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**Programme budget for the biennium 2018–2019**

### **Assessment of the Police Division**

#### **Report of the Secretary-General**

##### *Summary*

The present report is submitted pursuant to resolution [72/262 C](#), in which the General Assembly requested the Secretary-General to assess the functions, structure, capacity and level of the Police Division in the context of the reform of the peace and security pillar. It provides findings and recommendations on ways to further strengthen the Division to deliver on its mandated tasks and effectively support Member States and the Organization in a new operating environment.

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\* [A/74/150](#).



## I. Introduction

1. In its resolution [72/262 C](#), the General Assembly requested the Secretary-General to assess the functions, structure, capacity and level of the Police Division in the context of the reform of the peace and security pillar. The request followed prior calls for an assessment of the Division and the level of the senior-most police official in the United Nations, the United Nations Police Adviser and Director of the Police Division.

2. The present report provides findings and recommendations on ways to further strengthen the Division to deliver on its mandated tasks and effectively support Member States and the Organization in a new operating environment, following the reform of the peace and security pillar and the development and management reforms. The report is informed by previous reports of the Secretary-General to the Security Council ([S/2018/1183](#) and [S/2016/952](#)), Council resolutions [2185 \(2014\)](#), [2382 \(2017\)](#) and [2447 \(2018\)](#) and the external review of the functions, structure and capacity of the Division, conducted in 2016.

## II. Context

3. The critical importance of police for a peaceful, stable and prosperous society is undisputed. As one of the most visible representatives of the State, the police play a key role in ensuring law and order by preventing, detecting and investigating crime, protecting persons and property and maintaining public order and safety. Contributing to the settlement of disputes and as the first element of the criminal justice chain, the police are essential for peaceful coexistence in societies. They help to ensure that grievances are being addressed by the State and that justice is being served, upholding the monopoly on force by the State and preventing citizens from resorting to violence.

4. United Nations police often act as first responders when violence breaks out or levels of crime spike in the countries in which they are deployed. They often play a key role in restoring stability and help to provide the time and space for political solutions. As such, they have proved to be a critical tool in helping societies to emerge from conflict, sustaining peace and laying the foundations for economic recovery and sustainable development. In doing so, United Nations policing directly contributes to advancing the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 16.

5. Supporting peace operations in the implementation of their mandates requires accurate analysis of the myriad dimensions of changing conflict dynamics, in order to develop and thereafter implement integrated, prioritized and sequenced strategies. United Nations police are often present in the regions, outside capitals, and are trained to work with local communities. Through this regular interaction, they gather valuable information, including on drivers of conflict, emerging disputes and underlying grievances. Community-oriented policing activities by United Nations police also foster increased situational awareness. The Division can harness the value of this unique perspective in support of peace operations by contributing to analysis, planning, strategy formulation and implementation led by a single regional political-operational structure in support of existing and new peace operations.

6. In the almost 60 years since the dawn of United Nations police peacekeeping, the role of United Nations police personnel has continuously evolved, adapting to changing conflict dynamics and United Nations responses. Currently, there are some 12,131 police authorized to deploy as formed police units, specialized police teams or individual police officers in 15 United Nations peace operations. While the actual numbers of deployed personnel fluctuate as they depend on mandates and duration of

deployments, currently, more than 99 per cent of United Nations police (10,115) are deployed in peacekeeping operations, while 1 per cent or less (79) are deployed to special political missions (78) and non-mission settings (1). Most deployments to non-mission settings are facilitated through the Standing Police Capacity, which, since its establishment, has carried out more than 70 deployments. The number of women deployed as individual police officers has increased from 7 to 26 per cent over the past 10 years, while the number of women in formed police units has risen from 2 to 10 per cent, representing a five-fold increase. Contemporary mandates emphasize reform, capacity-building and operations to support the maintenance of law and order. United Nations police also regularly assist in countries and regions in which no United Nations peace operations are deployed, including to provide support in conflict prevention initiatives, through the Global Focal Point for Rule of Law arrangement. The Security Council noted that expanding role in its resolutions [2185 \(2014\)](#) and [2382 \(2017\)](#), while the General Assembly, in its resolution [72/304](#), endorsed the conclusions and recommendations of the Special Committee on Peacekeeping Operations, including regarding the contribution of United Nations policing throughout the conflict continuum, from the prevention and resolution of conflict to development, peacebuilding, sustaining peace and reconciliation (see [A/72/19](#)).

7. International police assistance is most effective before a conflict erupts. Investments in strengthening institutions and solving emerging problems are modest compared with the deployment of a full-fledged police component on a multi-year basis. Policing has also increasingly played a key role in the exit strategies of peacekeeping operations and during the critical phase of transitions, as capable, independent and accountable law and public order institutions underpin the foundations of sustainable peace and stability, such as in Timor-Leste, Liberia, Côte d'Ivoire and Haiti.

8. United Nations policing has striven to deliver on an ever-vaster mandate in the context of cost neutrality, in particular over the past decade. Its interventions have become more tailored to addressing the drivers of conflict and instability, while its role and functions have become more complex and increasingly require specialized expertise. United Nations police today offer a wide range of support to States.

9. In the spirit of the report of the Secretary-General on United Nations policing ([S/2016/952](#)), United Nations police provide, for example, interim law enforcement as mandated and strategic advice on establishing or reforming law enforcement institutions; protect civilians and support the re-establishment of law and order; deliver community-oriented policing initiatives that respond to the needs of groups in situations of vulnerability, including girls, boys, women, victims of crime and violence, refugees and internally displaced persons; support the development of election security plans; provide on-the-job training and mentoring, including in specialized policing functions; deliver capacity-building programmes in highly specialized areas such as combating sexual and gender-based crimes and countering violent extremism and serious and organized crime, including trafficking in children and women and illicit weapons; develop and implement joint programmes with United Nations agencies, funds and programmes and with other multilateral organizations such as the African Union and the European Union; and advise Governments, regional organizations and regional offices of the United Nations on measures to counter transnational threats with law enforcement tools. Furthermore, if the mandate and security situation allow and the capacity exists, formed police units may support efforts to strengthen host-State core policing capacities, such as public order management. By adapting a gender-responsive approach to policing, United Nations police increase the effectiveness of their interventions, including prevention, detection and investigation of crime, protection of persons and property and

maintenance of public order and safety. Their support for reforming, rebuilding and restructuring host-State police and other law enforcement institutions promotes the rule of law and helps to develop police services that are responsive and accountable to the communities whom they serve. Lastly, cooperation and coordination between police and military forces remains critical for the success of peace operations in many areas, especially for the protection of civilians and the security of United Nations peacekeepers.

10. At Headquarters, United Nations police plan United Nations police support initiatives and provide strategic and operational advice to their colleagues in the field based on lessons learned from previous operations and international best practices. In close collaboration with police-contributing countries, they ensure that the right expertise is deployed to the right place at the right time. They also contribute to analysis, assessments and strategic and operational planning processes for responses by the United Nations. To carry out many of those functions effectively, understanding national and regional political and socioeconomic contexts has become ever more important, both for United Nations police serving in the field and those serving in the Division.

11. United Nations police play a key role in implementing the Action for Peacekeeping initiative of the Secretary-General. Through their contribution to the analysis, development and implementation of political and regional strategies, United Nations police contribute to advancing lasting political solutions. They further contribute to sustaining peace by playing a key role in mission transitions. In the area of enhanced performance and accountability for uniformed personnel, the Division is implementing an action plan to improve the security of United Nations peacekeepers and the recommendations of other reviews, especially in relation to policy and planning, generation and deployment, and management of formed police units. Specifically, a strategic-level oversight and coordination mechanism has been established and guidance on the assessment and performance of such units has been promulgated, as targeted initiatives to improve performance. In the area of partnerships, United Nations police cooperate closely with other regional and international organizations, including the African Union, the European Union, the Organization for Security and Cooperation in Europe, the International Organization of la Francophonie and the International Criminal Police Organization (INTERPOL) to maximize their comparative advantages.

12. The overarching objectives for the peace and security architecture reform presented by the Secretary-General in his report on revised estimates relating to the peace and security reform ([A/72/772](#)), which were approved by the General Assembly in its resolution [72/262 C](#), include prioritizing conflict prevention and sustaining peace; enhancing the effectiveness and coherence of peace operations; making the peace and security pillar more coherent, nimble and effective through a “whole-of-pillar” approach; and aligning the pillar more closely with the development and human rights pillars. The Division plays a critical role in the revised pillar as the centre of excellence and focal point for all policing matters across the United Nations system, ensuring coherence in the delivery of policing expertise and technical assistance in accordance with the strategic guidance framework for international policing.

13. In the foreseeable future, peacekeeping will continue to be the main focus of the Division, with the vast majority of police personnel currently deployed in peacekeeping operations. Indeed, it is expected that the role of United Nations policing will continue to grow within peacekeeping as United Nations police provide increasingly tailored and specialized responses to changing conflict dynamics and contribute to building sustainable peace. However, the reforms have changed the overall scope of responsibilities for United Nations policing. The Division,

recognized as the system-wide service provider, is responsible and accountable for supporting Member States and the entire Organization on policing in mission and non-mission settings, within the broader range of the activities carried out by the Office of Rule of Law and Security Institutions. That new framework for the activities of the Division represents a significant shift in the operating model for United Nations police, as it was previously accountable only for supporting peacekeeping operations and remains resourced solely for that task. The proposals set out herein are therefore aimed at maximizing the use of existing resources and identifying areas in which additional resourcing is required for the Division to deliver its entire mandate effectively.

14. The reforms also affect how the Division operates in the revised structure. The single Department of Peace Operations-Department of Political and Peacebuilding Affairs regional political-operational structure lies at the heart of the effort to promote pillar and system-wide coherence, facilitate more cohesive regional approaches and ensure institutional continuity across the peace continuum. Therefore, closer interaction with the single regional-operational structure, as well as with development, human rights and humanitarian actors, will be important, especially for police support tasks that are inherently political in nature, such as advising on the reform and restructuring of internal security services.

15. In addition to the reforms within the United Nations, other recent developments, including police contributions to the implementation of the 2030 Agenda and the Action for Peacekeeping initiative and the outcomes of relevant reviews and reports, relating in particular to the safety and security of United Nations peacekeepers, have presented a unique opportunity for the Organization to re-examine the role of United Nations police within its broader protection, development, political and peacebuilding objectives.

16. The Division's role as the system-wide service provider and its collaboration with United Nations entities will continue to grow. The demand for United Nations policing expertise – spanning peacekeeping operations, special political missions and non-mission settings – is expected to increase. As elaborated in the report of the Secretary-General on United Nations policing (S/2018/1183), United Nations police contribute considerably to implementing the vision of the Secretary-General of preventing conflict and sustaining peace by supporting Governments to maintain law and order and protect civilians, build police capacity and combat organized crime. The focus of United Nations policing on institutional reform and capacity-building is expected to grow, while maintaining full capacity to service operational deployments in peace operations.

### **III. Assessment**

#### **A. Functions and structure**

17. The Division serves the following principal functions: provision of strategic and operational guidance and support to United Nations peace operations and in non-mission settings; generation, selection, deployment and rotation of United Nations police personnel; development of policy and guidance on planning and operational aspects of United Nations police peacekeeping; and rapid deployment of police capacities to the field. Most of the Division's personnel are based in New York, comprising the Mission Management and Support Section, the Strategic Policy and Development Section and the Selection and Recruitment Section, while the Standing Police Capacity operates out of the United Nations Logistics Base at Brindisi, Italy.

18. Greater integration and coherence within the peace and security pillar and with other elements of the United Nations system to deliver coherent and comprehensive analysis, strategy formulation and responses, including with an increased focus on regional dynamics, lie at the core of the reform of the pillar. As the focal point and global lead for police and law enforcement matters within the United Nations system, the Division is responsible for providing the single regional political-operational structure with police-related analysis and advice. The Division can meaningfully contribute to analysis and integrated assessments, as well as strategic and operational planning for new and existing peace operations, by analysing, at the request of the single structure, the state of the police and other law enforcement institutions and making recommendations for prompt action as part of United Nations responses.

19. To ensure that its support to the single structure is based on sound and comprehensive analysis, the Division has initiated a process aimed at enhancing its working methods and increasing its interaction at all levels with the new structure. That should ensure that policing advice and expertise is incorporated across the peace continuum, from early conflict analysis to planning and system-wide programming. Regional divisions in the single structure will benefit from a deeper understanding of challenges and opportunities relating to law enforcement institutions in the countries and regions within their purview, while analysis and support provided by the Division will benefit from a deeper understanding of the political, security, institutional and socioeconomic aspects. Considering the objective of the peace and security reform of promoting greater regional, interdisciplinary and operational coherence, and the increasingly specialized nature of United Nations policing described above, it is ever more important to ensure that diverse perspectives and expertise from across the pillar effectively inform analysis and strategy formulation for United Nations responses. It is also the hope of the Secretary-General that such mutually reinforcing relationships will contribute to improving coherence and effectiveness under the reformed pillar and implementing his vision of prioritizing prevention in everything that the Organization does.

20. The Division has already taken important steps in that direction, including by designating the Mission Management and Support Section as the entry point for ensuring full support for the regional structure. The responsibilities of the desks there have been realigned by region to provide a single entry point for all policing issues for the Department of Peace Operations and the Department of Political and Peacebuilding Affairs. When a request is received, the desk handles or relays it, as appropriate, along functional lines, whether routine backstopping, recruitment and generation, planning or other areas. It is expected that that organizational arrangement will provide greater clarity and efficiency in interactions with the regional structure.

21. The Division, under the direction of the Assistant Secretary-General for Rule of Law and Security Institutions and the Under-Secretary-General for Peace Operations, will continue to implement the vision of the Secretary-General for United Nations policing in the new operating environment, including to ensure more effective cooperation by all Division personnel with colleagues in the reformed peace and security pillar with a view to further improving analysis, strengthening policy formulation and providing more context-tailored support on policing; maximizing the use of existing resources; ensuring seamless continuity from planning to backstopping support to planning processes; strengthening linkages between recruitment and mission planning and supporting the promotion of recruiting officers' understanding of what specialized expertise is required at what moment in time; and further enhancing coherence and fluidity between strategic and operational and human resource planning across the Division and a shared understanding of regional contexts and transnational threats in specific regions, such as organized crime. In line with the creation of an integrated peace and security pillar centred on the single regional

political-operational structure, the Division is taking steps to combine a functional and geographical approach to its activities by establishing working relationships with colleagues working on the same region across functions and ensuring that analysis relevant to policing issues informs broader policy formulation.

22. That internal organization of work within the Division will allow for better integration between regional and country-specific understanding with functional expertise, leading to more context-tailored support on policing, greater fluidity between strategic and operational planning, mission management, planning exercises and implementation, and recruitment of targeted expertise. Under the auspices of the Assistant Secretary-General for Rule of Law and Security Institutions, the Division will also strive to further integrate with other components of the Office of Rule of Law and Security Institutions, both in terms of policy development and support for national and regional settings, and to further support joint work across the United Nations through the Global Focal Point arrangement. That is critical for providing comprehensive and coherent support to all parts of the criminal justice chain, strengthening the rule of law and promoting accountability for law enforcement services. It is also essential to ensure that advice on police reform is being conceived within wider security sector governance reforms. Moreover, in some settings, technical assistance and police advice provided by United Nations police are closely linked to weapons and ammunition management programmes supported by the Mine Action Service, community violence reduction initiatives supported by the Disarmament, Demobilization and Reintegration Section or the reintegration of former combatants supported by the Security Sector Reform Unit. The Division will also enhance its cooperation with the Office of Counter-Terrorism. Any internal arrangements to implement those adaptations notwithstanding, the Strategic Policy and Development Section, the Selection and Recruitment Section and the Standing Police Capacity will continue to provide their mandated global services.

23. As outlined in the report of the Secretary-General on United Nations policing (S/2018/1183), as part of support to mission transition or withdrawal processes, or when providing assistance to Member States in non-mission settings, police advisers could be placed in the offices of resident coordinators and United Nations country teams to ensure even closer coordination with development and humanitarian actors. The Global Focal Point arrangement has proved critical in that regard. Led by the Department of Peace Operations and the United Nations Development Programme, the practical, resource-efficient and field-focused inter-agency arrangement brings together United Nations entities providing rule of law-related support to the field, pooling financial and human resources to provide joint assessments, planning, programmes and resource mobilization. As a single entry point for host Governments, it has effectively promoted integrated rule of law assistance by United Nations partners in mission and non-mission settings and been particularly relevant in transition contexts, where joint programmes have been devised to deliver coherent human rights, police, justice and corrections support and facilitate a smoother transfer of tasks to national authorities, supported by country teams. The Global Focal Point arrangement has been consistently recognized as an exemplary model for the coordinated and coherent delivery of rule of law support across the human rights, development and peace and security pillars and represents an important mechanism for collaboration between the Division and other United Nations entities.

24. Outside of the United Nations, the Division maintains key partnerships, including with the African Union, the European Union, the Organization for Security and Cooperation in Europe, the International Organization of la Francophonie and INTERPOL. It brings together senior police executives every two years for the United Nations Chiefs of Police Summit to reinforce its critical partnerships with police services in Member States and partner organizations.

25. The Standing Police Capacity, an operational arm of the Division, provides rapidly deployable policing expertise. Its core functions are to start up police components of new peace operations and provide surge capability to operations facing staffing gaps or needs for specialized expertise. Its personnel also support operational assessments, evaluations and quality assurance of police components. While the Capacity will become an even more important tool in delivering the Division's mandate as the system-wide service provider, it is paramount that its first priority remain the provision of timely, effective and targeted support deployments to the field in peace operations. Building on its knowledge management strategy developed following the report of the Secretary-General on United Nations policing (S/2016/952), the Division should strengthen mechanisms to harness the wealth of knowledge and lessons learned from its operational deployments, translating them into policy and institutional memory. The Division will continue to capture, disseminate and institutionalize lessons learned and best practices identified from operational deployments by the Capacity. The Capacity will become closer to planning processes, as its deployments are often the first on the ground starting up new operations, and will further integrate its support with the other standing capacities based in Brindisi. The Capacity will also use new forms of technology to maximize its effectiveness by delivering training remotely, including to roll out key policy and guidance, and completing remote consultancies from Brindisi.

26. In his report on United Nations policing (S/2018/1183), the Secretary-General called for the establishment of a dedicated team of police experts, backed by appropriate resources and funding, to coordinate the deployment of specialized expertise, in cooperation with the United Nations Office on Drugs and Crime and other partners, in missions to assist and build the capacity of authorities of host States to tackle serious and organized crime and associated crimes. That specialist capacity would significantly bolster the ability of the Office of Rule of Law and Security Institutions to support cross-cutting rule of law efforts, in cooperation with relevant United Nations actors. That would facilitate a more sustainable delivery of services than the current arrangement. A proposal for resourcing such a team will be considered at the time of the preparation of the support account budget.

27. Ensuring the effective performance and accountability of police personnel in the field is another core function of the Division. Two thirds of United Nations police personnel serve in formed police units; their ability to deploy to the field in a timely manner and perform their tasks to the highest standards is essential to mandate implementation. At the operational level, the Selection and Recruitment Section streamlines the deployment, training, predeployment operational readiness and assessment of such units, in close coordination with other sections of the Division. Following the evaluation of the units undertaken pursuant to the report of the Secretary-General on United Nations policing (S/2016/952) and the Office of Internal Oversight Services audit of police recruitment, the Division has launched initiatives to further strengthen its capacity to recruit and support high-performing units and integrate policing aspects into system-wide performance processes. For example, the Division has established a strategic-level oversight and coordination mechanism, an inter-office task force chaired by the Deputy Police Adviser, comprising representatives of each section of the Division, in addition to the Integrated Training Service, the Strategic Force Generation and Capability Planning Cell and the Department of Operational Support, to oversee the planning, generation, training and management of formed police units, as well as to coordinate and track the implementation of recommendations made in various reviews and reports, including the report of Lieutenant General (Retired) Carlos Alberto dos Santos Cruz, entitled "Improving security of United Nations peacekeepers: we need to change the way we are doing business" (the Cruz report), and the plan of action resulting from that report. That mechanism has strengthened the generation and assessment of the units,

contributing to improved performance. The Division, in consultation with field missions and unit-contributing countries, has also developed a standard operating procedure on the assessment and evaluation of unit performance that outlines clear procedures to ensure that the performance of units remains at or exceeds the required standard.

28. With some 12,000 authorized police professionals in the field and at Headquarters, United Nations police bring a wealth and diversity of policing expertise and perspectives to inform all organizational policing-related programming, discussions and processes. The peace and security reform reaffirmed the role of the Division as central to policing and other law enforcement matters within the Organization. Policing issues are confronted by United Nations entities as diverse as the United Nations Office on Drugs and Crime, the Office of Counter-Terrorism, the Counter-Terrorism Committee Executive Directorate, the Office for Disarmament Affairs, the United Nations Interregional Crime and Justice Research Institute, the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women and the Office of the United Nations High Commissioner for Human Rights, among others. To ensure policy and operational coherence within the United Nations, maximize the impact of United Nations policing and draw on comparative advantages, it is essential to ensure sustained coordination and information sharing on matters involving policing.

## **B. Capacity**

29. The enhanced role of United Nations police within the reformed peace and security pillar and the growing need for specialized expertise should be supported by a commensurate increase in capacity for the Division. That need has also been routinely recognized by legislative bodies, including the Security Council in its resolution [2382 \(2017\)](#) and the General Assembly in its resolution [72/304](#) endorsing the conclusions of the Special Committee on Peacekeeping Operations in its report ([A/72/19](#)). Given the centrality of the role of the Division to peace operations, more resources in certain critical gap areas are necessary to enable the Division to provide cross-pillar assistance and police expertise to agencies, funds and programmes.

30. While the demands placed on United Nations police have increased over the past decade, capacity has stagnated. However, capacity is not just about numbers, but also about the ability to carry out core mandated and increasingly complex activities. For example, police planning for peace operations is a skill rarely found in national police services. As the Division is taking on a greater role in mission transitions to avoid capacity and security vacuums during those critical times, the need for comprehensive planning has increased, including backstopping special political missions and providing support in non-mission settings, while that specialized planning capacity has remained unchanged.

31. United Nations police planners are expected to undertake strategic planning for all new and existing peacekeeping operations and special political missions led by the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, review and revise police concepts of operations at all instances of mandate renewal and support field-based police components in developing their operational plans. Furthermore, they support the African Union in its training, planning and deployment of police to peace operations. United Nations police planners have also provided support to police-related activities in non-mission settings at the request of the United Nations system in Jamaica, Liberia, Sierra Leone, Sri Lanka and Yemen, among others.

32. With the increasing need for specialized expertise and senior policy advisers, recruitment requirements are more tailored and more labour-intensive. Recruitment

varies considerably, from large operational components, including interim law enforcement, to small advisory sections as part of special political missions or specialized teams sourced from Member States to provide expertise and capacity-building assistance to police components. To ensure that the required expertise is readily available and enhance its reach into existing pools of expertise, the Division will undertake targeted outreach to Member States and strengthen its network of partnerships with regional, governmental and non-governmental organizations.

33. Included in the Cruz report on improving the security of United Nations peacekeepers were recommendations that would stretch the existing capacity of the Division, including enhanced guidance, predeployment training and personnel requirements for formed police assessment team assessments to assist Member States and field missions with enhancing performance. In line with commitments under the Action for Peacekeeping initiative relating to performance, there is also a need to establish a police performance analyst capacity to assess the performance and compliance of police components and report back to the heads of mission police components and the United Nations Police Adviser to address any potential gaps with regard to policies, standards and personnel in the field. To that end, to ensure appropriate follow-up on the recommendations from reviews and evaluations, as well as to strengthen routine operations, the Division's oversight and evaluation capacity should be strengthened. Extrabudgetary funding could provide the dedicated resources needed to consistently engage with police-contributing countries and field missions, including travel for Division staff for assessment visits, additional training courses for command staff and coordinators and sufficient numbers of interpreters, as recommended in the report and other reviews.

34. Furthermore, additional capacity in the Office of the Police Adviser would be required to enhance its ability to monitor and implement cross-cutting priorities for the Division and the Organization, in particular additional partnership-building capacities, as well as specialized expertise in technology, innovation and peacekeeping intelligence. To fulfil its role as a system-wide service provider and to be better placed to support regional policing initiatives, the placement of a United Nations police liaison officer in the United Nations Liaison Office for Peace and Security should be considered, as should the strengthening of the liaison capacity on policing with other regional offices and organizations as may be required. The establishment of capacities at Headquarters to follow the implementation of reviews, evaluations and audits and, among other things, to assist in ensuring that missions comply with the regulatory statutes provided by the Division with regard to the deployment of highly qualified personnel and the development of proper compliance and audit guidance and concepts for the Division and missions should also be considered.

35. Seconded personnel bring a wealth of knowledge and experience to their service with the United Nations. Most Professional positions in the Division are filled through secondments, meaning that the officers performing those functions serve for two to four years. That creates a near-constant rotation of personnel that in some areas has a negative impact on institutional memory and service continuity. Some specialized functions in the Division, such as policy and planning, would particularly benefit from increased institutional continuity. Therefore, the Department of Peace Operations will review functions in the Division in limited strategic areas that require unique combinations of expertise and experience, including a deeper understanding of the United Nations system, in order to optimize the use of non-seconded Professional civilian experts. The findings of the review will be reported to the General Assembly in the context of the support account budget for the period 2020–2021.

36. In line with the system-wide strategy on gender parity, the Department of Peace Operations uniformed gender parity strategy 2018–2028 and the resolutions of the Security Council on women and peace and security, the Division has taken measures

to promote greater female representation in police components and at Headquarters. As part of its gender action plan, the Division conducts extensive training for female candidates to prepare them for assessment as potential United Nations police officers for deployment to missions, including the organization of regional female senior police officer command development courses and the female senior police leadership roster, which have created a talent pipeline to fast-track nominations for Professional and leadership positions. To assist those efforts, Member States should review their recruitment criteria and procedures to identify those that negatively affect women's participation and address them, including by ensuring that information about opportunities for deployment reaches women police officers and by establishing policies to create an enabling environment, such as having a minimum percentage of women police officers among their contingents, including at the command level.

37. Given the requirements and challenges outlined herein, there is a need for commensurate increases in the Division's capacity based on the most pressing needs from the field. The Department of Peace Operations is exploring ways to meet that need in the immediate term, including by mobilizing extrabudgetary resources.

### **C. Level**

38. Achieving greater coherence in terms of organizational structures, processes, strategies, responses and, importantly, impact on the ground stands as the overarching objective of the reform of the peace and security architecture. The reform recognized the important role of United Nations policing as firmly rooted within the broader umbrella of rule of law. The Office of Rule of Law and Security Institutions continues to serve as the optimal institutional framework for providing the broad range of support to strengthen rule of law and security institutions system-wide in a cohesive and comprehensive manner. Policing constitutes the first element of the criminal justice chain and thus support must, as a matter of principle, be closely linked to and accompanied by assistance to the justice and corrections institutions. Reforming and restructuring law enforcement institutions should always be conceived with the ultimate objective of strengthening the rule of law – and not just with a view to strengthening law enforcement services – and is, in most contexts, intrinsically linked to plans on security sector reform. Community-oriented policing support, as provided in Haiti, for example, is closely linked to community violence reduction initiatives, supported by the Office's Disarmament, Demobilization and Reintegration Section, and often combined with weapons and ammunition management programmes, typically supported by the Mine Action Service. The rationale for bringing related functional capacities together in the Office is therefore more valid than ever, and the important role of the Office in ensuring the cohesiveness of related support should be preserved and enhanced. This also strengthens the Office's role as a co-lead of the Global Focal Point arrangement, thereby further supporting system-wide coherence and effectiveness in the provision of rule of law assistance.

39. Currently, the Division is headed by the United Nations Police Adviser and Director of the Police Division, a Director-level position. In recognition of the important role of United Nations policing in the peace and security pillar and system-wide, and seeking to preserve the integrity and coherence of the work carried out by the Office of Rule of Law and Security Institutions, the Police Adviser will be additionally designated as the deputy to the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser, as the senior-most police official in the Organization, will be included in all United Nations system forums, discussions and meetings that involve policing and law enforcement matters relating to the peace and security pillar.

## IV. Conclusions and recommendations

40. In the wake of the peace and security architecture reform, all entities of the pillar and beyond are expected to make the adaptations necessary to promote greater regional, interdisciplinary and operational coherence across the peace continuum. It is also expected that the demand for the enhanced functions of the Division as a system-wide service provider within the umbrella of the Office of Rule of Law and Security Institutions will continue to grow, spanning peace operations and non-mission settings. The Department of Peace Operations will continue to adapt the Division to implement the vision of the Secretary-General for United Nations policing in the new operating environment, including by strengthening the cooperation of all Division personnel with colleagues in the reformed peace and security, development and humanitarian pillars.

41. With the recognition of its role as the system-wide service provider, the Division is now accountable for providing support on policing and other law enforcement matters to entities across the United Nations system. The rapidly deployable asset of the Division, the Standing Police Capacity, has been instrumental in that regard, as most deployments to non-mission settings were facilitated through this entity through the Global Focal Point arrangement. The Department of Peace Operations and the Division, as the centre of excellence and principal focal point for all policing issues in the United Nations system, will ensure coordination and coherence among United Nations entities delivering a variety of mandates spanning peace and security, development and humanitarian responses in their approach to policing and other law enforcement matters.

42. The reform has strengthened and enhanced the responsibilities of United Nations police. The Division will continue to maximize the use of existing resources, but greater capacity may be required to enable it to deliver the expanded tasks effectively. Greater capacity in evaluation and oversight, training, planning, policy, police reform and specialized expertise in areas such as serious and organized crime, along with resources for travel to facilitate rapid deployments and assess performance, are essential to match the growing demands for specialized police support.

43. In recognition of the importance of the role of United Nations policing in the Organization within the umbrella of the rule of law work carried out by the Office of Rule of Law and Security Institutions, the United Nations Police Adviser and Head of the Police Division will be designated as the deputy to the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser, as the senior-most police official in the Organization, will be included in all United Nations system forums, discussions and meetings that involve policing and law enforcement matters relating to the peace and security pillar.

44. As societies emerge from the scourge of conflict, violence and instability, the rule of law is key to carving a path towards sustainable peace, stability and prosperity. Among the rule of law institutions, the police represent the first element of the justice chain and serve as the legitimate and accountable guarantor of public law and order. As the nature of conflict evolves, as well as the United Nations response to conflicts, United Nations policing plays a vital role, which is likely to increase further in peacekeeping, special political missions and non-mission settings. A responsive and effective Division will therefore remain essential to supporting rule of law institutions and to the broader mission of the United Nations to build lasting peace.

45. The General Assembly is requested to take note of the present report.