



United Nations

Formed Police Units Command and Staff Course Specialised Training Materials

for United Nations Peace Operations

FPU CSC STM 2026

The United Nations Formed Police Units Command Staff Course Specialised Training Materials (UN FPU CSC STM) for United Nations Peace Operations has been developed by the Integrated Training Service (ITS) of the Department of Peace Operations (DPO).

This version has been released for use by Member States in their pre-deployment training for United Nations Peacekeeping Operations (UNPKO). The suite of Specialised Training Materials (STM and other Training Packages) will be regularly updated so that it is fully responsive to the needs in the field. Therefore, it is strongly recommended that users verify they are using the latest versions before conducting any training.

The latest STM/RTP versions can be found online at the Peacekeeping Resource Hub website: <https://peacekeepingresourcehub.un.org/en/>. A link for submitting comments and suggestions for improvement is available at the same location.

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Integrated Training Service

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Preface

Background

The evolving nature of United Nations (UN) peacekeeping operations, characterized by increasingly complex mandates and dynamic security environments, has reinforced the critical role of United Nations Police (UNPOL), particularly Formed Police Units (FPUs), in the effective delivery of mission mandates.

FPUs provides a robust, cohesive, and rapidly deployable policing capability, enabling the United Nations to respond to high-risk situations, support public order management, protect United Nations personnel and assets, and assist host-State law enforcement agencies. As mandates expand to include the protection of civilians, stabilization, and support to national institutions, the responsibilities of FPU command staff have become increasingly demanding and multifaceted.

Operating in volatile and often high-threat environments, FPU Commanders are required to exercise strong leadership, sound operational judgment, and strict adherence to United Nations standards, including human rights, conduct and discipline, and the use of force. Effective command and control, coordination with mission components, and the ability to plan and execute complex operations are essential to ensuring mission success and maintaining the credibility of UN peacekeeping.

In this context, the development of a standardized and comprehensive training curriculum for FPU Command Staff is essential to ensure operational readiness, consistency in performance, and alignment with UNPOL doctrine and policies.

By strengthening leadership, operational effectiveness, and adherence to UN standards, this curriculum contributes to enhancing the overall performance, professionalism, and accountability of Formed Police Units in UN peacekeeping operations.

Aim

The aim of this Specialised Training Material for United Nations Formed Police Units Command Staff Course (UN FPU CSC STM) is to support the pre-deployment training efforts of PCCs by providing standardised training guidance provided by the UN DPO. It seeks to ensure a harmonised and coherent approach to the roles and responsibilities of UN FPU Command Staff across UNPKO.

Target Audience

This STM is intended for all Formed Police Units Command Staff personnel nominated by Member States to be deployed as UN FPU CSC in UNPKO.

Purpose and the Curriculum

This curriculum has been developed to support the preparation of FPU Command Staff for deployment in UN peace operations. It aims to strengthen command-level competencies in key

areas such as operational planning, command and control, use of force, public order management, coordination mechanisms, conduct and discipline, and reporting.

The curriculum promotes a practical, scenario-based learning approach, enabling participants to apply UN standards and principles in realistic operational contexts. It also emphasizes leadership responsibilities, accountability, and decision-making under pressure.

This curriculum is designed as a standardized training resource for instructors delivering FPU Command Staff Training Courses. It is intended to complement, not replace, national training programs of Police-Contributing Countries (PCCs), and aims to harmonize training approaches and operational practices across contributing countries.

It provides a structured framework for preparing FPU Commanders and senior officers to effectively lead their units in accordance with UN standards and mission-specific requirements

Acknowledgements

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People's Republic of **China**

Federal Republic of **Germany**

Republic of **Ghana**

Italian Republic

Republic of **Kenya**

UN Police Division and SPC

UN other entities: (SEA, Conduct and Discipline etc)

Special recognition is extended to the **IPPOS / INL**, for its valuable support in specially the beginning of the development of this material.

Contact

Any proposal for updates or improvement of this package, or any questions pertaining to the UN FPU CSC STM, may be shared with ITS/DPET/DPO contact at peacekeeping-training@un.org. Relevant updates will be published on the Peacekeeping Resource Hub website (<http://research.un.org/en/peacekeeping-community>). Instructors are encouraged to check the site regularly to ensure they are using the latest version of the materials.

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Introduction

This resource guide accompanies the Formed Police Unit (FPU) Command Staff Course. It includes documents that will aid you as you prepare for and advance into mission. It will help you during and after the training.

In addition to useful documents, the resource guide identifies key resources, including a list of available training modules developed for UN Police and FPUs.

Finally, the resource guide provides checklists of tasks, broken down by the major phases of deployment: pre-deployment, arrival and induction, and in-mission. There is no checklist for handover, as its activities mirror those tasks you performed during arrival and induction.

United Nations Core Values and Behaviours (2024)



**Values
and Behaviours**



Reference: UN Values and Behaviours Framework | Human Resources Portal

United Nations Code of Conduct

Below is an excerpt from the United Nations Code of Conduct from the United Nations Department of Peacekeeping Operations Training Unit.

We are the United Nations Peacekeepers

The United Nations Organization embodies the aspirations of all the people of the world for peace. In this context, the United Nations Charter requires that all personnel must maintain the highest standards of integrity and conduct.

We will comply with the Guidelines on International Humanitarian Law for Forces Undertaking United Nations Peacekeeping Operations and the applicable portions of the Universal Declaration of Human Rights as the fundamental basis of our standards.

We, as peacekeepers represent the United Nations and are present in the country to help it recover from the trauma of a conflict. As a result, we must consciously be prepared to accept special constraints in our public and private lives in order to do the work and to pursue the ideals of the United Nations Organization.

We will be accorded certain privileges and immunities arranged through agreements negotiated between the United Nations and the host country solely for the purpose of discharging our peacekeeping duties. Expectations of the world community and the local population will be high, and our actions, behaviour and speech will be closely monitored.

We will always:

- Conduct ourselves in a professional and disciplined manner, at all times
- Dedicate ourselves to achieving the goals of the United Nations
- Understand the mandate and mission and comply with their provisions
- Respect the environment of the host country
- Respect local customs and practices through awareness and respect for the culture, religion, traditions and gender issues
- Treat the inhabitants of the host country with respect, courtesy and consideration
- Act with impartiality, integrity and tact
- Support and aid the infirm, sick and weak
- Obey our United Nations superiors and respect the chain of command
- Respect all other peace-keeping members of the mission regardless of status, rank, ethnic or national origin, race, gender, or creed
- Support and encourage proper conduct among our fellow peacekeepers
- Maintain proper dress and personal deportment at all times
- Properly account for all money and property assigned to us as members of the mission
- Care for all United Nations equipment placed in our charge

We will never:

- Bring discredit upon the United Nations or our nations through improper personal conduct, failure to perform our duties, or abuse of our positions as peacekeepers
- Take any action that might jeopardize the mission
- Abuse alcohol, use or traffic in drugs
- Make unauthorized communications to external agencies, including unauthorized press statements
- Improperly disclose or use information gained through our employment
- Use unnecessary violence or threaten anyone in custody
- Commit any act that could result in physical, sexual, or psychological harm or suffering to members of the local population, especially women and children
- Become involved in sexual liaisons which could affect our impartiality, or the well-being of others
- Be abusive or uncivil to any member of the public
- Willfully damage or misuse any United Nations property or equipment
- Use a vehicle improperly or without authorization
- Collect unauthorized souvenirs
- Participate in any illegal activities, corrupt or improper practices

- Attempt to use our positions for personal advantage, to make false claims or accept benefits to which we are not entitled

We realize that the consequences of failure to act within these guidelines may:

- Erode confidence and trust in the United Nations
- Jeopardize the achievement of the mission
- Jeopardize our status and security as peacekeepers

Reference: [STANDARDS OF CONDUCT | United Nations Peacekeeping](#)

Course Resources

The UN resources below provide essential information for command staff. Resources, except for mission-specific resources, are on your resource flash drive (students now provide their own flash drive and choose what to put on it based on recommendations from instructors. You will need to obtain the mission-specific resources separately.

Study these resources to prepare for the AOC and deployment. The full titles of the resources are listed below.



Published Resources

[Basic Principles on the Use of Force and Firearms by Law Enforcement Officials](#)

[Code of Conduct for Law Enforcement Officials](#)

[Directive for Heads of Police Components of Peacekeeping Operations](#)

[Directives for Disciplinary Matters Involving Civilian Police Officers and Military Observers](#)

[Guidelines for Formed Police Units on Assignment with Peace Operations](#)

[Guidelines: Police Administration in United Nations Peacekeeping Operations and Special Political Missions](#)

[Guidelines: Police Capacity-Building and Development](#)

[Guidelines: Police Command in United Nations Peacekeeping Operations and Special Political Missions](#)

[Guidelines: Police Operations in United Nations Peacekeeping Operations and Special Political Missions](#)

[HRDDP Guidance Note 2015](#)

[Human Rights and Law Enforcement: A Manual on Human Rights Training for the Police](#)

[Improving Security of United Nations Peacekeepers \(Cruz Report\)](#)

[The Management Handbook for UN Field Missions](#)

[Manual: Community-Oriented Policing in United Nations Police Operations](#)

[Manual: Mission-based Police Planning in Peace Operations](#)

[Manual on Policies and Procedures Concerning Reimbursement and Control of Contributor-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions \(COE Manual\) \(not found\)](#)

[Policy: Authority, Command and Control in United Nations Peacekeeping Operations](#)

DPO [Policy : Formed Police Units in United Nations Peacekeeping Operations](#), Ref.2024.14,
[https://resourcehub01.blob.core.windows.net/\\$web/Policy%20and%20Guidance/corepeacekeepingguidance/Thematic%20Operational%20Activities/Police%20and%20Law%20Enforcement/2024.14%20Formed%20Police%20Units%20in%20United%20Nations%20Peace%20Operations.pdf](https://resourcehub01.blob.core.windows.net/$web/Policy%20and%20Guidance/corepeacekeepingguidance/Thematic%20Operational%20Activities/Police%20and%20Law%20Enforcement/2024.14%20Formed%20Police%20Units%20in%20United%20Nations%20Peace%20Operations.pdf)

[Policy: United Nations Police in Peacekeeping Operations and Special Political Missions](#)[Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials and Experts on Mission](#)

Standard Operating Procedure (Revised): Assessment of Operational Capability of Formed Police Units for Service in United Nations Peacekeeping Operations and Special Political Missions (SOP AOC)
https://police.un.org/sites/default/files/fpu_sop_aoc_2016.pdf

[Standard Operating Procedures Performance Appraisals of UN Police Officers](#)[Standard Operating Procedures: Pre-deployment Visits to Countries Contributing Troops and Formed Police Units to UN Peace Operations \(SOP for PDV\)](#)[UNAC Mandate SCR 1544](#)[United Nations Code of Conduct](#)[United Nations Core Values \(Old Values\) X](#)

DPO-DFS Manual: Movement Control Manual, 2014.21,
[https://resourcehub01.blob.core.windows.net/\\$web/Policy%20and%20Guidance/corepeacekeepingguidance/Operational%20Support/Movement,%20Aviation%20and%20Transport/2014.21%20Movement%20Control%20Manual.pdf](https://resourcehub01.blob.core.windows.net/$web/Policy%20and%20Guidance/corepeacekeepingguidance/Operational%20Support/Movement,%20Aviation%20and%20Transport/2014.21%20Movement%20Control%20Manual.pdf)

[United Nations Peacekeeping Operations: Principles and Guidelines](#)[The Handling of Detention in United Nations Peacekeeping Operations and Special Political Missions](#)

DPO Guidelines on Combined Military and Police Coordination Mechanism in Peace Operations (2019.16), [2019.16 Combined Military and Police Coordination Mechanisms in Peace Operations signed EN.pdf](#)

DPO Policy on Peacekeeping-Intelligence (2019.08), [2019.08 Peacekeeping-Intelligence \(Policy\).pdf](#)

DPO Standard Operating Procedures on Assessment and Evaluation of Formed Police Units Performance, Ref.2022.10, [2022.10 Assessment and Evaluation of Formed Police Unit Performance \(SOP\).pdf](#)

DPO Handbook on Child Protection for United Nations Uniformed Personnel, 2025, [2025.13 Handbook on Child Protection for United Nations Uniformed Personnel.pdf](#)

Guidelines on the role of the United Nations Police in protection of civilians Ref.2017.12,
<https://unmas.org/sites/default/files/2026-02/Guidelines%20on%20the%20role%20of%20UNPOL%20in%20protection%20of%20civilians%20%282017%29.pdf>

DPKO/DFS/DPPA Policy on Child Protection in United Nations Peace operations, Ref.2107.11, [2017.11 Child Protection Policy.pdf](#)

S/Res/2272 (2016) Security Council Resolution 2272 on Sexual Exploitation and abuse, [Document Viewer](#)

General Assembly A/Res/77/333 United Nations action on Sexual exploitation and abuse. Adopted by the General Assembly on 25 August 2023, [n2426370.pdf](#)

Secretary-General's Bulletin St/SGB/2019/8, [n1927441.pdf](#)

WPS, [Gender and WPS Resource Package_eng_digital.pdf](#)

DPKO-DFS-OHCHR Policy on Human Rights in Peace Operations and Political Missions, [POLICY Human Rights in Peace Operations and Political Missions](#)

SOP on Prevention, Investigation, and Prosecution of Serious Crimes Committed against United Nations Personnel in Peacekeeping Operations and Special Political Missions (2020.18), [final signed sop crimes against un personnel in pkos and spms.pdf](#)

DPO-DPPA-SRSG-SVC-OHCHR Policy on Field Missions on Preventing and Responding to CRSV (2019.35) [DPO-DPPA-SRSG-SVC-OHCHR-Policy-on-Field-Missions-Preventing-and-Responding-to-CRSV-2020.pdf](#)

UN Handbook for Field Missions on Preventing and Responding to CRSV (2020), <https://unmas.org/sites/default/files/2026-02/Guidelines%20on%20the%20role%20of%20UNPOL%20in%20protection%20of%20civilians%20%282017%29.pdf>

OHCHR, UNODC Resource book on the use of force and firearms in law enforcement (2017) [<https://www.un-ilibrary.org/content/books/9789213630945>]

OHCHR Training Series N.5, Human Rights and Law Enforcement: A Manual on Human Rights Training for the Police, pages 84-90 [<http://www.ohchr.org/Documents/Publications/training5en.pdf>]

United Nations Manual on Ammunition Management, January 2020, [002-023 2020 Manual on Ammunition Management pdf.pdf](#)

Convention on the Rights of the Child (1989) [<https://www.ohchr.org/Documents/ProfessionalInterest/crc.pdf>]

DPO, DPPA and DSS Standard Operating Procedure on the Handling of Detention in United Nations Peacekeeping Operations and Special Political Missions, Ref. 2020.13, [2020.13 Handling of Detention in United Nations Peacekeeping Operations and Special Political Missions \(SOP\).pdf](#)

Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment (1988) [<https://www.un.org/ruleoflaw/blog/document/body-of-principles-for-the-protection-of-all-persons-under-any-form-of-detention-or-imprisonment/>]

Nelson Mandela Rules [https://www.un.org/en/events/mandeladay/mandela_rules.shtml]

DPKO/DFS Medical Support Manual for UN Field Missions, 2024, [Medical Support Manual for United Nations Field Missions \(2024\) - English.pdf](#)

Introduction to the Contingent Owned Equipment (COE) System (brochure) 2015, [Contingent Owned Equipment](#)

DOS Field Verification and Control of COE and Management of MOU, 2020.23, [SUPPLY CHAIN OPERATIONAL GUIDANCE](#)

Standard Operating Procedure: Integrated Reporting from Peacekeeping Operations to UNHQ (2019.10), [SOP on Integrated Reporting from Peacekeeping Operations to UNHQ \(2019\).pdf](#)

Resources

DPKO Policy Directive on Welfare and Recreation, 30 April 2007

DPO/DFS "Mission Start-up Field Guide"

DPO/OROLSI Planning Toolkit

DPO/DOS/DSS Policy: Integration of Capabilities for Defence Bases. Ref.2025.21

Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions

Guidelines for the Field Verification and Control of Contingent-Owned Equipment and Management of Memorandum of Understanding (Guidelines for Field Verification and COE)

Mission-Specific Resources

Concept of Operations (CONOPS)

Directive on the Use of Force (DUF) for Formed Police Units (FPUs)

Mandate

Standard Operating Procedures (SOPs)

Statement of Unit Requirements (SUR)

Policy, Guidance and Learning materials

Most of the policies, guidance and learning materials can be easily accessed through the links above. There are also available materials on the Peacekeeping Resource Hub.

Policy, Guidance and Learning materials are provided here:

<https://peacekeepingresourcehub.un.org/en/policy>

Core Pre-deployment Training Materials (CPTM)

The Core Pre-deployment Training Materials (CPTM) represent the essential knowledge required of all peacekeeping personnel – military, police, and civilians – to function effectively in a UN peacekeeping operation. The materials should be used as primary resources for any UN pre-deployment training course. The CPTM provides a shared understanding of the basic principles, guidelines, and policies of UN peacekeeping. These standards guide peacekeeping personnel as they carry out critical tasks to assist countries in the transition from conflict to peace.

The course materials are provided here: <https://police.un.org/en/training-materials-formed-police-units-fpus>

The CPTM (2025) materials are provided here: [Pre-Deployment - Peacekeeping Resource Hub - Peacekeeping Resource Hub at Department of Peace Operations \(DPO\)](#)

Specialized Training Materials (STM) for Individual Police Officers and Formed Police Units

The Specialized Training Materials for UN Police 2021 (UNPOL STM 2021) provide police-contributing countries with a standardized training package that prepares their officers for duties in UN Peace Operations, Strategic Guidance Framework-related aspects, UN-policing concepts, Protection of Civilians and Human Rights prior to their deployment.

The training aims at turning capable Police Officers into competent Peacekeepers who can

- Fulfil Police aspects of UN Peace Operations mandates in accordance with DPO/DOS principles and guidelines and their underlying international legal standards;
- Perform their Police functions in an effective, professional, and integrated manner; and
- Demonstrate the core values and competencies of the United Nations.

The UN Specialized Pre-deployment Training Standards apply to all Individual Police Officers (IPO) selected by the Member States who meet the selection criteria set by DPO Police Division (PD).

The STM for UN Police materials are provided here: [STM for UN Police Officers - PeaceKeeping Resource Hub STM - Peacekeeping Resource Hub at Department of Peace Operations \(DPO\)](#)

FPU should undertake their duties in accordance with the Policy on Formed Police Units in United Nations Peacekeeping Operations (2010), the Guidelines for Formed Police Units on Assignment with Peace Operations and the mission specific Directives on detention, searches and use of force for members of Formed Police Units, as well as adhering to internationally recognized criminal justice standards and human rights norms and standards and upholding the highest levels of democratic principles of policing.

- Protection of United Nations personnel and facilities;
- Public order management;
- Supporting police operations that require a formed response and may involve a higher risk (above the general capability of individual United Nations Police);
- Protection of Civilians

The STM for FPU materials are provided here: [STM for Formed Police Units - PeaceKeeping Resource Hub STM - Peacekeeping Resource Hub at Department of Peace Operations \(DPO\)](#)

Reinforcement Training Package (RTP)

Reinforcement Training Packages (RTP) comprise of training materials for (a) strengthening priority cross-cutting thematic area relevant to a specific category of the personnel deployed or are to be deployed in missions mandated to carry out tasks related to the area or (b) enhancing skills in certain areas of specialisation.

The RTP materials are provided here:

FOPRO: [United Nations Force Protection for Military and Police Units - Peacekeeping Resource Hub RTP - Peacekeeping Resource Hub at Department of Peace Operations \(DPO\)](#)

Addressing MDH: [Addressing Misinformation, Disinformation and Hate Speech Threats in United Nations Peace Operations for Military and Police Units \(MDH\) - Peacekeeping Resource Hub RTP - Peacekeeping Resource Hub at Department of Peace Operations \(DPO\)](#)

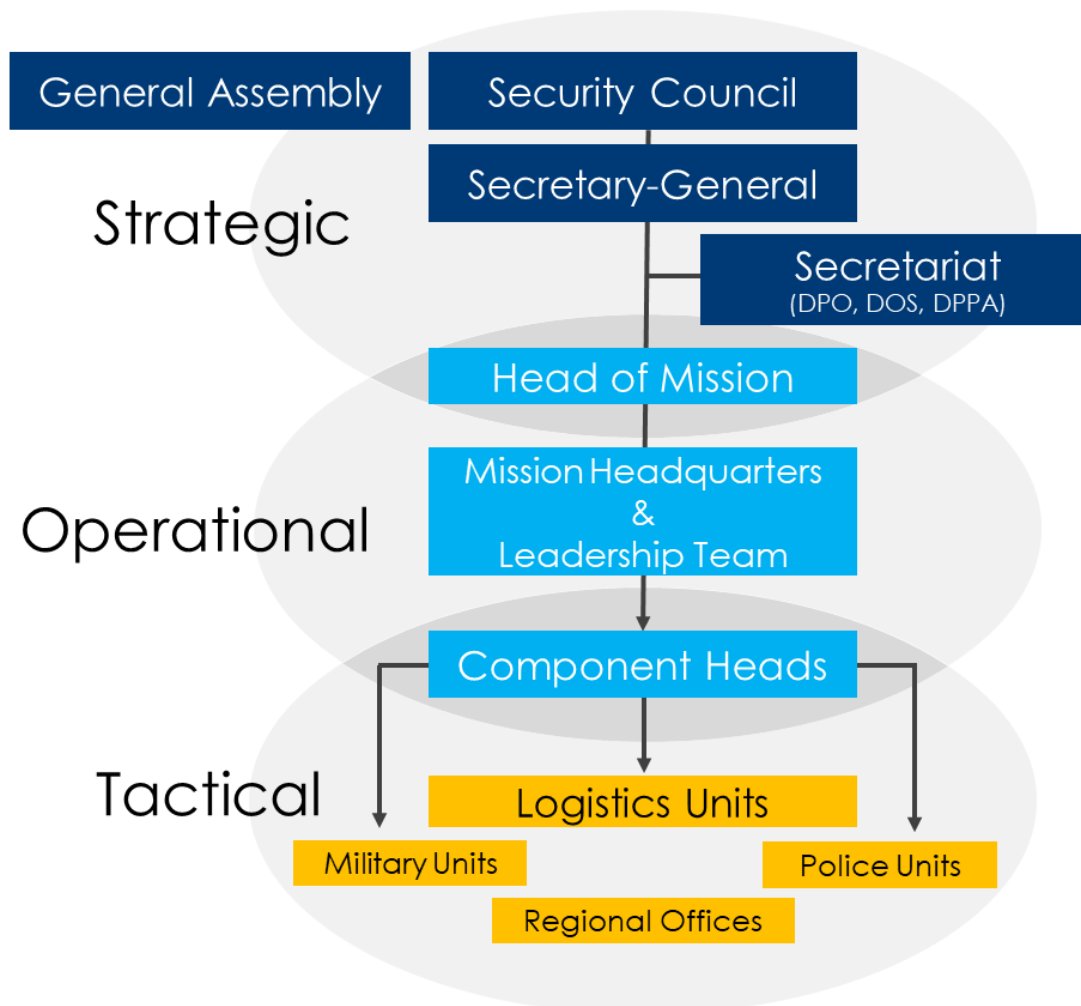
United Nations Purpose

- **Maintain international peace and security**
- **Develop friendly relations among nations**
- **Promote social progress and better living standards**
- **Promote human rights**

Reference: [Chapter I: Purposes and Principles \(Articles 1-2\) | United Nations](#)

Authority, Command and Control (AC2) in UN Peacekeeping Operations

Ref: UNDPO/DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (AC2 Policy, Ref. 2019.23)



Authority, command and control (AC2) in UN Peacekeeping Operations - Definitions

The regime of authority, command and control in peacekeeping operations finds its basis in the Charter of the United Nations, which provides that the Secretary-General is the highest official of the Organization and carries out the functions assigned to him. is charged by the Security Council and the General Assembly. The Security Council creates peacekeeping missions, defines their mandate, sets major political objectives and entrusts the Secretary-General with responsibility for execution. The General Assembly, for its part, ensures the financing of operations by opening the necessary appropriations for this purpose each year.

To ensure the effective implementation of decisions by the Security Council and the General Assembly, the Secretary-General entrusts a mission chief with the responsibility of managing the mission and delegates authority accordingly. Authority is organized at three distinct levels – strategic, operational, and tactical – with some overlap between these levels. At the strategic level, authority and related prerogatives are mainly held by senior officials at the UN Headquarters and the mission headquarters, including the mission chief and other members of the leadership team. At the operational level, authority is exercised at the mission headquarters and, at the sub-national level, in local offices or sector or regional headquarters that exist in most missions. The head of the military component and the head of the police component ensure the "UN operational command and control" of the components under their charge (UN DPO/DPA Policy on Authority, Command and Control in United Nations Peacekeeping Operations, October 25, 2019).

Authority, command, and control in peacekeeping operations are decentralized: authority is delegated from the top to the bottom, and at all levels of the mission, each leader makes strategic, operational, and tactical decisions within their competence, under the strategic direction of the mission chief and the mission leadership team. Thus, certain strategic decisions are the responsibility of officials stationed in local offices or sector headquarters, who, in accordance with their mandates, manage significant personnel and resources. The effective functioning of the authority, command, and control framework of peacekeeping operations ultimately depends on how these responsibilities and functions are exercised at all levels and in all components of the mission.

Definitions (UN DPO/DPA Policy on Authority, Command and Control in United Nations Peacekeeping Operations, October 25, 2019)

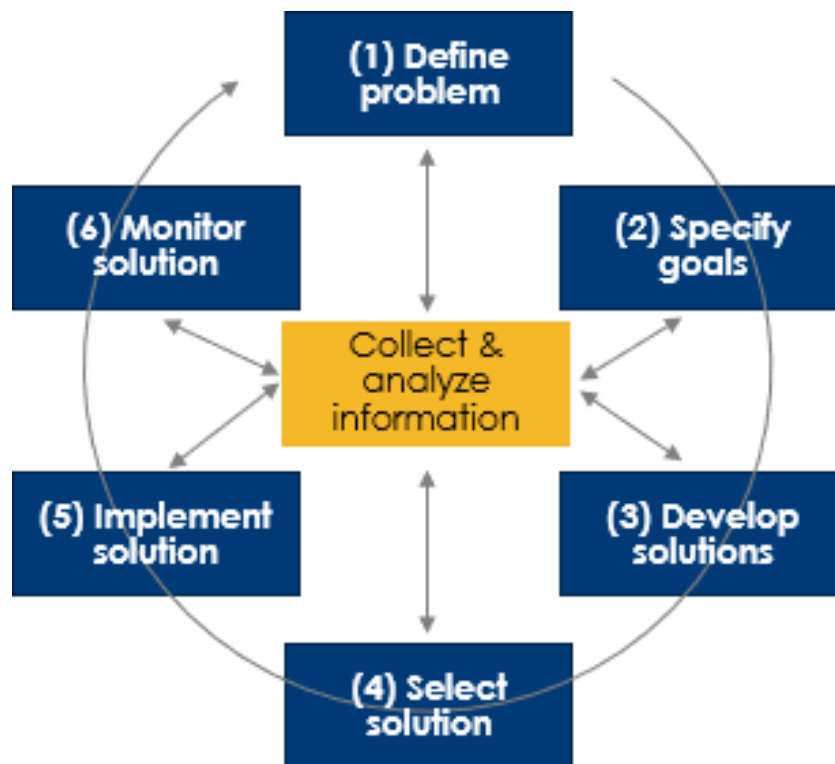
Term	Definition
UN Operational Authority	Operational Authority of the United Nations is the authority that Member States transfer to the United Nations to enable it to use the operational capabilities provided by them (national military contingents, formed police units, individually deployed soldiers and police officers) to fulfil the missions and tasks prescribed in the mandate. It is delegated to the Secretary-General and, through him, to the mission chief, under the authority of the Security Council. The Secretary-General exercises this authority under the overall authority of the Security Council. In particular, operational authority fully empowers its holder to issue operational directives, which must: • Align with the mandate defined by the Security Council. • Be valid for an agreed-upon period, with the understanding that if a contributing country wishes to withdraw a contingent earlier than planned, it must notify it in advance in the required manner. • Apply to a specific geographical area (the mission's entire area).
Operational Command and Control of the United Nations	Authority delegated to a military commander or a police commander to enable them to lead, coordinate, and control uniformed personnel under their command. It empowers them, in particular, to assign tasks, set objectives, and provide

Term	Definition
	instructions to uniformed personnel, units, and sub-units for the accomplishment of the mission.
Tactical command and control of the United Nations	Authority delegated to a military commander or a police commander to enable them to assign tasks to the forces under their command for the accomplishment of a mission ordered by a higher authority. Tactical control refers solely to the detailed and generally limited local direction and control of movements and activities necessary for the fulfilment of prescribed tasks. Tactical control may be delegated to subordinate sector or unit commanders.

Command Relationship for Formed Police Units (FPU Policy 2024.14).

Term	Definition
United Nations Operational Authority	Operational authority is transferred by Member States to the United Nations, vested in the Secretary-General, under the authority of the Security Council and executed by the HOM through the HoPC.
Command	The command of the FPU is vested on the HoPC or his or her delegates, Deputy-Chief Ops (FPU) and Regional Commanders. The order for the operational engagement will only come from the HoPC or his or her delegates in consultation with the HOM.
Operational Control (OPCON)	The HoPC can delegate OPCON to the FPU Commander, who will have operational control of his or her unit. In case of an operation that involves sections or platoons from more than one FPU or involves more than one FPU, the units or sub-units report through their own chains of command. The Deputy-Chief Ops (FPU) shall activities and assume responsibility for tactical command of all units involved until the completion of the operation. assign a delegate to coordinate these joint.
Tactical Command (TACOM)	The FPU Commander will have tactical command of the unit. In case of an operation that involves units from more than one GPU, the Deputy-Chief Ops (FPU) or his or her delegate assumes responsibility for tactical command of all units involved until the completion of the operation.
Tactical Control (TACON)	The FPU Commander or the respective subordinate unit commanders are responsible for the tactical control of an operation or specific action.
Police Component	All United Nations Police in a given mission, i.e., Formed Police Units, Specialized Police Teams, and Individual Police Officers.

Decision-making Process



6 steps:

1. Define the process
2. Specify goals
3. Develop solutions
4. Select a solution and prioritize alternatives
5. Implement the solution
6. Monitor the solution

Key message: A defined process can help FPU command staff make effective decisions.

Police Planning Process

Pre-Planning

- Analysis of need
- Analysis of the situation and of the operational environment: identify operational objectives
- Information gathering

Planning

- Identification and analysis of courses of action
- Development of strategies and a plan for achieving operational goals and objectives
- Includes risk assessment

Implementation and Review

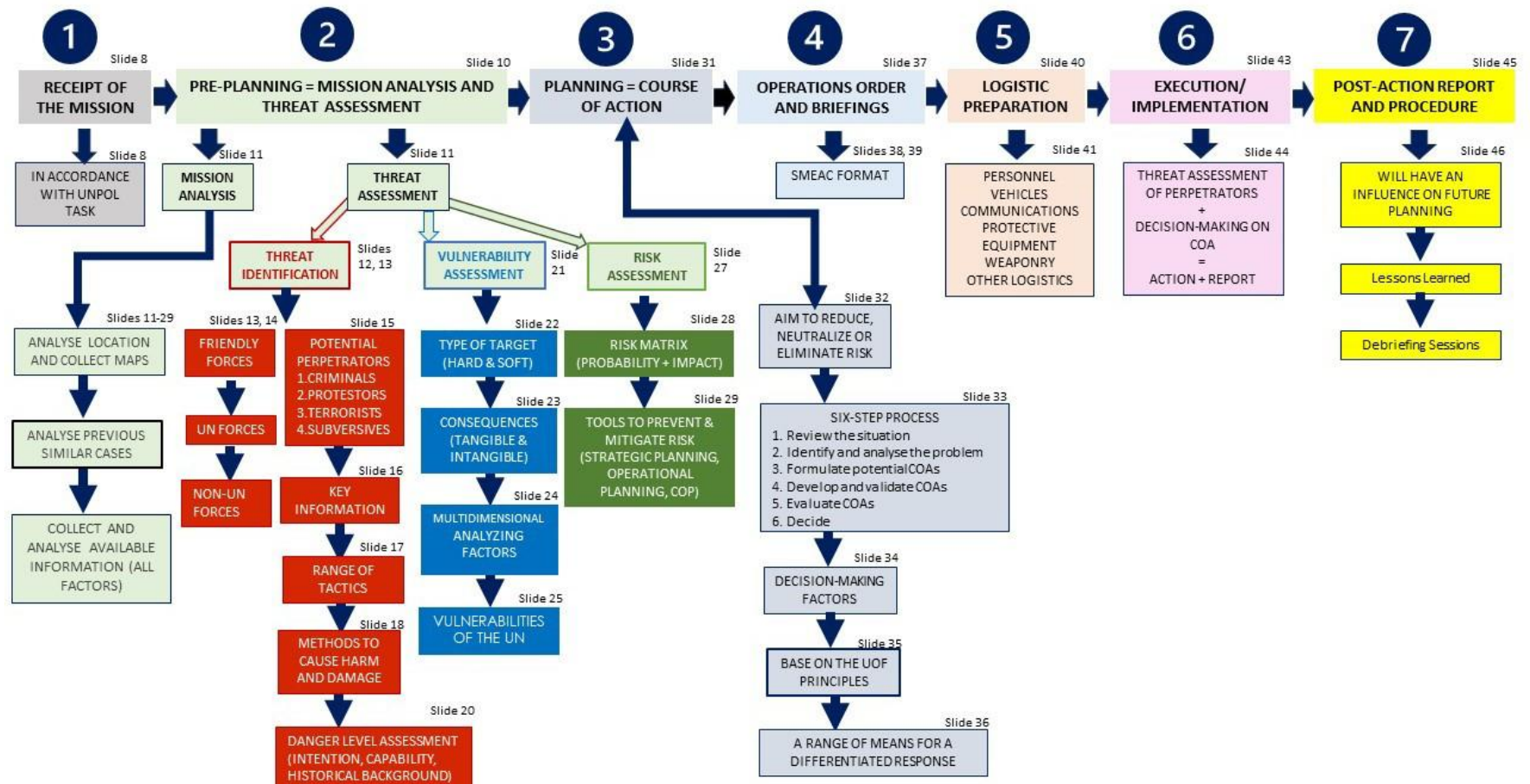
- Preparation, resources, leadership, risk mitigation measures
- Production of an operations order and conducting the mission
- Evaluation of implemented orders

Guiding Principles of Planning

▪ Integrity of Process ▪ Participation ▪ Coherence ▪ Transparency ▪ Do no harm ▪ Victim-centred approach ▪ Attention to potentially vulnerable and marginalized groups	- Consistency - Clarity - Efficiency - Outcomes, outputs and inputs - Documentation - Prioritization - Flexibility - Sequencing
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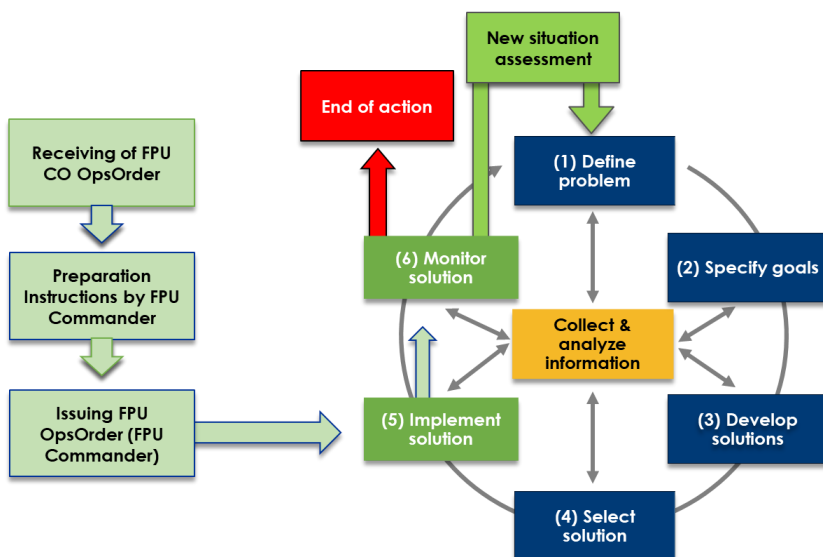
Police Planning Methodology

FPU PLANNING METHODOLOGY – LESSON ROADMAP



Steps 1-4 are more in line with FPU Coordination Office
 Steps 5-7 are more in line with FPU's

FPU Operation Planning Cycle



Note: Generally, the FPU Coordination Office will issue the OPS Order – FPU will prepare and issue its own Ops Order and brief command staff and platoons.

AOC Preparation

The items below identify detailed assessment items from the following two stages of the *Assessment of Operational Capability (AOC)* that every FPU must pass prior to deployment:

- Operational interview, which assesses essential knowledge all command staff members, as well as knowledge based on your position
- Tactical exercise

To prepare for the AOC, you and your unit must prepare for both of these assessments, as well as for the language competency, driving competency, and weapons handling and shooting assessments.

Operational Interview Guidelines

Essential knowledge (for all command staff members):

1. United Nations core values & United Nations code of conduct
2. Sexual exploitation & abuse
3. Human rights, gender equality & child protection
4. Mission mandate
5. Host state awareness

FPU Commander/Deputy Commander:

1. FPU-related documents such as revised FPU policy, guidelines, SOPs, COE Manual, MOU
2. Specific duties & responsibilities within the unit
3. Mission-related documents such as Concept of Operations and mission directives on use of force
4. FPU standard training modules

FPU Logistics Officer:

1. FPU-related documents such as revised FPU policy, guidelines, SOPs, COE Manual, MOU
2. Specific duties & responsibilities within the unit
3. Knowledge of COE composition and specification
4. Storage of dangerous goods, ammunition & weapons
5. Ration manual/directives
6. Mission logistics structure
7. Administrative processes such as check-in, check-out, handover, etc.

FPU Duty Officers and Liaison Officer:

1. Revised FPU policy, guidelines & SOPs
2. Specific duties & responsibilities within his/her unit
3. Organizational skills

FPU Operations Officer:

1. Revised FPU policy, guidelines & SOPs
2. Specific duties & responsibilities within the unit
3. Composition and specification of operational equipment
4. Principles on the use of force
5. Operational planning

Operational Interview Guidelines (Continued)**FPU Platoon Commanders and Section Leaders:**

1. Revised FPU policy, guidelines & SOPs
2. Specific duties & responsibilities within his/her unit
3. Knowledge of capabilities / composition of operational equipment
4. Principles on the use of force
5. Radio communication skills

FPU Medical Officers:

1. Revised FPU policy, guidelines & SOPs
2. Specific duties & responsibilities within the unit
3. Administrative issues (NOTICAS, medical updates, COE-related issues)

Evaluation Matrix for the Tactical Exercise

Checkpoint Operations

The sub unit (section/platoon) must perform a hasty vehicles/personnel one-way checkpoint in an urban area, controlling their area of operation, dealing with different situations:

1. Identification/control of civilian
2. Suspect vehicles and personnel search
3. Reacting to IED threat

Exercise Progression Evaluation

1. Equipment
2. VCP setup
 - Canalization zone
 - Deceleration zone
 - Search zone
 - Safe zone
 - Searching procedures
3. Tactical considerations
 - Crew-served weapon positioning
 - Geometry of fire
 - Cover and Concealment
4. Personal tasks
 - Commander
 - Personnel search zone
 - Vehicles search zone
 - Reaction force zone
5. Command and signals
 - Radio procedures
6. DUF standards application
7. Immediate action drills
 - IED
 - Mortar and shelling attack
 - Sniper attack
8. Tactical control measures
 - Base of fire positions
 - Phase line
 - Detainees' movement routes
9. Basic police tactics
 - Persons/vehicle search
 - Handcuffing
 - Less lethal option

Evaluation Matrix for the Tactical Exercise

Tactical Progression in Terrain and Buildings

One FPU platoon/SWAT team must perform a search operation within a building. The unit has to be able to perform the tasks as required on the annex to this document.

Exercise Progression Evaluation

1. Equipment
2. Briefing procedures
3. Approach
 - From up position
 - Final assault position
 - Route to FAP
 - Order of march
4. Inner and outer perimeter
 - Isolation of the area
 - Target isolation/surveillance
5. Room clearing procedures
 - Task
 - Entry point
 - Method of entry
 - Diversion
 - Room clearing
 - Handcuffing and body searches
 - Combatant/non-combatant handling
6. Re – Org
 - Link points
 - Prisoner exit point
 - Order of Evacuation
7. Withdrawal
 - Withdrawal point
 - Order of withdrawal
 - Route to holding area
8. Coordination instructions
 - Timing
 - Action on compromise
 - Coordination with other assets
9. Command and signals
 - Commander's location
 - Communications channel
 - Seniority
 - Use of force standards

Evaluation Matrix for the Tactical Exercise**Convoy Escort**

The unit must:

- 1) perform convoy escort from point A to point B to protect and intervene against potential offense/attacks
- 2) assure movement's continuance and guarantee free route availability

During the exercise, the sequence of events and related escalation in the use of force must follow the exercise progression format as shown below:

Exercise Progression Evaluation

1. Equipment/familiarization/briefings
2. Deployment/vehicle layout
3. Organization of forces
4. Armed support team
5. Scout patrol
6. Reserve
7. Contingency response
8. Negotiating check points
9. Reactions to ambush
10. Command and signals

Evaluation Matrix for the Tactical Exercise**Crowd Control**

The unit must perform a crowd control operation, during a demonstration. During the exercise the sequence of events and related escalation in the use of force must follow the exercise progression format as shown below.

Exercise Progression Evaluation

1. Equipment/familiarization
2. Deployment/embarking and disembarking
3. Negotiation and warning messages
4. Peaceful demonstrations/sit-in
5. Foot manoeuvres
6. Arrest methods
7. Reaction to intense object throwing
8. Officer down
9. Firefight in public order management
10. Addressing barricades
11. Reaction to enemy fire
12. Use of vehicles (water cannon/APC)
13. Command, control and communications
14. Cohesiveness

Pre-Deployment Checklist

Initial Deployment Only			
R	Task	Whose Task	Resources
☐	Reconnaissance visit to the mission area to assess conditions and requirements for deployment	Commander, Operations Officer, Logistics Officer	FPU Policy DPKO/DFS Policy and Guidelines for PDV
☐	Participate in Memorandum of Understanding (MOU) negotiations regarding deployment of the unit	Commander	
☐	Monitor assembly and preparation of the contingent-owned equipment (COE)	Commander Logistics Officer	Mission MOU SUR for FPU COE Manual
☐	Prepare for the Pre-Deployment Visit (PDV) Assessment of the unit's COE	Commander Logistics Officer	Mission MOU/SUR COE Manual DPKO/DFS Policy and Guidelines for PDV
☐	Prepare the documentation and make preparations for shipment of the entire COE of the unit (load lists should be finalized at least 60 days prior to movement)	Commander Logistics Officer	COE Manual MOVCON Manual

Normal Rotation			
R	Task	Whose Task	Resources
☐	Participate, as requested, in selection of the unit personnel: - Ensure all personnel meet individual requirements identified in the SOP - Ensure the unit meets the composition required by UN guidelines - Identify personnel roles and positions - Identify reserve officers to fill positions vacated during pre-deployment checks and assessments	Commander	FPU Policy SOP for AOC
☐	Participate in command staff training	Command staff	Command Staff Training course

Normal Rotation			
R	Task	Whose Task	Resources
☐	Participate in pre-deployment training (PDT)	Entire unit	UN Core Pre-Deployment Training Materials (CPTM) UN Specialized Training Materials (STM)
☐	Tailor the PDT for specific mission scenarios (recommended)		Mission mandate Mission CONOPS Mission DUF for FPU Mission SOP
☐	Contact the unit already in mission - Get first-hand information on what is expected from the unit - Get first-hand information on operational and logistics requirements	Command Staff	Mission Mandate Mission CONOPS Mission DUF for FPU Mission SOP Mission FPU quarterly reports Mission SUR
☐	Ensure that consumables, spares, and other stocks are replenished for the rotation	Commander Logistics Officer	Mission MOU SUR for FPU COE Manual
☐	Ensure that all personnel complete medical examinations and checks and complete UN form MS-2. Ensure that all personnel receive required mission-essential vaccinations and immunizations	Commander Medical Officer	Medical Support Manual Mission's medical requirements MS-2 Form
☐	Ensure all personnel possess valid passports and driver's licenses (for drivers) for duration of deployment (TOD)	Commander Deputy Commander	
☐	Prepare the unit for the United Nations Formed Police Assessment Team (FPAT) Assessment of Operational Capability (AOC) - Language assessment - Operational interviews - Driving skills - Weapons handling and shooting skills - Tactical exercise	Entire unit	SOP for AOC
☐	Send list of personnel for verification by the UN at least one month prior to the AOC	Commander Deputy Commander	
☐	Prepare a manifest of passengers including all details required for overseas travel	Commander Deputy Commander	

Tactical Vocabulary

Offensive Missions



Clear: A mission consisting of clearing a location, area, or zone by removing all opposition from it. The “clearing wave” is one crowd control techniques employed. The method can be adjusted according to the nature and reaction of the crowd.

Evacuate: A mission consisting of removing a person or piece of equipment from a given place. Examples include evacuating a threatened member of the public from a location or evacuating vehicles from the UN compound.

Fix: A mission to exert sufficient pressure to prevent movement or redeployment of opposing forces. Fixing demonstrators in place in front of a building would be a tactical option to restrict the demonstrators from moving from that building to another location. This technique must be supported by the relevant legal framework.

Follow and Support: A mission in which a unit follows and supports another force conducting an offensive operation. Such a force is not considered a reserve but is committed to accomplish specified tasks. For example, FPU A has a mission to clear the protestors from the main square, and FPU B has a mission to **follow and support** FPU A. This would entail FPU B following closely behind FPU A. If FPU A becomes stretched in its ability to carry out the mission, FPU B would deploy. The mission could be to support a clearing wave, or, in supplying officers in “snatch teams,” to arrest demonstrators and act as a reserve to hold arrested prisoners prior to transport.

Infiltrate: A mission aimed at introducing elements in or around opposing forces to perform a certain task. For example, an FPU may infiltrate snatch squads into a crowd to arrest offenders or agitators.

Neutralize: A mission to negate the threat posed by an opponent. For example, a crowd may be fixed in place by the use of a cordon to neutralize it for a specific duration, or a counter sniper team may be called in to neutralize a sniper who is firing on the police.

Seize: A mission consisting of taking control of a point or a zone. The area may not necessarily be in the possession of opponents. A command could be given to “seize the disused warehouse to prevent it falling into the hands of demonstrators.”

Snatch: A mission consisting of taking an individual who is committing or has committed an offense into custody during a crowd control situation. ‘Snatch squads’ can be deployed to conduct arrests during crowd control situations.

Support: A mission helping another unit by movement or by fire. This can be spontaneous when a commander sees that a neighbouring unit requires support or when that unit requests support via the radio. The Operations Order can specify that certain units will deploy in a supporting role.

Take Control: A mission that consists of seizing an objective on the ground. This is normally an objective held by the opposition and therefore resistance is likely. As a result, this mission is normally performed in an offensive move, such as a charge.

Defensive Missions



Break Contact: A mission to disengage from the opposition to enable the unit to take a better position and/or regroup.

Control: A mission that involves denying the opposition the freedom of movement inside an area by either:

- a. Detecting and observing any infiltration or movement within an area.
- b. Taking action.

Cordon Off: A mission consisting of building up a continuous disposition along a specific line and isolating a specific area to either deny or report the crossing of this line by opposing forces.

Defend: A mission consisting of preventing the opposition from crossing a line or seizing a point for a period.

Delay: A mission to slow down the opposition's progression in a direction or in an area by the action of mobile detachments. This can be achieved through fire (CS launchers or live fire dependent on the circumstances) and obstacles.

Deny: A mission to prevent the use of or access to an area by the opposition.

Filter: A mission to control certain persons or a crowd, allowing them to continue their movement through the lines of the security forces.

Funnel: A mission to restrict opponent actions into a narrow zone by the use of obstacles, fire, and/or unit maneuvering or positioning. A unit can use officers in two parallel cordons to funnel members of the public into a single line so that they can be checked through.

Protect: A mission involving preventive measures to stop any protagonist from threatening or challenging the integrity of a specific person, compound, route, or convoy.

Retain: A mission to occupy and hold a terrain feature to prevent opposing forces from occupying or using it.

Screen: A mission aimed at constantly collecting information about the advance of the opposition without detection and developing that information.

Withdraw: A mission involving giving ground to the opposing forces to redeploy behind positions held by friendly forces or protected by an obstacle.

Common Missions



Escort: A mission consisting of securing an individual, a vehicle, or a convoy along a given route.

Interpose: A mission to place a third force between two opposing forces to prevent them from fighting.

Monitor: A mission to observe an area or opposition unit to detect and report any activity.

Patrol: A mission to enter a given area and regularly walk around the area to carry out a specific mission.

Recce: A mission to collect tactical or technical information about the terrain or the opposing forces on a given point or area.

Relief: A mission to replace an operational unit with another unit. This action may be performed:

- a) By taking position behind.
- b) By overtaking the unit to be relieved.
- c) In position.

Scout: A mission to collect information about the opposition without engaging contact.

Secure: A mission consisting of taking possession of an area and then controlling and protecting it.

Arrival and Induction Checklist

Initial Deployment Only			
R	Task	Whose Task	Resources
☐	Prepare for "expeditionary deployment conditions" in potentially harsh conditions	Commander, Operations Officer, Logistics Officer	Mission UNPOL and FPU SOPs COE Manual MOU
☐	Develop/establish a security defense plan; defend stores and the camp perimeter (Does FPU develop plan??? Or they are involved in planning with DSS and military)	Commander Operations Officer	
☐	Establish a command post and set up communications	Commander Logistics Officer Communications Officer	
☐	Mount Medical Level 1 support	Commander Logistics Officer Medical Officer	
☐	Mount and develop self-sustainment capabilities (kitchen, toilet, showers, accommodations, water supply, electricity)	Commander Logistics Officer	

Normal Rotation			
R	Task	Whose Task	Resources
☐	Complete check-in procedures	All FPU personnel	Mission UNPOL and FPU SOPs
☐	Meet key mission officials and partners	Command staff	Mission UNPOL and FPU SOPs
☐	Prepare for mission: - Receive handover notes from departing unit - Become familiar with AOR and duties - Conduct reconnaissance - Conduct limited operational duties	Command staff	Mission UNPOL and FPU SOPs Handover notes Mission security plan
☐	Participate in arrival inspection for COE	Commander Logistics Officer	COE Manual Guidelines for Field Verification and COE
☐	Complete induction training	All FPU personnel	Mission induction training program for new arrivals
☐	Establish reporting lines of communication	Command staff	Mission UNPOL and FPU SOPs Mission Police CONOPs Policy: Authority, Command and Control in UN Operations

Normal Rotation			
R	Task	Whose Task	Resources
☐	Complete handover files and reports	Command staff	Mission UNPOL and FPU SOPs FPU Policy

Police Concept of Operations (CONOPS) Template

Part A

1.0 References	Usually the list of references, including those relevant from the trigger to UN response to the current mandate	
2.0 Introduction	Includes the objectives of the CONOPS	
3.0 The Mandate of the UN Police	Specific requirements of UNPOL as stipulated in the mandate	
4.0 Situation	Brief statement of the ground situation	Sections 4.0, 5.0 & 6.0 are based on pre-mandate findings of the Technical Assessment Mission (TAM), post-mandate strategic assessments, information from country teams, and any other time relevant and specific source of information. The sections are summarized for start-up purposes; further assessments may be required by the police head of mission on the ground for operational purposes
5.0 External Challenges to UN Police Operations	5.1 Recruitment 5.2 Deployment 5.3 Training 5.4 Leadership 5.5 Management 5.6 Operations 5.7 Logistics and Support 5.8 Media	
6.0 Local Challenges to UN Police Operations	6.1 Politics 6.2 Military 6.3 Leadership 6.4 Organization 6.5 Logistics 6.6 Civil Society 6.7 Effectiveness 6.8 Other Factors	
7.0 Core Assumptions to UN Police Operations		
8.0 Police Advisor's Strategic Intent	8.1 Objective 8.2 Method 8.3 End State	This is the broad statement of the Police Adviser to the incumbent head of the Police Component and provides guidance on the various phases of the mission: start up, build up, maintenance/ operations, draw – down, and withdrawal

9.0 Strategies of the UN Police	9.1 Interim Law Enforcement 9.2 Security Support (to national police and other law enforcement agencies and related functions) 9.3 Institutional Development & Capacity Building 9.4 Monitoring, Observing and Reporting 9.5 Security Provision to UN Personnel and Properties	The roles will have to be mapped against the mission mandate and appropriate strategies drafted; all roles may not be relevant
10.0 Operational Directions of UNPOL	Key programs/operational statements of the strategies outlined in 9.0 above	
11.0 Monitoring & Evaluation of UNPOL Mandate Implementation	Provides for the reporting of measures of operational performance / management / effectiveness	
12.0 Administrative & Reporting Guidelines	Administrative instructions	
13.0 Integration/Coordination Issues	Coordination mechanisms	
14.0 Logistics & Support	Statement of logistical support	
15.0 Organization of the UNPOL Component	15.1 Size and strength 15.2 Deployment Plan (including police generation, administration and rotational plan) 15.3 Command and Reporting Structure 15.4 Downsizing Plan	

Part C

Annex I: UN Police Deployment Plan	
Annex II: Command and Reporting Structure for the UN Police Component to Mission Command & UNPD	

Police Operations Order (OpsOrder) Template

The police operations order (OpsOrder) is the primary means by which a unit commander and command staff deliver instructions and information to subordinate units regarding the missions they are tasked to undertake or support. The FPU Commander usually receives tasks in a police OpsOrder issued by the Police Commissioner or delegated representative.

In the police OpsOrder received by the FPU Commander, the most relevant aspects of the operation are already set forth as the result of a planning process. For example, the task, location, and time of the operation; interoperability with other military and police units; and command and control and communications issues may have been already determined.

A police OpsOrder normally consists of a body, which should provide an overall yet concise picture of the operation, and a set of appendices describing the details. The length and complexity of a police OpsOrder will vary depending on the circumstances of the proposed operational activity.

(Review all templates to ensure they are current)

1. SITUATION
REQUESTED FPU (S): FPU "X" and one platoon from FPU "Y"
TYPE OF OPERATION: - Police operation - Public order management - Convoy - Etc....
DATE AND TIME: - Thursday, February 6, 2023, at 08 :00am for the initial deployment - Thursday, February 6, 2023, at 11:00am for the event
LOCATION OF OPERATION: - Sector "A" of Muka - Etc....
SITUATION DESCRIPTION AND ASSESSMENT: Description of the objective and general situation, relevant to the task
EXPECTED DURATION: February 6, 2023 from 08:00am to
IDENTIFICATION OF KEY ACTORS: - Local security forces: - UN forces:

NVPAL (threat assessment)
2. MISSION
- Derived from the strategic intent of the overall commander - Short and to the point
3. EXECUTION
FOR EACH UNIT OR SUB-UNIT, DEFINE: Formation 1 - Who: name the unit/sub-unit - What: define tasks = name each element, such denial element, intervention element, reserve element... - Where: position (static or mobile or several positions), itinerary covered by the operation... - When: date and time of deployment and operationality - How: means to be used (special APCs, special weaponry, cones, police stingers...), itinerary, full crowd control equipment... Formation 2 - Who: name the unit/sub-unit - What: define tasks = name each element, such denial element, intervention element, reserve element... - Where: position (static or mobile or several positions), itinerary covered by the operation... - When: date and time of deployment and operationality - How: means to be used (special APCs, special weaponry, cones, police stingers...), itinerary, full crowd control equipment...
COORDINATING INSTRUCTIONS IF NEEDED
PUBLIC RELATIONS AND MEDIA MANAGEMENT INSTRUCTIONS - Presence of media or no - Facilitate the presence of media or not according to the security situation - Redirect the media to the UNPOL or local police public relations office
MANDATORY OPERATIONAL FRAMEWORK: Only approved UN lethal and non-lethal weapons or as appropriate and as needed are to be used.

- **In case of Use of Force**, the Directive on Detention, Searches, and Use of Force for members of Formed Police Units on assignment with the United Nations Assistance Mission XXX as well as the Directives of the Police Commissioner on Detention, Searches, and Use of Force shall be strictly followed.
- All detainee's will be processed in accordance with International Human Rights Laws and be treated in a humane manner. Detainee's will be handled with dignity, provided medical treatment as necessary, personal identification collected, and families notified of detention and location of subjects for consultation.
- **The use of Blue Helmets and Protective Vests is mandatory at all times while on duty.**
- There is a Zero Tolerance Policy on Sexual Violence, Misconduct and Abuse which shall be strictly enforced. Field Commanders and Individuals involved in such activities will be held responsible for any misconduct that occurs. All allegations are to be reported through the chain of command.
- All are reminded to be particularly careful and vigilant during the mission. Respect for Human Rights will be strictly followed.
- All personnel deployed for this operation should be properly attired with the authorized Personal Protective Equipment (PPE) and wear the UN approved National Police Uniform.
- FPU members are also reminded to be helpful and respectful to all persons they come in contact with.

4. ADMINISTRATION AND LOGISTICS

- Necessary support (what, to whom, when, why, how long)
- Equipment (e.g., arrest restraints, lighting, protection, entry equipment)
- Vehicles, fuel, ammunition
- Food
- Radio sets
- Medical plan and medical support

5. Command and control

COMMAND STRUCTURE

Command:

The FPU commander receives his/her orders from the Police Commissioner

Any order received from another entity (UN or not) should be first approved by the head of the police component.

Tactical Command (TACOM):

- Mention if presence of Mobile Command Post, representatives of HoPC or any representatives of the FPU coordination (liaison officers)

LIAISON WITH OTHER UNITS

CHANNELS, NETWORK REGIME

Specify

- Unit channel
- Emergency channel
- FPU coordination and POC channel

CONTACT	Function	Radio	Mobile Phone	Extension
(Name and Surname)	Chief of Operations in HQ	(Number)	(Number)	(Number)
(Name and Surname)	Deputy Chief of Operations for FPU	(Number)	(Number)	(Number)
(Name and Surname)	FPU Coordinator – MCP	(Number)	(Number)	(Number)
(Name and Surname)	FPU 1 Commander Galasi	(Number)	(Number)	(Number)
(Name and Surname)	FPU 2 Commander Faron	(Number)	(Number)	(Number)
(Name and Surname)	Military unit commander	(Number)	(Number)	(Number)
(Name and Surname)	Conduct and Discipline Unit	(Number)	(Number)	(Number)
(Name and Surname)	Office of Internal Oversight Service	(Number)	(Number)	(Number)
(Name and Surname)	CNP Liaison officer	(Number)	(Number)	(Number)
(Name and Surname)	CNP ground commanding officer	(Number)	(Number)	(Number)

BRIEFING (LOCATIONS AND TIMES)

- Briefing to the personnel and check equipment prior movement
- See coordinating instructions in “execution”
- Briefing on the ground on the request of the FPU coordination or the mobile command post

REPORTING PROCEDURES

- Permanent radio contact with POC (use channel allocated)
- Use of phones in case of radio disruption
- Messages through UN email system

DISTRIBUTION AND ATTACHMENTS

Distribution:

- Police Commissioner
- Deputy Police Commissioner / Chief of Operations in HQ,
- Deputy Chief of Operations for FPU
- FPU "X"
- FPU "Y" (concerned unit, to all platoons' commanders and sections' leaders)
- Any other UN actor or external partner involved in the operation

Attachments:

- Maps
- After-Action Report (AAR) template

DRAFTED BY

Operations Officer

APPROVED BY

FPU Commander

Flash Report Template (Review template)

FROM:

TO:

DATE:

UNIT:

Details on the incident:

Incident Event Information	
WHAT Happened?	
WHERE did it Happen?	
WHO was Involved	
LOCATION Details	
WHEN did it Happen?	
Impact	

Recipient:

-
-

After Action Report Template (review template)

After Action Report	
from	
Annexes:	
☐	Annex 1: Injuries/Mortalities
☐	Annex 2: Judiciary Consequences
☐	Annex 3: Damages
☐	Annex 4: Operations Order (UN/National Law Enforcement) – Maps – News Coverage/Multi Media

<u>I - Reasons for AAR</u>
(Use of force, other)
If other, please list reasons:

<u>II – Duty/Mission</u>	
2.1 – Mission: (e.g., “Public order management”)	
2.2 – Nature of the event: (definition; social, human, economic context; duration; previous demonstrations)	
2.3 – Location (city, address)	
2.4 – Start of Shift	Time (HH:MM)
2.5 – End of Shift	Time (HH:MM)
2.6 – News coverage/Multi Media (Yes/No, N/A, type)	Yes ☐ No ☐
2.7 – Objects seized for investigation (Yes/No)	If yes, list type/nature of object(s)

Yes ☐ No ☐

III - Analysis

3.1 - Demonstration

A – Nature of demonstrators

B – Type of demonstration

C – Precise location:
(street, intersection, other)

3.2 – Number of demonstrators

Number of aggressive/troublemakers

3.3 – Friendly Forces

A – FPU's on Duty

Nationality			Nationality			Nationality		
FPU	No	FPU	FPU	No	FPU	FPU	No	FPU
☐			☐			☐		
FPU	No	FPU	FPU	No	FPU	FPU	No	FPU
☐			☐			☐		

B – Other Police forces

Equipment Used

3.4 – Injuries (if checked, see details in Annex 1)

A - Light injuries (FPU Reporting) ☐	Other FPU ☐	MEDEVAC Total
B – Serious injuries (FPU reporting) ☐	Other FPU ☐	Number
C – Injuries among other friendly Police? ☐		Number
D – Injuries among others? (demonstrators, pedestrians) ☐		Number

3.5 – Less lethal means used by FPU N°			
Short range CS grenades ☐	Long range grenades ☐	Batons ☐	
Number	Number	Number	
Smoke hand grenades ☐	CS hand grenades ☐	Stun grenades ☐	
Number	Number	Number	
Arrest teams ☐	Rubber bullets ☐	Pepper Spray ☐	Taser ☐
Number	Number		
Gas launchers ☐	Other (list)		
Number			
3.6 – Other means used			
APCs ☐	Water cannon ☐	Fire fighters ☐	
3.7 – Lethal means Yes ☐ No ☐			
If yes, list nature, type, circumstances, outcomes			
3.8 – Damages (if checked, see details in Annex 3)			
A – FPU ☐ FPU N° Other ☐			
If Yes, list nature of damages:			

IV – Mission Organization

4.1 – Preparatory actions (meeting, recce, police OpPlan, etc.

A – UN Authority	Instructions received Yes ☐ No ☐	Issuance date
Emergency situation	Yes ☐ No ☐	
Scheduled situation	Yes ☐ No ☐	If yes, issuance date:

N.B.: Meeting on the spot is not considered as a preparatory meeting

Did you make a recce of the location before event? Yes ☐ No ☐

General Instructions (list):

B – Missions and manoeuvres concepts

List instructions received:

4.2 – Management structure

A - Local authority in charge of the lay out

B – Mixed management structure (UN/National Police) Yes ☐ No ☐

C – Implementation of the mobile command post (if local police station, list town. If on the ground, mention precise location)

Mobile Command Post established? Yes ☐ No ☐

FPU commander

Position on the ground

4.3 – Judiciary Information

A – Local authority present Yes ☐ No ☐

Identify

B – Justice representative present Yes ☐ No ☐

Identify

Authorized ☐Spontaneous ☐

C – Nature of demonstration

After warning ☐Without warning ☐D – Operational
Commander actions – use
of force

If without warnings, mention whether this is “following attack of violence of demonstrators” or after “all other means of peaceful de-escalation have failed”.

V – Mission Chronology

Tasks, maneuvers, interventions, implementation

Timing	Event	FPU Lay Out	Observations

Timing	Event	FPU Lay Out	Observations

Timing	Event	FPU Lay Out	Observations

Performance Assessment and Evaluation Report (PAER) of Formed Police Units (FPUs) Template

Mission		
☐ MINUSCA ☐ UNAMID ☐ MINUSMA ☐ UNISFA ☐ MONUSCO ☐ UNMISS		
Unit subject to evaluation	Location of the unit	Date of Valuation
Police-contributing country	Rotation Number	
Evaluation Team		
Evaluator 1 (Team Leader)		
Evaluator 2		
Evaluator 3		
Evaluator 4		
Evaluator 5		
Was this assessment conducted in person or, in exceptional circumstances, remotely or virtually? ☐ In person ☐ Fully remote/virtual (Please explain: _____) ☐ Combination/Other (Please explain: _____)		
Evaluation Quarter	Current PMN	PMN completed or on time
	0	
Overall assessment		
		PIP required for Section 6.

<u>Evaluation Team Summary:</u>	
Overall Performance: <i>includes assessment against previous evaluations and implementation of all PIP activities:</i> ▪ Understanding and support of the Mission's mandate ▪ Command and Control ▪ Protection of civilians ▪ Operational Readiness and Capability ▪ Administration ▪ Self-sustainment, logistics and compliance with the provisions of the Memorandum of Understanding (MDA/MOU) ▪ Aspects of Training ▪ Ethics and Discipline ▪ Health and social well-being ▪ Other relevant issues	Each evaluation area on the left will include short descriptive paragraphs in this part of the table and will be discussed in more detail in the report.
<u>Areas of expertise</u>	
<u>Areas of Improvement and Recommendations</u>	

<u>Comments from the FPU Commander</u>
First of all, I would like to express my deep gratitude to the evaluation team... Secondly, I certify that this appraisal report accurately reflects the performance of the Unit. In terms of areas of improvement (upgrading) and recommendations, ... I therefore agree with the overall result of the evaluation.

Name & Signature	Name & Signature
PAER Team Leader	Commander of the FPU
E-mail address	E-mail address

HOPC Comments
[Comments]

Date	Signature

Performance Appraisal

Unit Strength	Authorized:	Actual:
Gender	Male:	Female:

Entry on duty of this rotation	
Expected end of tour of duty of unit	
Evaluation Date	

Rating Scale

#	Evaluation	Explanation of Rating
1	Unsatisfactory	Performance significantly below the required standard. Has severe and systemic performance deficiencies in this area. The engagement of the mission and UN headquarters with the unit and the PCC is needed to address these issues urgently.
2	Needs Significant Improvements	Below the required standard. Has at least one systemic performance issue in this area.
3	Needs Improvement	Meets most minimum expectations in this area but has at least one area for improvement to meet the required standards.
4	Satisfactory	Achieves the required standard. Meets performance expectations in this area and is fully operational in this dimension.
5	Good	Meets all required standards in this area and exceeds expectations in at least one area.
6	Excellent	Exceeds the required standard. Demonstrates good practices and exceeds expectations in this area.
7	Outstanding/Outstanding⁸	Demonstrates exceptionally good practices and far exceeds expectations in this area. A clear explanation should be provided as to how the unit substantially exceeds the performance of most FPUs

Evaluate each criterion and then conduct a cumulative assessment for each section.

NOTE: When entering results into the online survey tool, an individual score from 1 to 4 will be required for some specific questions; these are marked in the LLP as (R) for your information. Questions not marked with an (R) will require written comments (but not a score from 1 to 4) to be entered into the online survey tool.

Section 1: Comprehension and Support of the Mission's Mandate	Score
1.1 To what extent do FPU staff understand the mandate of the mission? (R) <i>Some considerations: (1) Have steps been taken to convey the mandate/situational awareness to unit commanders and officers upon induction to mission area, and to maintain this knowledge (e.g. briefing sessions)? (2) Are pocket memory cards detailing mandate and background to the peace process available with unit commanders and officers? (3) Are unit commanders organizing periodic sessions in order to ensure FPU members understand mandated tasks and situational awareness including gender and women, peace and security considerations? (4) Are key mandated tasks translated in languages all FPU members can understand?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding	
Comments: [The comment section will be resized to fit the text].	
1.2 How willing is the unit to implement the Mission mandate/assigned tasks? (R) <i>Some considerations: (1) Are tactical plans directly related to the Mission plans? (2) Are units' operational activities formally tasked and recorded? (3) Are these records analyzed by unit leadership against mandated tasks?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	

1.3 How well do the Officers and the NCOs adhere to the Mission's Directive on the Use of Force (DUF)?(R) <i>Some considerations: (1) Are pocket memory cards detailing DUF available with all FPU members? (2) Are DUF pocket memory cards translated for FPU members? (3) Are field training exercises organized in order to acquaint FPU members with aspects of the DUF?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
Section 1 - Overall Rating: Please enter the overall score for section "1: Understanding and support of the mission's mandate". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 1: Please provide any written comments from the evaluation team on Section 1 issues, not written elsewhere in the evaluation	
TOTAL	

Section 2: Command and Control	Score
2.1 To what extent are orders followed in a timely manner? (R) <i>Some considerations: (1) Are orders formally recorded? (2) Does the unit display preference for reviewing the orders with national authorities before taking action? (3) To what extent do FPU members show willingness to execute assigned tasks/orders?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
2.2 Are any operational caveats affecting the performance of the unit? (R) ☐ Yes ☐ No <u>If yes:</u> Please explain the caveat(s), its operational restriction and impact(s) and mitigation measures required by the mission and / or UN HQ. Please also describe the action(s) already taken to address the issue with the unit and/ or the mission	
Comments:	
2.3 How is the individual involvement of the Command Staff of the unit in its daily operations s? (R) <i>Some considerations: (1) Is information effectively shared across the unit at different levels both vertically and horizontally? (2) Are the internal communication functions adequate to keep the Unit informed of relevant operational, social, and administrative matters? (3) Is the 'Leadership' of the Unit visible/accessible to all members?</i>	
Section 2 – Overall Score: Please enter the overall score for Section 2: "Understanding and Support of the Mission's Mandate". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 2: Please provide any written comments from the evaluation team on Section 2 issues, not written elsewhere in the evaluation.	
TOTAL	

Section 3: Protection of Civilians (POC)	Score
3.1 To what extent has the unit engaged regularly with the local population and other relevant actors in its area of operations to understand the threats faced by civilians, including the specific threats faced by women and children? (R)	

<i>In evaluating the unit, consider:</i> (1) The ability of the unit to demonstrate an understanding of the local civilian population and the nature of potential threats and vulnerabilities including gender considerations. (2) The frequency of meetings held with the community, including the number of meetings with women, youth and different ethnic and religious groups. (3) Processes for engagement and information sharing on POC threats with local and international organizations where appropriate. (4) The number of operations carried out to protect civilians which are gender responsive 9. (5) The number of patrols which included direct engagement with local populations and civilian authorities. Please consider the mission context, gender considerations and operational environment. (6) Inclusion of information received from civilian components (and community liaison assistants) in threat assessment and response planning. (7) The use of joint patrols or assessments with other mission components where possible. (8) The active participation of unit leadership in meetings with civilian and military mission components, sharing of information and participation in joint planning on protection of civilians ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
3.2 To what extent has the unit taken appropriate and proactive measures to prevent and deter potential threats to civilians? (R) <i>In evaluating the unit, take into account whether:</i> (1) The unit has adopted a credible deterrent posture. (2) The unit has ensured a presence in areas under greatest threat to prevent and deter potential threats to civilians. (3) The unit has engaged with key protection actors and potential perpetrators to address security and protection concerns faced by the civilian population. (4) Where a potential threat to civilians has been identified, the unit has intensified its activities and taken proactive measures to prevent the threat from materializing, including through increased patrolling and presence in areas under greatest threat, advocacy and key leader engagement, and other confidence-building measures or interaction with government and non-state armed groups. (5) The unit has alerted police headquarters and/or civilian components of information related to any increased threat to civilians, including information that could inform civilian-led approaches/actions. (6) The unit has supported activities by national actors, other mission components or other civilian actors, including communities, to prevent and deter threats to civilians. ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	

3.3 To what extent does the unit respond timely and appropriately to threats of violence against civilians which have or are likely to occur in its area of operation? (R) <i>In evaluating the unit, take into account whether:</i> (1) Contingency plans to respond to threats to civilians are in place and rehearsed (including through tabletop and other exercises). (2) At the tactical level, the unit has responded quickly and appropriately to credible alerts of imminent threats of violence against civilians (whether with or without resorting to use of force). (3) When and where necessary, the unit has demonstrated proactive posture when faced with imminent threats of violence against civilians. ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
Section 3 – Overall Score: Please enter the overall score for Section 3: "Protection of Civilians". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 3: Please provide any written comments from the evaluation team on Section 3 issues, not written elsewhere in the evaluation.	
TOTAL	

Section 4: Operational Readiness and Capability	Score
4.1 To what extent is the unit capable to perform mandated tasks in line with the current Mission's operational challenges? (R) <i>Some considerations: (1) Is there accurate mapping with main concentration of population? (2) Does the mapping capture the hot spots including location of all spoilers and threats in the Area of Responsibility (AoR)? (3) Does the unit have processes and systems to effectively collect and interpret information, including, as required, sex disaggregated data. (4) Is the unit capable of undertaking and implementing operational assessment and planning, including on gender analysis? (5) Is intelligence being utilised efficiently to inform evidence-based decision making? (6) Has the unit commander deployed appropriate FPU resources to meet operational demands? (7) Does the unit commander have plans for reinforcement if needed? (8) What is the percentage of women peacekeepers participating in the FPU operations?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding Please detail elements that led to this rating for Question 4.1:	

Comments:	
4.2 How does the unit ensure its "rapid reaction capability"?	
Comments:	
4.3 Does the unit have "additional capabilities" required by its Statement of Unit Requirements (SUR) <i>If none, please enter "None". If Yes, please explain in detail.</i>	
Comments:	
4.4 How does the unit conduct its activities? Is the unit performing as a "solo operator" or is it engaged with "partners" in its daily activities (UN military, allied forces/ and other international organizations, Host State Police)?	
Comments:	
4.5 How is the interaction of the unit with the civilian population? (R) <i>Some considerations: (1) Do activities take place to engage communities, including the women population, both proactively and reactively, that contribute to delivery of mission mandated tasks? (2) Have external relationships been established with local stakeholders, including, as relevant, women leaders and women's civil society organizations that benefit the Unit's operating capability?</i> <i>Note: All criteria must be considered against the mandated tasking and security limitations (excluding national caveats) of the Unit.</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding Please detail elements that led to this rating for Question 4.5, including explanation of any relevant mandated tasking and / or security limitations:	
Comments:	
4.6 How is the perception of the local population¹⁰ towards the unit?	
Comments:	
4.7 How well is firefighting capability maintained? (R) <i>Some considerations: (1) Do response plans for fire emergencies exist? (2) Are drills or exercises conducted? (3) Are there dedicated fire wardens/marshals? (4) What is the condition/status of firefighting equipment as per the VR?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	

Section 4 – Overall Score: Please provide the overall score for Section 4: "Operational Readiness and Capability". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 4: Please provide any written comments from the evaluation team on Section 4 issues, not written elsewhere in the evaluation	
TOTAL	

Section 5: Administration	Score
5.1 How well does the unit adhere to UN administrative functions and processes? (R) <i>Some considerations: (1) Do daily plans and administration of personnel (Duties, Leave Regime) exist? (2) Are logs and registry (weapons & ammo registration, entry-exit log, files, etc.) in place? (3) Are reporting mechanisms (Flash, MOP, DSR, AAR, etc.) established?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
5.2 How efficient is the internal organizational administration of the unit?? (R) <i>Some considerations like: (1) Is there clear lines of the administration for the unit? (2) Do updated contingency plans (like back-ups) exist at the sub-units (at platoon) levels? (for example if a platoon has been asked to detach - what would be the plans for administrative issues?) (3) Is the Unit commander aware of all relevant guidance? (4) Is the unit familiar with the MOU and SUR requirements? (5) Are there good systems for record keeping within the unit?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
Section 5 – Overall Score: Please indicate the overall score for Section 5: "Administration". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 5: Please provide any written comments from the evaluation team on the issues related to Section 5, which were not written elsewhere in the evaluation.	
TOTAL	

Section 6: Sustainment, Logistic and Memorandum of Understanding (MOU) compliance	Score
6.1 Are there any Contingent Owned Equipment (COE) shortfalls that are adversely impacting the operations of the unit? If so, please describe both the shortfalls and the impact. <i>If none, please enter "None". If Yes, please explain in detail.</i>	
Comments:	
6.2 Is the unit able to sustain itself in line with UN requirements s? (R) <i>Some considerations: (1) What is the status of the unit logistics? (2) Are there sufficient holdings of specialist equipment? (3) What is the standard of training of logistical staff? (4) What is the logistical backup capacity of the unit?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
6.3 Is the Statement of Unit Requirements (SUR) adequate vis-a-vis the operational engagement of the unit?	
Comments:	
6.4 Is the Statement of Unit Requirements (SUR) of the unit aligned with the MOU? <i>If No, please explain in detail.</i>	
Comments:	
6.5 Are any of the causes for Contingent Owned Equipment (COE) deficiency beyond the control of the Police Contributing Country (PCC)? <i>If not, please enter "No". If Yes, please explain in detail. If no COE deficiencies, please enter "Not Applicable".</i>	
Comments:	
Section 6 – Overall: Please enter the overall rating for the section "6: Sustainment, Logistic and Memorandum of Understanding (MOU) compliance." ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 6 <i>Please provide any written comments from the evaluation team on Section 6 issues, not written elsewhere in the evaluation</i>	
TOTAL	

Section 7: Training Aspects	Score
7.1 Is the UN-specific pre-deployment training requirement sufficiently evident in the performance of the unit/personnel of the FPU? <i>Some considerations: (1) Of the FPU members, how many can describe the content of UN pre-deployment training? (2) From their perspective, has this pre-deployment training provided the information required to delivering mandated tasks? (3) How well are gender and women, peace and security mandates, including SGBV and CRSV, known by all personnel of the unit?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
7.2 Based on the performance of the unit, is the unit's level of specific policing (police techniques and tactics) training sufficient? <i>Some considerations: (1) Is the unit's policing tactics and techniques compliant with the standards of Strategic Guidance Framework (SGF)? (2) Are the standards established in the Assessment of Operational Capability (AOC) still evident? (3) Does the Unit's preparedness, including its pre- deployment training on police techniques and tactics, support the operational performance? If not, are appropriate steps being taken to address this?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
7.3 Has the unit developed and maintained an adequate in-mission training regime (skills maintenance training)? <i>Some considerations: (1) Is regular training conducted on core FPU skills? (2) Is specialist training regularly done to meet the unit's specific operational role? Is it effectively implemented (e.g. specialist instructors)? (3) Is the training fit for purpose, i.e. does it maintain operational fitness?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding Please detail elements that led to this rating for Question 7.3, including details on types of training conducted (e.g. scenario-based, online):	
Comments:	

7.4 Has the unit established sufficient force protection measures within its Area of Responsibility (AoR)? <i>Some considerations: (1) Are FPU command staff aware of threats to their FPU members in the AoR? (2) Are unit commanders able to show plans for protection of their officers and FPU members? (3) Are unit commanders able to explain the protection in place in their facilities? (4) Are FPU members deployed and equipped in line with the plans?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding Please detail elements that led to this rating for Question 7.4	
Comments:	
7.5 How well are the UN Conduct and Discipline rules, including on Sexual Exploitation and Abuse (SEA), known by all personnel of the unit? (R) ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding Please elaborate on the elements that led to this assessment for question 7.5:	
Comments:	
Section 7 – Overall Score: Please indicate the overall score for Section 7: "Maintenance, Logistics and Compliance with the Provisions of the DSU". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 7: Please provide any written comments from the evaluation team on Section 7 issues, not written elsewhere in the evaluation.	
TOTAL	

Section 8: Conduct and Discipline	Score
8.1 What steps are FPU commanding officers taking to prevent and address misconduct by their subordinates, including to ensure that risks of sexual exploitation and abuse (SEA) are identified and prevented? Please also explain if there are any steps that FPU commanding officers are not taking, but should be, to prevent and address misconduct by their subordinates (including on SEA risks).	
Comments:	
8.2 How is internal discipline and performance management being administered by the Command Staff?	
Comments:	
8.3 What are the disciplinary measures being taken by the Commanding Officer(s) in such cases?	
Comments:	
Section 8 – Overall Score: ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments on Section 8 <i>Please provide any written comments from the evaluation team on Section 8 issues, not written elsewhere in the evaluation.</i>	
TOTAL	

Section 9: Health and Welfare	Score
9.1 How is the unit's overall health and fitness? <i>Some considerations: (1) Does the Level 1 hospital provide a sufficient level of care? (2) What percentage of the personnel are sick and what are the causes? And does the daily rate of personnel not available due to health problems exceed the threshold agreed for the Mission? (3) Are personnel trained in essential first aid? (4) What is the hygiene level of the unit? (5) Are services and facilities gender appropriate?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
9.2 How are the issues of "stress resilience" being handled appropriately by the unit's medical services and command staff? <i>Some considerations: (1) Are support services in place for staff? (2) Are accommodation/welfare provisions adequate?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
9.3 What measures are in place to minimize illness and sickness of peacekeepers? <i>Some considerations: (1) Are measures in place to ensure: General camp cleanliness, sanitary conditions, PPE, environmental protection, early warning systems, isolation options, etc. (2) Formal EVAC plan in place? (3) Are measures gender responsive?</i>	
Comments:	
9.4 What are the levels of medical awareness and medical prophylaxis in the FPU camp? <i>Some considerations: (1) Are rates and causes of sickness/illness recorded and reported to the Chief Medical Officer? (2) Are police personnel trained in and aware of the health force protection measures relevant to their area of operations - e.g. prophylaxis for endemic conditions, use of mosquito nets, etc.?</i> ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 3 Improvements needed ☐ 4 Satisfactory ☐ 5 Good ☐ 6 Excellent ☐ 7 Outstanding/Outstanding	
Comments:	
Section 9 – Overall Score: Please indicate the overall score for Section 9: "Health and Welfare". ☐ 1 Unsatisfactory ☐ 2 Needs Significant Improvements ☐ 5 Good ☐ 6 Excellent	

☐ 3 Improvements needed ☐ 4 Satisfactory	☐ 7 Outstanding/Outstanding	
Comments on Section 9 <i>Please provide any written comments from the evaluation team on Section 9 issues, not written elsewhere in the evaluation.</i>		
TOTAL		

Section 10: Commentary	Score
10.1 Executive summary of key issues, if any, hampering the unit's capability to implement the Mission mandate and assigned routine tasks, including shortfalls in support provided by the UN? <i>If none, please enter "None". If issues exist, please explain in detail.</i>	No score
Comments:	
10.2 Major findings or shortfalls in the evaluated unit (details to cover personnel strength / operations / conduct and discipline/ logistics/ communications)? <i>Required. Please explain in detail</i>	
Comments:	
10.3 Observed good practices of the unit? <i>Required. Please explain in detail.</i>	
Comments:	
10.4 Please explain any changes in the unit's performance and evaluation since the last evaluation for this unit: <i>The evaluation team should familiarize themselves with the last evaluation for the unit prior to conducting this evaluation. Please explain any areas where the unit's evaluated rating increased or decreased, with specific discussion of what factors led to the new rating and implementation of PIP activities.</i>	
10.5 Other Observations of the Evaluation Team	No score
Comments:	

Performance Improvement Plan (PIP) Template

Performance Improvement Plan – FPU PAER

A PIP is required any time a score of 2 or less is recorded in any of the 10 assessed Sections of the PAER. Both the PAER Team Leader and the FPU Commander will agree on the course of action to address the identified area prior to the PAER being considered completed

Mission	FPU Unit	Assessment Date	Evaluation Score	PAER Sections requiring action

Sect	Area(s) requiring improvement	Action required	Person responsible for completion	Date to be completed by

PAER TEAM LEADER

FPU COMMANDER

UN Reports

Report	Description
After Action Reports	- Used by FPUs under the supervision of the FPU Coordination Office in the mission - Not intended to replace the incident report but rather to provide a specific document in case of use of force - Standardized analytical form to allow for operational analysis and collection of statistics and to share lessons learned with the Police components in all UN missions - Analytical tools/good practices in other missions as part of a Mission-wide knowledge sharing system
Weekly Reports	- Vary from mission to mission, based on the mandate - Should contain significant analysis and assessment for forward planning - Should identify who is responsible for initiatives and tasks - Reports are structured, with the following headings: - Highlights (significant matters of interest within the preceding week) - Achievements (in relation to mandated tasks) - Summary and Analysis of Law Enforcement Activity (if applicable) - 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 DPO's UN Police Division can assist) - Administrative Issues (including resource levels and deployment summary) - Other Significant Business
Daily Situation Reports (SITREPs)	- Submitted by the Police Commissioner/police component chief or the Principal Police Adviser - Presented to the UN Police Division/Department of Peace Operations, with a copy to the Special Representative of the Secretary-General - The content of these reports comes from the sources below - Covers the period from midnight to midnight - Personnel data should be aggregated by gender - Topics are reported under individual headings and should only cover what is necessary according to the mission mandate and the situation on the ground. - If a single theme takes up more space than a page, it is usually attached as an annex to the SITREP. - Content varies depending on the mandate
Flash Reports	- A flash report is an early alert on what appears to be a critical incident that needs to be reported immediately - Normally used in emergency situations only and requires no specific authorization, allowing for quick reporting - Any matter related to UN police likely to be reported in international media

Report	Description
	Transmitted immediately through the same chain of command as for as SITREPs
SITREP	Includes details on the following: - Death or serious injury of a UN police officer - Shooting involving a UN police officer - Major public disturbances (e.g., riots) - Serious allegations of misconduct, corruption, and abuse against a UN police officer - Arrest of a UN police officer
Mission Incident Report	Contains more comprehensive information than a flash report, such as: what happened, where and when it happened, who was involved, impact, and more... - Standard form used to report an incident - Should provide as much detail as possible - Information on incidents such as injuries, abductions, missing persons, and murders is essential for assessing the impact of an event.
Notification of Casualty (NOTICAS)	- A type of flash report - Immediate reporting of the death of police personnel in the mission - Transmitted through the chain of command to the HOPC, HOM, and UN Operations and Crisis Centre at UNHQ - Notification to national authorities is made by the UN Police Division
Handover Notes	- Notes for the incoming command staff - Identify mission-specific procedures and challenges
End-of-Assignment/ Mission Report	- No later than two weeks prior to last day of assignment - Determine the appropriate format and included information based on previous reports

Definitions of Misconduct

Serious Misconduct (Category I): Any act, omission, or negligence, including criminal acts, that is a violation of mission standard operating procedures, directives, or any other applicable rules, regulations, or administrative instructions that results in or is likely to result in serious damage or injury to an individual or to the mission. Serious misconduct includes, but is not limited to:

- Sexual abuse and exploitation of any individual, particularly children
- Abuse of authority
- Excessive use of force
- Unlawful discharge of firearms
- Breach of confidentiality
- Abuse of United Nations privileges and immunities
- Conduct prejudicial to good order and discipline
- Driving while intoxicated or other grossly negligent driving
- Intoxicated while on duty or in public on repeated occasions
- Repeatedly absent from duty without permission
- Use, possession or distribution of illegal narcotics
- Embezzlement or other financial malfeasance
- Wilful disobedience of a lawful order
- Unlawful acts (e.g. theft, fraud, smuggling, bribery) on or off United Nations premises, with or without the involvement of United Nations vehicles, and whether or not the individual was officially on duty at the time of the offense

Minor Misconduct (Category II): Any act, omission, or negligence that is a violation of mission standard operating procedures (SOPs), directives, or any other applicable rules, regulations, or administrative instructions, and that does not result in or is not likely to result in major damage or injury to an individual or the mission. Minor misconduct includes, but is not limited to:

- Improper uniform appearance
- Neglect in performance of duty not amounting to a wilful or deliberate act
- Intoxication while on duty or in public
- Negligent driving
- Absence from duty without permission
- Malingering



Deployment Guide

on conduct and discipline and prevention of sexual exploitation and abuse
for UN commanders of military and police contingents

☐ Get in touch with the UN Field Mission's Conduct and Discipline Team/Focal Point. They can support you to maintain good conduct and discipline, help you navigate the UN system if there is an allegation of misconduct against your personnel, and answer any other questions you may have.

Action 1: Ensure that your personnel comply with the UN standards of conduct, with mission-specific rules and regulations and with local laws

☐ Develop an action plan that describes how you will prevent misconduct by your personnel

How?

This 'misconduct action plan' needs to be based on an understanding of risk: commanders need to understand which forms of misconduct are most likely to happen and focus their attention on those risks. Commanders can develop a misconduct action plan by following this three-step process:

Step 1. Understand the context where you are deploying to and identify which forms of misconduct your personnel are most likely to engage in and how it happens

- ☐ Ask the UN Field Mission's Conduct and Discipline Team or Focal Point for a copy of the misconduct workplan and related risk register for your deployment location
- ☐ Attend the UN Field Mission's induction briefings, which will include a briefing on conduct and discipline
- ☐ During the hand-over with the out-going commander, ask to be briefed on measures taken to prevent misconduct, recent misconduct violations, paternity claims and investigations

Step 2. Identify and put in place measures to prevent and mitigate these misconduct risks

- ☐ Put in place a wide range of measures to prevent your personnel from engaging in misconduct, including sexual exploitation and abuse of the local population. This will involve:
 - ☐ Coordinating with the rest of the UN Field Mission, including the Conduct and Discipline Team/Focal Point, to put in place prevention measures and ensure a coherent approach
 - ☐ Training your personnel on the UN standards of conduct within 1 month of arriving in the UN Field Mission using UN-provided training materials, posters and pocket cards. Then repeating this training regularly throughout the deployment.

Step 3. Monitor and report regularly on your misconduct action plan

- ☐ Monitor regularly whether measures are being implemented on time
- ☐ Report regularly about what you are doing to prevent and respond to misconduct through your UN chain of command and to the UN Field Mission's Conduct and Discipline Team or Focal Point

Action 2: Report allegations of misconduct immediately to the UN. Report allegations through your UN chain of command as well as to the UN Field Mission's Conduct and Discipline Team or Focal Point.

To decide what to report to the UN, commanders need to ask themselves:

'Does the violation have an impact outside of the contingent?'

YES

Report it immediately to the UN for possible investigation by the troop-contributing country or by the UN (e.g. violations that harm anyone outside of the contingent)

NO

The **commander is allowed to handle the matter internally** within the contingent **and does not have to report it to the UN** (e.g. minor breaches to the contingent's internal rules)

If in doubt, report it! Failure to report misconduct itself amounts to misconduct, and may result in commanders being repatriated and barred from future deployments with the UN.

How?

- ☐ When handling complaints of misconduct, do react calmly, treat all persons making the complaint with respect, and refer the person making the complaint to the UN Field Mission's Conduct and Discipline Team or Focal Point for further assistance. Civilian parts of the UN Field Mission will then offer help to victims and protect them from further harm.
- ☐ When handling complaints of misconduct, do **not** negotiate or settle claims for compensation
- ☐ **Do not interview** victims and witnesses to find out if the allegation seems to be credible before reporting it to the UN. That is the job of investigators.
- ☐ Do keep confidential the identities and nationalities of victims and others involved in misconduct as well as the specific details of the allegation. Only disclose this information to those authorized to handle an allegation (e.g. UN chain of command, UN Conduct and Discipline Team/Focal Point) or investigate it (e.g. the UN Office of Internal Oversight Services).

Action 3: Cooperate with UN initial fact-finding activities aimed at preserving evidence before an investigation is launched, and instruct your contingent members to do the same

Action 4: Cooperate with investigations into allegations of misconduct and serious misconduct involving your personnel and instruct your contingent members to do the same

How?

- ☐ In road traffic accidents, instruct your contingent members to provide a written statement and agree to be breathalyzed to check for drunk driving
- ☐ Preserve evidence until the investigators arrive (e.g., put log books and records in a safe place)
- ☐ Instruct your contingent members to stay away from victims and witnesses
- ☐ Make your contingent members available for interview
- ☐ Provide information and documentation that investigators require

Please add mission-specific information for your deployment

DRAFT OF 7 December 2022

Conduct and Discipline Service
UN Department for Management Strategy, Policy and Compliance

In-mission Checklist

Normal Rotation			
R	Task	Whose Task	Resources
☐	Accomplish mandated tasks and duties	All FPU personnel	Mission UNPOL and FPU SOPs Mission Police CONOPS OPORDERs
☐	Produce reports: • Daily and weekly reports • Flash reports • Prepare handover notes for successors	Command staff	
☐	Oversee welfare-related provisions	FPU Coordinator	MOU
☐	Conduct training: • Maintain operational readiness Weapons handling and shooting skills every 6 months • Public order management test within first month of deployment and every 4 months thereafter • Joint exercises with military components and host state police	Commander Training Officer	STM Materials
☐	Participate in COE verification inspections • Periodic inspections at least quarterly • Spot checks as required • Operational readiness inspection at least every 6 months, and as requested • Repatriation inspection (following cease of operations date and before departing the mission area)		
☐	Write performance assessments upon completion of each 6-month period of assignment		Performance Appraisals of UN Police Officers Guidelines for Police Administration in UN Peace Operations and Special Political Missions

Short Orders

General Order Framework		
Element	Function	Example
Who	Designates order recipient	Unit, platoon, section, etc.
What	Defines the objective of the manoeuvre	<i>For an offensive bound, for a charge of, etc.</i>
Where	Defines the limit of action or distance	<i>10 meters, to reach the next crossing road, etc.</i>
How	Identifies the means of execution	<i>At the double, in a dynamic way, using tear gas grenades at the end of the bound, etc.</i>
Cautionary	Tells recipient to be ready to execute, can be preceded by another element	<i>Report as soon as ready, etc.</i>
Execute	Begins the manoeuvre	<i>Go, charge</i>
Conclusion	Stops the unit/manoeuvre	<i>Halt</i>

Orders for Shields and Batons	
Order	Description
<i>Shields down</i>	
<i>Shields stand by</i>	Long carry
<i>Shields ready</i>	Active guard, the baton is held in ready position as well
<i>Batons at belt</i>	
<i>Batons ready</i>	
<i>Batons to chest</i>	
<i>Batons stand by</i>	Alongside, front

Orders for Helmet and Gas Mask	
Order	Description
<i>Put on helmets</i>	n/a
<i>Visors down</i>	
<i>Visors up</i>	
<i>Remove helmets</i>	
<i>Helmets at belt</i>	
<i>Put on gas masks</i>	

Remove gas masks	

Orders by Whistle

Order	Description
Long blow, followed by a short one	<i>Ready to go</i>
Short blow	<i>Go</i>
Several short blows	<i>At the double</i>
Short blow, followed by a long one	<i>Ready to charge</i>
Short blow	<i>Go</i>
Long blow	<i>Halt</i>

Embarking/Disembarking

Order	Description
<i>Unit ready to disembark in X files...</i>	On the right or on the left of the vehicles
<i>Shields file on the right/left</i>	Shields in stand by position
<i>Batons file on the right/left</i>	Batons at belt
<i>Report as soon as ready</i>	<Unit announces ready>
<i>Go</i>	Execute order
Disembarking in teams	
Order	Description
<i>Unit ready to disembark in teams</i>	
<i>Shields in ready position or in stand by position</i>	Buddy team members adopt the correct position
<i>Report as soon as ready</i>	<Unit announces ready>
<i>Go</i>	Execute order

Splitting the Unit

Order	Description
<i>Unit split into Troop(s)/Section/Team/Buddy</i>	Cautionary order; section leaders echo the command <i>Into Troop(s)/Section/Team/Buddy</i>
<i>Go</i>	Execute order

Clearing Wave

(3 solutions)	
Order	Description
<i>For a clearing wave of X meters or to reach the next crossing road</i>	
Option 1: Crowd calm	Shields and batons on the same line
<i>Take the position</i>	
<i>Go</i>	Execute
Option 2: Crowd hostile but not aggressive	Batons on the front line
<i>Take the position</i>	Baton holders go through by shield holders' right sides; batons in standby or to chest or ready position
<i>Go</i>	Execute
Option 3: Crowd aggressive	Shields on the front line
<i>Unit ready to go</i>	Cautionary order
<i>Go</i>	Execute
<i>Halt</i>	

Setting up a Cordon

(Shields or batons on the front line)	
Order	Description
<i>Left limit/right limit</i>	Define maneuver extent
<i>Ready to go</i>	Cautionary
<i>Go</i>	Execute

Taking a New Position

(After establishing a cordon)	
Order	Description
<i>Unit to advance 15 meters</i>	Cautionary; section leaders echo the command
<i>Ready to go</i>	Cautionary
<i>Go</i>	Execute; progression moves forward in a disciplined manner without cadence

Making a Bound

(Shields in ready position)	
Order	Description

<i>For a bound of X meters or For a bound to reach the next crossing road</i>	
<i>Unit ready to go</i>	Cautionary; shield holders hit the shields to acknowledge
<i>Go</i>	Execute
<i>Halt (or long whistle blast)</i>	When the designated point is reached

Making an Offensive/Defensive Bound

(Shields in ready position)

Order	Description
<i>For an offensive/defensive bound of X meters or bound to reach the next crossing road</i>	
<i>Unit ready to go</i>	Cautionary; shield holders hit the shields to acknowledge
<i>Go</i>	Execute
<i>Back (or blow whistle once)</i>	When point is reached
<i>Halt (or long whistle blow)</i>	Unit stops/returns to initial position; for the defensive bound, the unit will stop at its initial position minus Y meters at <i>Halt/long blow</i>

Making a Charge

Order	Description
<i>For a charge of X meters or For a charge to reach the next crossing road</i>	
<i>Start walking/Start at the double</i>	Section leaders echo the command
<i>Ready to go</i>	Cautionary; shield holders hit the shields
<i>Go</i>	Execute
<i>Halt</i>	Unit stops
<i>Ready to charge</i>	Section leaders echo the command
<i>Charge</i>	Execute
<i>Halt</i>	Unit stops
Note: The charge will be done directly from the initial position. In this case only , the execute order will be Charge.	

Movement Orders

Used to direct units to a new location either by foot or via vehicle. Can be used for short or long distances.

Element	Description/Example
Who	Unit receiving the order
What	<i>Move to...</i>
Where	<i>5th district</i>
How	<i>As soon as possible, position of the platoons within the convoy</i>
Cautionary	<i>Report as soon as ready</i>
Execute	<i>Go</i>
Conclusion	<i>Halt</i>

Fire Support Orders

Hand Gas Canisters

Element	Description/Example
Who	<i>Throwers</i>
What	<i>Throw 2 CS hand canisters...</i>
Where	<i>At 30 meters or at the junction...</i>
How	<i>Upon order, at the same time, etc.</i>
Cautionary	<i>Report as soon as ready...</i>
Execute	<i>Throw</i>
Conclusion	<i>Halt</i>

Gas Launchers

Element	Description/Example
Who	<i>Launchers</i>
What	<i>Launch 2 short range gas canisters...</i>
Where	<i>Square Alpha</i>
How	<i>As soon as possible, upon order, at the same time, etc.</i>
Cautionary	<i>Report as soon as ready</i>
Execute	<i>Launch</i>
Conclusion	<i>Halt</i>

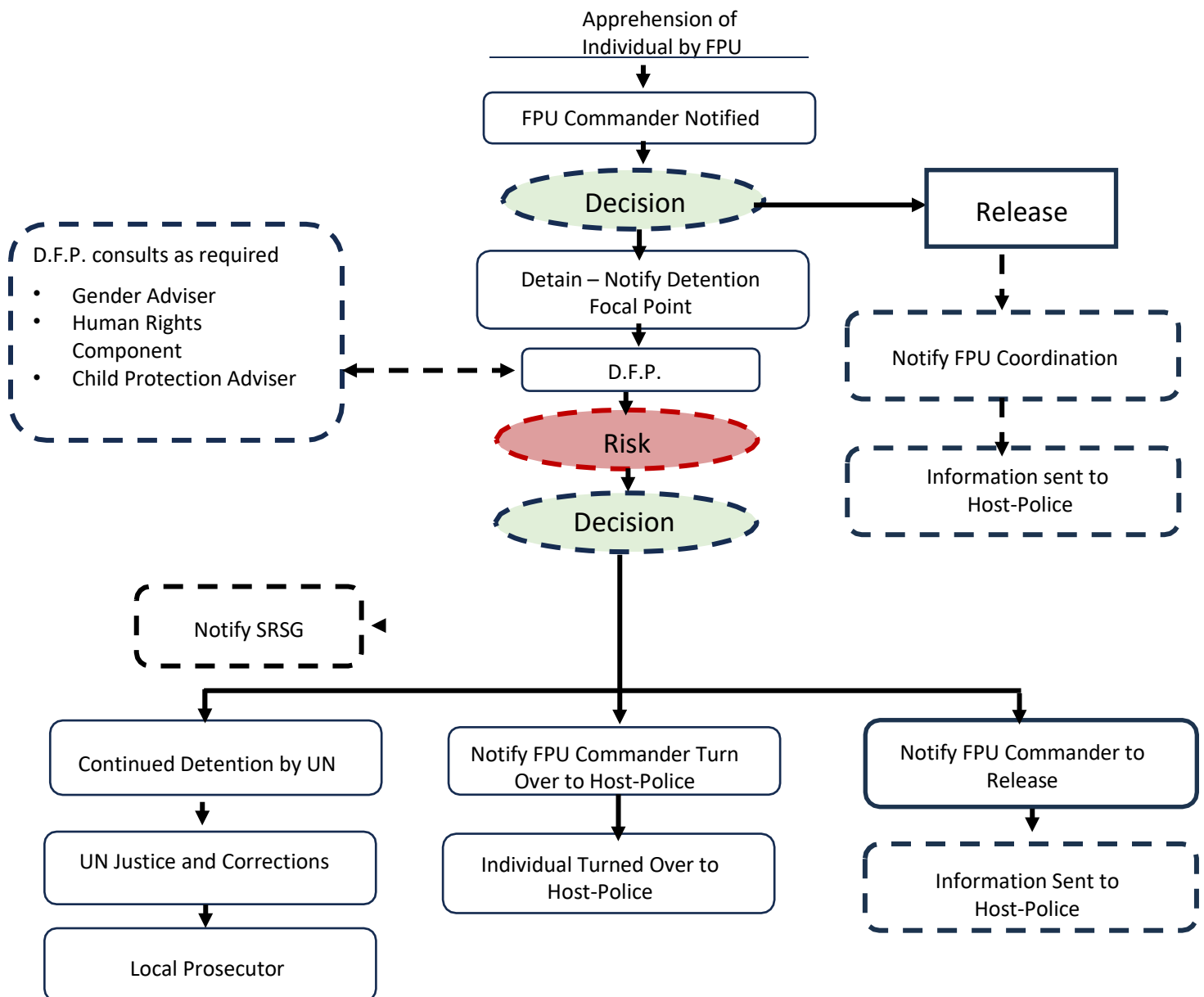
Note: the officer in charge will give the execute order for each launcher in case of launch in series.

Shooters (live ammunition)

Element	Description/Example
Who	<i>Marksmen</i>
What	<i>Shoot at the armed demonstrator...</i>
Where	<i>50 meters from the cordon, on your right, etc.</i>
How	<i>Upon order, in self-defense, etc.</i>
Cautionary	<i>Report as soon as ready</i>

Execute	<i>Fire</i>
Conclusion	<i>Cease fire</i>

Procedure on the Handling of Detention in UN Missions



Reference: DPO/DPPA/DSA SOP The Handling of Detention in United Nations Peacekeeping Operations and Special Political Missions (Ref.2020.13)

Acronyms

AAR	After action report
AOC	Assessment of operational capability
APC	Armoured personnel carrier
CDT	Conduct and Discipline Team
CMS	Chief of Mission Support
COE	Contingent owned equipment
CONOPS	Concept of Operations
COS	Chief of Staff
CPTM	Core Pre-Deployment Training Materials
CRSV	Conflict-related sexual violence
DMS	Director of Mission Support
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPPA	Department of Political and Peacebuilding Affairs
DPO	Department of Peace Operations
DSRSG	Deputy Special Representative of the Secretary-General
DSS	Department of Safety and Security
DUF	Directive on the Use of Force
FPAT	Formed Police Assessment Team
FOC	Full operational capability
FPU	Formed Police Unit
HC	Humanitarian Coordinator
HN	Host nation
HOM	Head of Mission
HOMC	Head of Military Component
HOPC	Head of Police Component
HQ	Headquarters
IDP	Internally displaced persons
IED	Improvised explosive device
IOC	Initial operational capability
IPO	Individual police officer
JOC	Joint Operations Center
LOA	Letter of Assist
LPG	Liquid petroleum gas
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali

MLT	Mission Leadership Team
MONUSCO	UN Organization Stabilization Mission in the Democratic Republic of the Congo
MOP	Movement of personnel
MOU	Memorandum of Understanding
MOVCON	Movement control
MSC	Mission Support Centre
MWR	Morale, welfare, and recreation
NGO	Nongovernmental organization
NOTICAS	Notification of casualty
OIOS	Office of Internal Oversight Services
OPCON	Operational control
OPLAN	Operational plan
PC	Police chief
PCC	Police contributing country
PDT	Pre-deployment training
PKO	Peacekeeping operations
PSEA	Prevention of sexual exploitation and abuse
PSTD	Post-traumatic stress disorder
RC	Resident Coordinator
ROE	Rules of engagement
SITREP	Situation report
SPDS	Strategic Policy and Development Section
SRSG	Special Representative of the Secretary-General
SGF	Strategic Guidance Framework
SOFA	Status of Force Agreement
SOP	Standard operating procedures
STM	Specialized Training Materials
SWAT	Special weapons and tactics
TACOM	Tactical command
TACON	Tactical control
TOD	Tour of duty
UN	United Nations
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFIL	United Nations Interim Force in Lebanon
UNHQ	United Nations Headquarters
UNHQ-NY	United Nations Headquarters, New York
UNISFA	United Nations Interim Security Force for Abyei
UNMIK	United Nations Interim Administration Mission in Kosovo

UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNPOL	United Nations Police
UNTSO	United Nations Truce Supervision Organization
USG	Under Secretary General

Your Mission Notes

Record your notes on mission-specific information provided in briefings from former FPU commanders or other sources.

Formed Police Units in United Nations Peace Operations Policy. DPO Ref.2024.14

A. PURPOSE

1. This policy defines the conditions of deployment; the role and composition of Formed Police Units (FPUs) deployed in United Nations peace operations. It directs the conduct of FPUs in the field, providing a clear delineation of the tasks, the appropriate use of force and the values that underline the United Nations approach. Clearer guidelines, codes of conduct and command and control arrangements will facilitate the efforts of the United Nations Department of Peace Operations (DPO), Department of Operational Support and Police Contributing Countries (PCCs) to ensure FPU members are fully prepared for their deployments; are fully trained and evaluated prior to and once they are in mission; and are held accountable for their actions in international service, including in the most serious cases of misconduct related to the use of force or sexual exploitation and abuse (SEA).

