in its resolution 1479 (2003),
- To assist the Government of National Reconciliation in monitoring the borders, with particular attention to the situation of Liberian refugees and to the movement of combatants.

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**Disarmament, demobilization, reintegration, repatriation and
resettlement**

- To assist the Government of National Reconciliation in undertaking the regrouping of all the Ivorian forces involved and to ensure the security of their cantonment sites,
- To help the Government of National Reconciliation implement the national programme for the disarmament, demobilization and reintegration of the combatants (DDR), with special attention to the specific needs of women and children,
- To coordinate closely with the United Nations missions in Sierra Leone and in Liberia in the implementation of a voluntary repatriation and resettlement programme for foreign ex-combatants, with special attention to the specific needs of women and children, in support of the efforts of the Government of National Reconciliation and in cooperation with the Governments concerned, relevant international financial institutions, international development organizations and donor nations,
- To ensure that the programmes mentioned in paragraphs (e) and (f) take into account the need for a regional approach,
- To guard weapons, ammunition and other military materiel handed over by the former combatants and to secure, neutralize or destroy such materiel.

**Protection of United Nations personnel, institutions and
civilians**

- To protect United Nations personnel, installations and equipment, ensure the security and freedom of movement of United Nations personnel and, without prejudice to the responsibility of the Government of National Reconciliation, to protect civilians under imminent threat of physical violence, within its capabilities and its areas of deployment,

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- To support, in coordination with the Ivorian authorities, the provision of security for the ministers of the Government of National Reconciliation,
- To facilitate the free flow of people, goods and humanitarian assistance, inter alia, by helping to establish the necessary security conditions.

Support for the implementation of the peace process

- To facilitate, in cooperation with ECOWAS and other international partners, the re-establishment by the Government of National Reconciliation of the authority of the State throughout Côte d'Ivoire,
- To provide oversight, guidance and technical assistance to the Government of the National Reconciliation, with the assistance of ECOWAS and other international partners, to prepare for and assist in the conduct of free, fair and transparent electoral processes linked to the implementation of the Linas-Marcoussis Agreement, in particular the presidential election.

Assistance in the field of human rights

- To contribute to the promotion and protection of human rights in Côte d'Ivoire with special attention to violence committed against women and girls, and to help investigate human rights violations with a view to help to end impunity.

Public information

- To promote understanding of the peace process and the role of UNOCI among local communities and the parties, through effective public information, including the establishment if required of a United Nations radio broadcasting system.

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Law and order

- To assist the Government of National Reconciliation, in conjunction with ECOWAS and other international organizations, in restoring a civilian policing presence throughout Côte d'Ivoire, and to advise the Government of National Reconciliation on the restructuring of the internal security services,
- To assist the Government of National Reconciliation, in conjunction with ECOWAS and other international organizations, in re-establishing the authority of the judiciary and the rule of law throughout Côte d'Ivoire.

Specifically mandated tasks of the UN Police of UNOCI

Under paragraph 6 of the resolution 1528(2004), dated February 2004, the tasks of the UN Police Component of the United Nations Operation in Côte d'Ivoire (UNOCI) include the following: to assist the government of National Reconciliation, in conjunction with ECOWAS and other international organizations, in restoring a civilian policing presence throughout the country, and to advise the Government of National Reconciliation on the restructuring of the internal security services.

Also under paragraph 3 (f) of Linas-Marcoussis Agreement, dated 23 January 2003, it was envisaged that the government would restructure the defence and security forces and could for this purpose receive advice from outside advisers. In addition, a request was also made under para. 5 of this agreement for the international community to "provide for the security of the persons who took part in the round table negotiations" and if need be for the security of members of the Government of National Reconciliation.

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POLICE COMPONENT**

Authorized strength of UNOCI

Under paragraph 6 of the resolution 1528(2004), dated February 2004 UNOCI is authorized to deploy up to 350 UN Police officers.

Organization and main activities of the UN Police of UNOCI since its inception

Ever since its inception, the UN Police Component has been unable to fulfil the core elements of its mandate, i.e. to assist in the restoration of a civilian policing presence throughout Côte d'Ivoire and advise on the restructuring of the internal security services, due to the political stalemate in the country. The Government of National Reconciliation is for all practical purposes ineffective, owing to the non-participation of the Forces Nouvelles ministers. No plan has been adopted by the Government of National Reconciliation for the re-structuring of the National Police and the Gendarmerie and there is no political agreement between the parties on the deployment of government police officers in the North of, or in, the Zone of Confidence.

The recent agreement reached in Pretoria gives rise to more hopeful prospects, with the plan to train 600 officers of Forces Nouvelles, and the UN Police playing its full role.

***THE UNITED NATIONS INTERIM ADMINISTRATION MISSION
IN KOSOVO (UNMIK)***

Background

Although autonomy emancipated Kosovo's Albanian majority, its economic development could not keep pace with the fast-growing population and rising expectations. In 1981, riots were suppressed by Yugoslav military force. Thousands of Albanians suspected of subversion became political prisoners in the 1980s, while the gradually diminishing Kosovo Serb population complained that continued Albanian dominance of the province's government was creating pressure for them to leave.

ANNEX B: PEACEKEEPING OPERATIONS WITH A POLICE COMPONENT

In 1989 Slobodan Milosevic staged a vast rally of Serbs in Kosovo, revoked Kosovo's autonomy, and instituted "emergency measures". By 1991, Albanians were being expelled *en masse* from state institutions: police, education and state companies. Fearing extermination if they rebelled, Albanians retreated into parallel institutions, organising their own self-funded education system, and starting to create a free economy – led by Ibrahim Rugova, who transformed the province's Communist party into the Democratic League of Kosovo (LDK).

In early 1998, fighting broke out between the Kosovo Liberation Army (KLA) and Serbian police and security forces. After initial successes, the KLA was routed during the summer by a Yugoslav army offensive that left 300,000 Albanians homeless by autumn. In west Kosovo, the forces of Bukoshi's government-in-exile – the Armed Forces of the Republic of Kosovo (FARK) – initially cooperated with, but then fell out with KLA's western command, led by Ramush Haradinaj.

NATO air-strikes began in March 1999 and lasted 78 days, increasing their range of targets to the whole of Yugoslavia. The Yugoslav army and police retaliated by mass expulsions of the Albanian population to Macedonia and Albania. Although it became apparent later that from the military point of view Milosevic was relatively undamaged, he capitulated in June, and NATO's Kosovo force (KFOR) was deployed.

Mandate of UNMIK

The Security Council decided under paragraph 10 of Resolution 1244 (1999), dated 10 June 1999, to establish an international civil presence in Kosovo (i.e. UNMIK) in order "*...to provide an interim administration for Kosovo under which the people of Kosovo can enjoy substantial autonomy within the Federal Republic of Yugoslavia, and which will provide transitional administration, while establishing and overseeing the development of provisional democratic*

**ANNEX B: PEACEKEEPING OPERATIONS WITH A
POLICE COMPONENT**

self-governing institutions to ensure conditions for a peaceful and normal life for all inhabitants of Kosovo”.

***Specifically mandated tasks of the UN Police Component
of UNMIK***

Under the terms of paragraph 11 (i) of Resolution 1244 (1999), the UN Police Component is tasked *inter alia* to maintain civil law and order in Kosovo, “...including establishing local police forces and, meanwhile, through the deployment of international police personnel to serve in the mission”, to provide efficient and effective public order and law enforcement services to all people without regard to race, ethnicity, or gender.

UNMIK Police will develop, train, and field a properly equipped, multi-ethnic Kosovo Police Service of sufficient strength to provide high quality public order and law enforcement services in a fair and impartial manner to all the people of Kosovo, always in accordance with the rule of law and without regard for the corrupting effects of political influence.

The mandate of UNMIK Police, according to Security Council Resolution 1244 (1999), is:

- To maintain civil law and order with executive police powers during an initial period.
- To perform border police duties at international border crossings during an initial period.
- In cooperation with OSCE (Organization for Security and Co-operation in Europe), to recruit, train and organize a Kosovo Police Service, including border police.
- Once a local police force is organized, to monitor, advise, train and assist the local police, including border police.
- To protect and promote human rights.
- To assist the activities of ICTY in Kosovo.

**ANNEX B: PEACEKEEPING OPERATIONS WITH A
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Law enforcement duties of all police officers:

- Protection of life and property,
- maintenance of law and public order,
- aiding and assisting in emergencies of all kinds,
- prevention and detection of crime, and
- the apprehension of offenders.

Authorized strength of the UN Police Component of UNMIK

- The UN Police Component had an initial authorized strength of 4,718 UN police officers as laid down in paragraph 2 of the Addendum to the Secretary-General's Report on the United Nations Interim Administration Mission in Kosovo dated 26 October 1999. The current budget for 2004-2005 allows for the deployment of up to 4,028 UN police officers, including 973 members of Special Police Units (SPU).

Organization and main activities of the UN Police Component of UNMIK since its inception

Organization

The UN Police Component is headed by the Police Commissioner (PC) who reports to the Deputy Special Representative of the Secretary-General for Police and Justice. The PC is vested with the command and overall direction of the police component. The PC may delegate to any UN police personnel the authority to act on his/her behalf but remains fully responsible and accountable for actions undertaken under such delegation of authority. The PC is responsible for the management, supervision, development, welfare and discipline of the UN police officers in the Mission. In addition, the PC has authority over the Kosovo Police Service (KPS).

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The UNMIK Police organization comprises four departments: Department of Operations, Department of Crime, Department of KPS Administration and Department of Administration, UNMIK Police, each of which is headed by a Deputy Commissioner.

Current UNMIK Police Activities

It is the intention of the Police Commissioner to place the Kosovo Police Service (KPS) at the forefront of policing in Kosovo in preparation for its eventual takeover of the role. The transfer of authority to KPS command is on-going. A total of twenty-seven (27) out of thirty-two (32) police stations and one regional headquarters have been transferred to KPS. It is expected that by the end of June 2006 the transfer to KPS will be complete.

Activities in connection with the transition to KPS command:

- Transfer of executive policing roles from UNMIK Police to the Kosovo Police Service (KPS), to be completed by 30 June 2006.
- Downsizing of UNMIK Police staff in line with the transition process.
- Capacity enhancement and development of the KPS in all fields of policing.
- Developing specialist capabilities within KPS.
- Mentoring, advising and assisting the KPS.
- Developing institutional capacity in Main headquarters and all Headquarters Directorates.

**ANNEX B: PEACEKEEPING OPERATIONS WITH A
POLICE COMPONENT**

***UNITED NATIONS ORGANIZATION MISSION IN THE
DEMOCRATIC REPUBLIC OF THE CONGO (MONUC)***

Background

On 10 July 1999 in Lusaka, Zambia, the Democratic Republic of the Congo (DRC), along with Angola, Namibia, Rwanda, Uganda and Zimbabwe, signed the Ceasefire Agreement for a cessation of hostilities between all belligerent forces in DRC.

By its resolution 1258 of 6 August 1999, the Security Council authorized the deployment of up to 90 United Nations military liaison personnel, along with necessary civilian staff, to the capitals of the signatory States, to the Joint Military Commission (JMC) provisional headquarters, to the rear military headquarters of the main belligerents in DRC as conditions permitted, and to other areas deemed necessary by the Secretary-General. Deployment began once the rebel group, the Congolese Rally for Democracy (RCD) had signed the Lusaka Agreement on 31 August.

On 13 November, the Secretary-General appointed Kamel Morjane (Tunisia) as his Special Representative for DRC.

On 24 February 2000, the Council, by its resolution 1291 authorized the expansion of the Mission to consist of up to 5,537 military personnel, including up to 500 observers, or more, provided that the Secretary-General determined that there was a need and it could be accommodated within the overall force size and structure, and appropriate civilian support staff in the areas, *inter alia*, of human rights, humanitarian affairs, public information, child protection, political affairs, medical support and administrative support. The Council also requested the Secretary-General to recommend any additional force requirements that might become necessary to enhance force protection.

ANNEX B: PEACEKEEPING OPERATIONS WITH A POLICE COMPONENT

On 1 October 2004, the Security Council by **resolution 1565** authorized the deployment of 5,900 additional personnel for the Mission, including 268 police officers.

By the same resolution, the Council gave MONUC a series of new responsibilities, including ensuring the protection of civilians “under imminent threat of violence.”

The Council also laid out a series of tasks for MONUC to perform in support of the DRC Government of National Unity and Transition, including contributing to an improvement in security conditions and assisting in the promotion and protection of human rights.

Mandate of MONUC

According to Security Council resolution **1291** (2000) of 24 February 2000, MONUC, in cooperation with the JMC, had the following mandate:

- To monitor the implementation of the Ceasefire Agreement and investigate violations of the ceasefire;
- To establish and maintain continuous liaison with the headquarters of all the parties' military forces;
- To develop, within 45 days of the adoption of resolution 1291, an action plan for the overall implementation of the Ceasefire Agreement by all concerned, with particular emphasis on the following key objectives: the collection and verification of military information on the parties' forces, the maintenance of the cessation of hostilities and the disengagement and redeployment of the parties' forces, the comprehensive disarmament, demobilization, resettlement and reintegration of all members of all armed groups referred to in Annex A, Chapter 9.1 of the Ceasefire Agreement, and the orderly withdrawal of all foreign forces;
- To work with the parties to obtain the release of all prisoners of war, military captives and remains in cooperation with international humanitarian agencies;

**ANNEX B: PEACEKEEPING OPERATIONS WITH A
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- To supervise and verify the disengagement and redeployment of the parties' forces.
- Within its capabilities and areas of deployment, to monitor compliance with the provision of the Ceasefire Agreement on the supply of ammunition, weaponry and other war-related materiel to the field, including to all armed groups referred to in Annex A, Chapter 9.1;
- To facilitate humanitarian assistance and human rights monitoring, with particular attention to vulnerable groups including women, children and demobilized child soldiers, as MONUC deems within its capabilities and under acceptable security conditions, in close cooperation with other United Nations agencies, related organizations and non-governmental organizations;
- To cooperate closely with the Facilitator of the National Dialogue, provide support and technical assistance to him, and coordinate other United Nations agencies' activities to this effect;
- To deploy mine action experts to assess the scope of the mine and unexploded ordnance problems, coordinate the initiation of mine action activities, develop a mine action plan, and carry out emergency mine action activities as required in support of its mandate.

Acting under chapter VII of the Charter of the United Nations, the Security Council also decided that MONUC may take the necessary action, in the areas of deployment of its infantry battalions and as it deems within its capabilities, to protect United Nations and co-located JMC personnel, facilities, installations and equipment, ensure the security and freedom of movement of its personnel, and protect civilians under imminent threat of physical violence.

Further, by its resolution **1565** (2004) of 1 October 2004, the Security Council revised the mandate of MONUC and authorized the increase of MONUC's strength by 5,900 personnel, including up to 268 police personnel, as well as the deployment of appropriate civilian personnel, appropriate and proportionate air mobility assets and other force enablers, and expressed its determination to keep

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MONUC's strength and structure under regular review, taking into account the evolution of the situation on the ground.

The Council decided that MONUC will have the following mandate:

- *to deploy and maintain a presence in the key areas of potential volatility in order to promote the re-establishment of confidence, to discourage violence, in particular by deterring the use of force to threaten the political process, and to allow United Nations personnel to operate freely, particularly in the Eastern part of the Democratic Republic of the Congo,*
- *to ensure the protection of civilians, including humanitarian personnel, under imminent threat of physical violence,*
- *to ensure the protection of United Nations personnel, facilities, installations and equipment,*
- *to ensure the security and freedom of movement of its personnel,*
- *to establish the necessary operational links with the United Nations Operation in Burundi (ONUB), and with the Governments of the Democratic Republic of the Congo and Burundi, in order to coordinate efforts towards monitoring and discouraging cross-border movements of combatants between the two countries,*
- *to monitor the implementation of the measures imposed by paragraph 20 of resolution **1493** of 28 July 2003, including on the lakes, in cooperation with ONUB and, as appropriate, with the Governments concerned and with the group of experts referred to in paragraph 10 of resolution **1533** of 12 March 2004, including inspecting, as it deems it necessary and without notice, the cargo of aircraft and of any transport vehicle using the ports, airports, airfields, military bases and border crossings in North and South Kivu and in Ituri,*
- *to seize or collect, as appropriate, arms and any related materiel whose presence in the territory of the Democratic Republic of the Congo violates the measures imposed by paragraph 20 of resolution **1493**, and dispose of such arms and related materiel as appropriate,*

ANNEX B: PEACEKEEPING OPERATIONS WITH A POLICE COMPONENT

- *to observe and report in a timely manner on the position of armed movements and groups, and the presence of foreign military forces in the key areas of volatility, especially by monitoring the use of landing strips and the borders, in particular on the lakes.*

The Council decided that MONUC will also have the following mandate, in support of the Government of National Unity and Transition:

- *to contribute to arrangements made for the security of the institutions and the protection of officials of the Transition in Kinshasa until the integrated police unit for Kinshasa is ready to take on this responsibility and assist the Congolese authorities in the maintenance of order in other strategic areas, as recommended in paragraph 103 (c) of the Secretary-General's third special **report**,*
- *to contribute to the improvement of the security conditions in which humanitarian assistance is provided, and assist in the voluntary return of refugees and internally displaced persons,*
- *to support operations to disarm foreign combatants led by the Armed Forces of the Democratic Republic of the Congo, including undertaking the steps listed in paragraph 75, subparagraphs (b), (c), (d) and (e) of the Secretary-General's third special report,*
- *to facilitate the demobilization and voluntary repatriation of the disarmed foreign combatants and their dependants,*
- *to contribute to the disarmament portion of the national programme of disarmament, demobilization and reintegration (DDR) of Congolese combatants and their dependants, in monitoring the process and providing appropriate security in some sensitive locations,*
- *to contribute to the successful completion of the electoral process stipulated in the Global and All-Inclusive Agreement, by assisting in the establishment of a secure environment for free, transparent and peaceful elections to take place,*
- *to assist in the promotion and protection of human rights, with particular attention to women, children and vulnerable persons, investigate human rights violations to put an end to impunity, and*

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continue to cooperate with efforts to ensure that those responsible for serious violations of human rights and international humanitarian law are brought to justice, while working closely with the relevant agencies of the United Nations.

The Council authorized MONUC to use all necessary means, within its capacity and in the areas where its armed units are deployed, to carry out the above tasks.

The Council further decided that MONUC will also have the mandate, within its capacity and without prejudice to carrying out the above tasks, to provide advice and assistance to the transitional government and authorities, in accordance with the commitments of the Global and All-Inclusive Agreement, including supporting the three joint commissions outlined in paragraph 62 of the Secretary-General's third special report, in order to contribute to their efforts, with a view to take forward:

- Essential legislation, including the future constitution;
- Security sector reform, including the integration of national defence and internal security forces together with disarmament, demobilization and reintegration and, in particular, the training and monitoring of the police, while ensuring that they are democratic and fully respect human rights and fundamental freedoms.

Specifically mandated tasks of the MONUC Police

The role of MONUC Police has recently been redesigned in line with the Report of the Secretary-General to the Security Council of 26 May 2005 (S/2005/320). The new role covers all the areas of police development. However, on the basis of the current requirements, the focus of MONUC Police will be the development of the crowd-control capacity of the local police, with a strategy that will involve the deployment of both individual UN police officers and Formed Police Units.

**ANNEX B: PEACEKEEPING OPERATIONS WITH A
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Authorized strength of the UN Police Component of MONUC

The authorized strength for MONUC Police is 268 plus one Formed Police Unit (125 officers). However, the new strategy that the Secretary-General has recently presented to the Security Council would comprise up to 1,141 officers, including six Formed Police Units (750) and 391 individual officers.

Organization and main activities of the MONUC Police since its inception

Although leaders for the national police have been appointed at central and provincial levels, a chronic lack of equipment, logistics and training, together with the absence of any personnel records, have seriously compromised the institutional development of the police. The MONUC Police has focused on a “train-the-trainer” programme, through which some 600 national police trainers have been created. However, the difficulties faced by the administrative, logistic and operational structures of the national police have meant that the hoped-for “multiplication” effect of this approach has not so far been achieved.

In addition to their training activities, the MONUC police have been strategically deployed in an advisory role in 12 locations throughout the DRC to advise and assist the national police in key policing areas such as investigations, community policing, human rights, traffic and professional standards.

UNITED NATIONS OPERATION IN BURUNDI (ONUB)

Background

On 21 May 2004, the Security Council, acting under Chapter VII of the United Nations Charter, decided to authorize the deployment of the United Nations Operation in Burundi (ONUB) for an initial period of six months.

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According to the resolution, the Operation was to be deployed from 1 June 2004 in order to support and help to implement the efforts undertaken by Burundians to restore lasting peace and bring about national reconciliation, as provided under the Arusha Peace and Reconciliation Agreement for Burundi, signed at Arusha on 28 August 2000.

With resolution **1545 (2004)** of 21 May 2004, the Council also decided that ONUB would be headed by the Special Representative of the Secretary-General, who chairs the Implementation Monitoring Committee for the Arusha Agreement, and would initially be composed of existing African Mission in Burundi (AMIB) forces. It requested the Secretary-General, acting in liaison with the African Union, to ensure the transfer of authority over AMIB to his Special Representative.

The Council decided further that ONUB would consist of a maximum of 5,650 military personnel, including 200 observers and 125 staff officers, up to 120 police personnel, as well as the appropriate civilian personnel. It authorized ONUB to use all necessary means to ensure respect for ceasefire agreements through monitoring implementation and investigating any violations; carry out the disarmament and demobilization portions of the national programme of disarmament, demobilization and reintegration of combatants; and monitor the illegal flow of arms across the national borders.

The Operation's mandate also includes contributing to the creation of the necessary security conditions for the provision of humanitarian assistance, and facilitating the voluntary return of refugees and internally displaced persons, as well as contributing to the successful completion of the electoral process stipulated in the Arusha Agreement, by ensuring a secure environment for free, transparent and peaceful elections.

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POLICE COMPONENT**

The Council requested the Secretary-General to ensure that his Special Representatives for Burundi and for the Democratic Republic of the Congo coordinated their activities.

The Council stressed the importance of the full and unconditional implementation of the Arusha Agreement and demanded that all parties fulfil their obligations under that agreement, to allow the electoral process, in particular the legislative elections, to take place before 31 October 2004.

The Council also reaffirmed the continued need to promote peace and national reconciliation and to foster accountability and respect for human rights, and urged the Government, specialized agencies, other multilateral organizations, the civilian population and Member States to accelerate their efforts to establish the Truth and Reconciliation Commission, as provided in the Arusha Agreement.

Mandate of ONUB

Having determined that the situation in Burundi continued to constitute a threat to international peace and security in the region, ONUB was established with the following mandate, within its capacity and in the areas where its armed units are deployed, and in coordination with humanitarian and development communities:

- *to ensure the respect of ceasefire agreements, through monitoring implementation and investigating any violations,*
- *to promote the re-establishment of confidence between the Burundian forces present, monitor and provide security at their pre-disarmament assembly sites, collect and secure weapons and military materiel to dispose of as appropriate, and contribute to the dismantling of militias as called for in the ceasefire agreements,*
- *to carry out the disarmament and demobilization portions of the national programme of disarmament, demobilization and reintegration of combatants,*

**ANNEX B: PEACEKEEPING OPERATIONS WITH A
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- to monitor the quarters of the Armed Forces of Burundi and the storage of their heavy weapons, as well as the disarmament and demobilization of the elements that need to be disarmed and demobilized,
- to monitor, as far as possible, the illegal flow of arms across national borders, including Lake Tanganyika, in cooperation with the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) and, as appropriate, with the group of experts referred to in paragraph 10 of resolution 1533,
- to contribute to the creation of the necessary security conditions for the provision of humanitarian assistance, and facilitate the voluntary return of refugees and internally displaced persons,
- to contribute to the successful completion of the electoral process stipulated in the Arusha Agreement, by ensuring a secure environment for free, transparent and peaceful elections to take place,
- without prejudice to the responsibility of the transitional Government of Burundi, to protect civilians under imminent threat of physical violence,
- to ensure the protection of United Nations personnel, facilities, installations and equipment, as well as the security and freedom of movement of ONUB's personnel, and to coordinate and conduct, as appropriate, mine action activities in support of its mandate.

The Council also decided that ONUB shall provide advice and assistance, within its capacity and subject to carrying out the above tasks, for the transitional Government and authorities by contributing to their efforts:

- *to monitor Burundi's borders, with special attention to refugees, as well as to movements of combatants, especially in the Cibitoké province,*

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- *to carry out institutional reforms as well as setting up the integrated national defence and internal security forces and, in particular, the training and monitoring of the police, while ensuring that they are democratic and fully respect human rights and fundamental freedoms,*
- *to proceed with electoral activities,*
- *to complete implementation of the reform of the judiciary and penal system, in accordance with the Arusha Agreement,*
- *to ensure, in close liaison with the Office of the High Commissioner for Human Rights, the promotion and protection of human rights, with particular attention to women, children and vulnerable persons, and investigate human rights violations to put an end to impunity.*

The Council further decided that ONUB shall cooperate with the Government and authorities of Burundi, as well as their international partners, to ensure the coherence of their work of assisting the Government and authorities of Burundi in:

- *extending State authority and utilities throughout the territory, including civilian police and judicial institutions,*
- *carrying out the national programme of disarmament, demobilization and reintegration of combatants and members of their families, including those coming from the territory of the Democratic Republic of the Congo, in liaison with the Government of this country and MONUC, and with particular attention to the specific needs of women and children.*

Specifically mandated tasks of the ONUB Police

The role of the ONUB Police covers all areas of the police development, including legal framework, organizational structure, logistic and administrative aspects, training and donors' coordination.

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Authorized strength of the ONUB Police

120 police officers.

***Organization and main activities of the ONUB Police
since its inception***

The main focus of the ONUB Police since its inception has been the integration of the National Police Service, uniting all the existing policing agencies in the country. In addition, during the electoral process, ONUB Police has advised the Government on the development of the electoral security plan.

ANNEX

C

UNIVERSAL DECLARATION OF HUMAN RIGHTS

Article 1

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Article 2

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

Article 3

Everyone has the right to life, liberty and security of person.

Article 4

No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.

Article 5

No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.

ANNEX C: UNIVERSAL DECLARATION OF HUMAN RIGHTS

Article 6

Everyone has the right to recognition everywhere as a person before the law.

Article 7

All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

Article 8

Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.

Article 9

No one shall be subjected to arbitrary arrest, detention or exile.

Article 10

Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

Article 11

1. Everyone charged with a penal offence has the right to be presumed innocent until proved guilty according to law in a public trial at which he has had all the guarantees necessary for his defence.
2. No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or international law, at the time when it was committed.

ANNEX C: UNIVERSAL DECLARATION OF HUMAN RIGHTS

Nor shall a heavier penalty be imposed than the one that was applicable at the time the penal offence was committed.

Article 12

No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.

Article 13

1. Everyone has the right to freedom of movement and residence within the borders of each state.
2. Everyone has the right to leave any country, including his own, and to return to his country.

Article 14

1. Everyone has the right to seek and to enjoy in other countries asylum from persecution.
2. This right may not be invoked in the case of prosecutions genuinely arising from non-political crimes or from acts contrary to the purposes and principles of the United Nations.

Article 15

1. Everyone has the right to a nationality.
2. No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.

Article 16

1. Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution.

ANNEX C: UNIVERSAL DECLARATION OF HUMAN RIGHTS

2. Marriage shall be entered into only with the free and full consent of the intending spouses.
3. The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.

Article 17

1. Everyone has the right to own property alone as well as in association with others.
2. No one shall be arbitrarily deprived of his property.

Article 18

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

Article 19

Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

Article 20

1. Everyone has the right to freedom of peaceful assembly and association.
2. No one may be compelled to belong to an association.

Article 21

1. Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.

ANNEX C: UNIVERSAL DECLARATION OF HUMAN RIGHTS

2. Everyone has the right of equal access to public service in his country.
3. The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

Article 22

Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.

Article 23

1. Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.
2. Everyone, without any discrimination, has the right to equal pay for equal work.
3. Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.
4. Everyone has the right to form and to join trade unions for the protection of his interests.

Article 24

Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

ANNEX C: UNIVERSAL DECLARATION OF HUMAN RIGHTS

Article 25

1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.
2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

Article 26

1. Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory.
Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.
2. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.
3. Parents have a prior right to choose the kind of education that shall be given to their children.

Article 27

1. Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

ANNEX C: UNIVERSAL DECLARATION OF HUMAN RIGHTS

2. Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

Article 28

Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.

Article 29

1. Everyone has duties to the community in which alone the free and full development of his personality is possible.
2. In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.
3. These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

Article 30

Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.

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