



Lesson at a Glance

Aim

To provide an overview of United Nations peacekeeping, field missions and the mandate of the United Nations Police (UNPOL).

Relevance

FPU leadership must have a general understanding of how peace operations are established in the UN to effectively deploy and carry out their missions.

Learning Objectives

Learners will be able to:

- Explain the United Nation's purpose and goals
- Differentiate between UN operations at the strategic, operational and tactical levels
- Identify how the UN framework applies in missions

Lesson Overview

- Introduction to the UN
- UN Peacekeeping at the strategic, operational and tactical levels
- Presentation of the UNAC (Carana) mission mandate

Lesson Map

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Lesson Resources

Please make sure you have the following resources for this activity.



Workbook

- 2.1: UNAC Mandate SCR 1544



Resource
Guide

- UNAC Mandate SCR1544



Video

- Carana Video

The Lesson

Duration: 1 hour 30 minutes total

30 minutes: learning activities

1 hour: interactive presentation/discussion



Starting the Lesson

Ask trainees to share what they know about the United Nations as an organization in terms of goals, history, etc.

References

Be familiar with the following resources to facilitate this lesson.

- *DPKO/PD Directive for Heads of Police Components of PKO (2006.25)*
- *DPKO/DFS Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions (2015.14)*
- *DPKO/DFS Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions (2015.15)*
- *DPO/DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (2019.23)*
- *UN Peacekeeping Operations Principles and Guidelines, also known as the Capstone Doctrine, 2008*

Key Terms

Learning will involve some words, terms and phrases which may be unfamiliar and/or seem awkward. Do not let the language get in the way of learning. As you move through the training, review the definitions of key words and acronyms.

Term	Definition
Strategic	Long-term focused planning and goals; high-level, big picture
Operational	Medium-to short-term focused planning
Tactical	Day-to-day planning and operations
USG DPO	Under Secretary General Department of Peace Operations
USG DOS	Under Secretary General Department of Operational Support

Term	Definition
USG DPPA	Under Secretary General Department of Political and Peacebuilding Affairs
UN Security Council	A fifteen-member council responsible for the maintenance of international peace and security
Secretary General	Chief Administrative Officer of the UN
Secretariat	Carries out the day-to-day work of the UN as mandated by the General Assembly
Carana	A fictional nation used for UN training purposes
UNAC	Fictional United Nations Carana Mission
UNAC Mandate 1544	Establishes the fictional Carana scenario used for UN training purposes
SRS	Selection and Recruitment Section
MMSS	Mission Management and Support Section
SPDS	Strategic Policy and Development Section
SGF	Strategic Guidance Framework for International Policing
UNAC CONOPS	United Nations Concept of Operations for UNAC
OSCE	Organization for Security and Co-operation in Europe
LOA	Letter of Assist
OMAP	Office of Mine Action and Police Division

Introduction

Slides 1-4



Aim

To provide an overview of United Nations peacekeeping, field missions and the mandate of the United Nations Police

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Relevance

FPU command staff must have a general understanding of how peace operations are established in the UN in order to effectively deploy and carry out their missions.

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Learning Objectives

- Explain the United Nation's purpose and goals
- Differentiate between UN operations at the strategic, operational and tactical levels
- Identify how the UN framework applies in missions

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Lesson Overview

- Introduction to the UN
- UN peacekeeping at the strategic, operational and tactical levels
- Presentation of the UNAC (Carana) mission mandate

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OUTLINE the lesson aim, relevance, learning objectives, and overview.

Purpose of the UN

Slides 5



Key Message: The purpose of the UN is to maintain international peace and security.

FACILITATE a group discussion on the following:

- What is the purpose of the United Nations?

If not mentioned, **ADD** the following points:

The purposes of the United Nations are as follows according to the Charter of the United Nations.

1. To maintain international peace and security, and to that end:
 - to take effective collective measures for the prevention and removal of threats to the peace,
 - and for the suppression of acts of aggression or other breaches of the peace,
 - and to bring about by peaceful means,
 - all in conformity with the principles of justice and international law,
 - adjustment or settlement of international disputes or situations which might lead to a breach of the peace.
2. To develop friendly relations among nations based on
 - respect for the principle of equal rights and self-determination of peoples,
 - and to take other appropriate measures to strengthen universal peace.
3. To achieve international co-operation in solving international problems of an economic, social, cultural, or humanitarian character,

4. To promote and encourage respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion.

Slide 6



Purpose of the UN

- Signed on 26 June 1945, in San Francisco, United States
- 193 sovereign Members States
 - Maintain international peace and security
 - Develop friendly relations among nations
 - Promote social progress and better living standards
 - Promote human rights



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Key Message: The UN has grown from 51 Member States (1945) to 193 Member States (As of 2026). The mission of the organization has not changed.

REVIEW the goals of the UN from the previous discussion.

EXPLAIN there were only 51 Member States when the UN was founded in 1945 after World War II. Today there are 193 Member States, but the mission has not changed.

Strategic Peacekeeping Goals

Slide 7



Strategic Peacekeeping Goals

1. Support Political Processes and Peace Agreements
2. Protect Civilians under Threat of Physical Violence
3. Strengthen National Capacities for Sustainable Peace
4. Facilitate the Delivery of Humanitarian Assistance
5. Promote and Protect Human Rights
6. Support Ceasefires and Reduce Violence



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Key Message: UNPOL's strategic peacekeeping goals are to:

- Protect civilians
- Preventing conflicts
- Build the rule of law and security institutions
- Promote human rights
- Empower women
- Deliver field Support

Ref A4P – Action for Peacekeeping

REVIEW the strategic-level peacekeeping goals of the UN. The source is the United Nations Peacekeeping website, under “What we do.”

EXPLAIN that according to the UN's Strategic Guidance Framework, the overall purpose of the program is to “support the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Chapter of the United Nations.”

UN Security Council

Slide 8

UN Security Council

- Responsible for maintaining peace and security
- May investigate and recommend peaceful solutions to disputes between Member States



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Key Message: The Security Council has primary responsibility for the maintenance of international peace and security.

IDENTIFY the Security Council as having primary responsibility for the maintenance of international peace and security.

The Security Council is made up of 15 countries (permanent and non-permanent)

- Permanent members: China, France, Russia, United Kingdom and United States
 - The designation of permanent member of the Security Council is granted to five States because of their importance in the aftermath of the Second World War. They have veto rights which allow any of them to prevent the adoption of any "substantive" draft resolution of the Council.

The ten elected or non-permanent members have a two-year mandate. They do not have veto rights, which is really the main distinction between permanent and non-permanent members.

Note: Instructor should be informed of who the current ten non-permanent member states are and where they are in their two-year term

EXPLAIN that the Security Council:

- Is responsible for maintaining peace and security
- May investigate and recommend peaceful solutions to disputes between Member States

Secretary-General and Secretariat

Slide 9

Secretary-General and Secretariat



- The Secretary-General is the chief administrative officer
- The UN Secretariat is the administrative arm of the UN
- Ensure implementation of the SC resolutions
- Delegates authority to the Under-Secretary General of DPO to set up the peacekeeping mission

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Key Message: The Secretariat is the administrative branch of the UN, led by the Secretary-General.

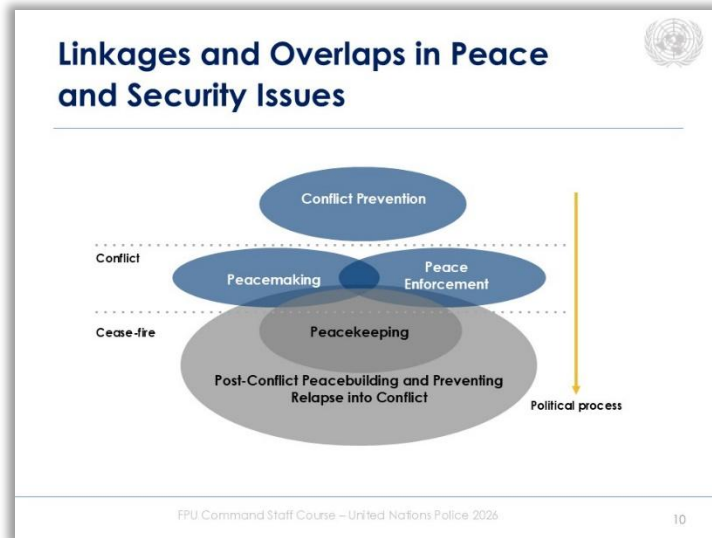
EXPLAIN that the Secretariat is:

- Comprised of the Secretary-General and tens of thousands of UN staff members, who carry out the day-to-day work of the UN.
- Organized along departmental lines, with each department or office having a distinct area of action and responsibility. Offices and departments coordinate with each other to ensure cohesion in the UN's work program. Much of the UN Secretariat is in New York City, USA. The UN also has three major offices outside of its Headquarters and five Regional Economic Commissions.

IDENTIFY the current Secretary-General by name and describe him or her as the Chief Administrative Officer of the UN.

Linkages and Overlaps in Peace and Security Issues

Slide 10



Key Message: The UN has a wide spectrum of measures it can enforce, if authorized by the Security Council.

EXPLAIN The boundaries between conflict prevention, peacemaking, peacekeeping, peacebuilding and peace enforcement have become increasingly blurred.

While United Nations Peacekeeping Operations are, in principle, deployed to support the implementation of a cease-fire or peace agreement,

- They are often required to play an active role in peacemaking efforts
- and may also be involved in early peacebuilding activities.

United Nations Peacekeeping Operations may also use force at the tactical level, with the authorization of the Security Council, to defend themselves and their mandate, particularly in situations where the State is unable to provide security and maintain public order.

Although the line between “robust” peacekeeping and peace enforcement may appear blurred at times, there are important differences between the two.

- While robust peacekeeping involves the use of force at the tactical level with the consent of the host authorities and/or the main parties to the conflict,
- Peace enforcement may involve the use of force at the strategic or international level

Conflict prevention, peace-making, peacekeeping and peace enforcement rarely occur in a linear or sequential way. Indeed, experience has shown that they should be seen as mutually reinforcing.

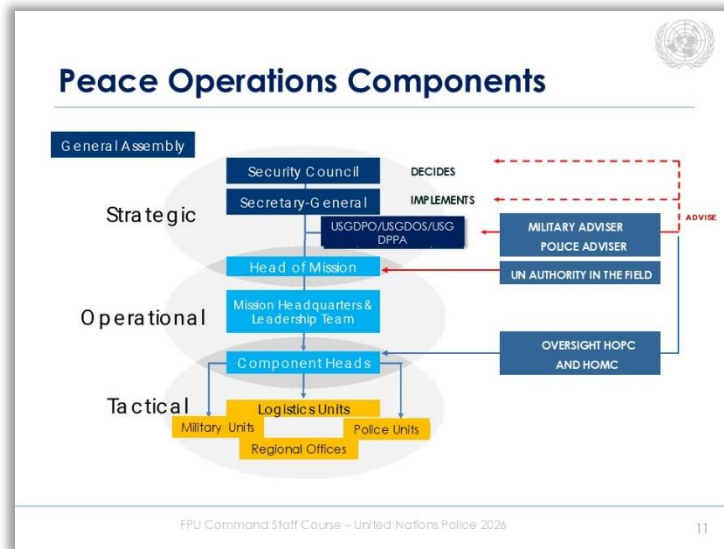
Political process: United Nations agencies, civil society organizations, and others in support of these strategies; as well as providing strategic advice to the principal United Nations organs and help facilitate political dialogue, enhance coordination, and monitor the progress of both national and international actors.

ADD that this means that the activities of peacekeeping personnel will have an impact on conflict prevention, peacemaking and peacebuilding efforts.

Reference: United Nations Peacekeeping Operations: Principles and Guidelines

Peace Operation Components

Slide 11



Key Message: Strategic, operational, and tactical components work together to carry out a Peacekeeping Operation.

REVIEW the three different levels of the UN peacekeeping organization.

IDENTIFY the components of each level using the diagram:

Strategic, operational, and tactical components work together to carry out a peacekeeping operation.

1. REVIEW this slide which shows the three levels of organization in a peacekeeping operation.
2. Please note the components of each level using the diagram:

If you look closely, there is crossover of some components between levels.

The **strategic level** is the high-level policy and management decision-making part of the organization at UN Headquarters (New York).

USG – Under Secretary General

- DPO – Dept of Peace Operations
- DOS – Dept of Operational Support
- DPPA – Dept of Political & Peacebuilding Affairs

The **operational level** is the management of a Peacekeeping Operation.

The **tactical level** is the theatre of operation management of military, police and civilian operations in the field, including the supervision of Formed Police Units.

“Carana” Country Profile

Slide 12



Key Message: Carana is a fictional Country designed to simulate a UN Mission environment, reflecting many of the complexities and challenges present in current missions.

EXPLAIN that this course uses a fictitious mission, Carana, that contains elements of several UN missions that involve FPU. Trainees will use this mission throughout the course to complete activities.

PLAY the Carana video, if available. (<https://youtu.be/liHKqMLNcjk>). The video provides an overview of Carana to help trainees envision the environment and promote critical thinking in solving scenario-based activities.

REVIEW the Carana scenario information in the Workbook (1. Carana Mission) with the trainees. Explain that trainees are strongly encouraged to review the assigned materials in advance. Developing familiarity with Carana and its key issues will support their ability to apply course concepts to practical situations and enhance their overall learning experience.

POINT OUT that the scenario is generic and applicable to all FPU missions.

EMPHASIZE that the information learned about Carana reflects the type of knowledge trainees will be required to acquire in their actual mission.

Learning Activity

2.1

Mission Mandate

INSTRUCTIONS:

- Work in groups
- Review Security Council Resolution 1544
- Identify the core FPU task referring to the UNAC SCR 1544

TIME: 30 minutes

Brainstorming: 15 minutes

Plenary: 15 minutes

RESOURCES

- Workbook 2.1:
UNAC Mandate of the SCR1544



Learning Activity 2.1

Mission Mandate

Instructions

1. Work in groups
2. Identify main task for the UN FPU referring to the UNAC Security Council Resolution 1544



Time: 30 Minutes

- 15 minutes brainstorming
- 15 minutes plenary

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Resources

- Workbook 2.1: UNAC Mandate of the SCR 1544





This learning activity can alternatively be facilitated as a large group discussion.

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Department of Peace Operations

Slide 16



Department of Peace Operations

- Provides guidance and support on military, police, mine action and other relevant issues to other UN political and peacebuilding missions
- Supervises UNPOL selection, recruitment and deployment
- Coordinate with Department of Operations Support for the deployment of FPU



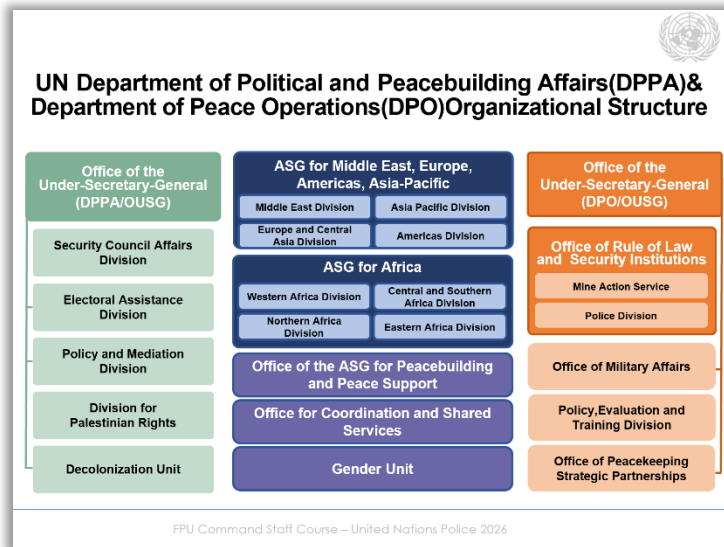
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Key Message: The Department of Peace Operations provides strategic political and executive direction to UN Peacekeeping Operations. It maintains close coordination with Security Council troop/police contributing countries, financial contributors, as well as parties to the conflict to facilitate the effective implementation of Security Council Mandates.

Photo : UN India/ Shachi Chaturvedi

Slide 17



Key Message: DPO is at the strategic level and is part of the secretariat.

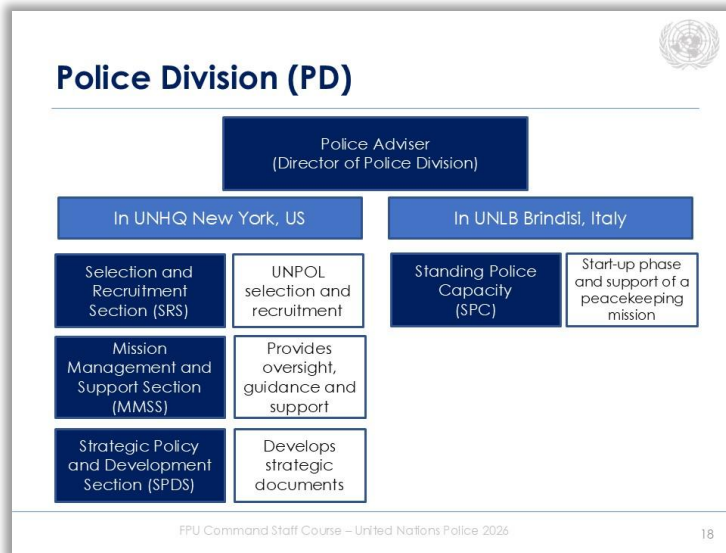
REVIEW the DPO organization chart. This department provides political and operational support to the mission.

The United Nations Secretariat includes the Department of Peace Operations (DPO) - part of the Strategic Level.

- provides political and executive direction to UN peacekeeping operations
- Develop policies and operational guidelines based on Security Council resolutions (e.g. mission mandates)
- Prepare reports on each Peacekeeping Operation
- Advise the Secretary General and Member States on all matters related to peacekeeping operations
- Ensures that the requirements of the UN Security Management System are met by DPO led field missions

Police Division

Slide 18



Key Message: Police Division provides advice to the leadership of DPO, guidance to field missions and supervises force generation.

EXPLAIN: The Police Division is led by the United Nations Police Adviser (Director of PD).

One part of the Police Division is in the United Nations Headquarters in New York, USA, while the other one (Standing Police Capacity) is situated in the United Nations Global Service Centre (UNGSC), based in Brindisi, Italy.

The Police Division comprises of the following:

- Selection and Recruitment Section, (UN HQ, NY)
- Mission Management and Support Section (UN HQ, NY)
- Strategic Policy and Development Section (UN HQ, NY)
- Office of Police Adviser (UN HQ, NY)
- Standing Police Capacity (Brindisi Italy).

UN Police Division is tasked to support UN Police components in the implementation of mandated tasks through the:

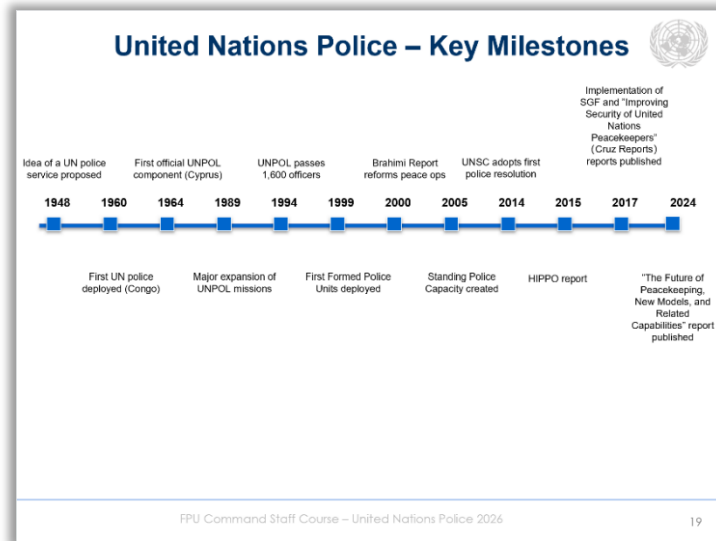
- Planning for the deployment of UN Police to UN Peacekeeping and Special Political Missions and other non-mission settings
- Selection, recruitment, deployment and rotation of UN Police personnel to UN Peacekeeping and Special Political Missions and other contexts
- Analysis and development of policy and guidance on international police peacekeeping to ensure coherence
- Provision of operational support, strategic advice and guidance to field missions,

including assessments and back stopping

- Advocacy with Member States, coordination, partnership building and consolidation as well as strategic communications

United Nations Police-Key Milestones

Slide 19



Key Message: United Nations Police Peacekeeping has evolved rapidly from a relatively passive role of monitoring individual host-State police officers to supporting the reform and restructuring of whole police organizations (Policy, C.8).

REVIEW the diagram showing the evolution of UN Police and FPUs from creation of the UN in 1945, the first peacekeeping operation in 1948, the first use of UN police in 1960, to the present.

In 1948, Secretary-General Trygve Lie first suggested the establishment of a UN Police service. It took twelve years for that idea to become reality, when in 1960, the first UN Police officers were deployed to the UN Operation in the Congo (ONUC). This was a tentative first step.

A more permanent footprint was laid in 1964 with the deployment of the first official police 'component' to the UN Peacekeeping Force in Cyprus (UNFICYP), where UN Police still serve today. For the next 25 years, UNPOL's role was limited, but the end of the Cold War triggered a major expansion. Starting in 1989, UNPOL components were deployed to numerous new missions in places like Namibia, El Salvador, and Cambodia, as demand for UN Peace Operations grew rapidly.

By 1994, this expansion saw the number of UN Police officers pass the 1,600 marks, working in complex environments. A major leap in capability came in 1999 with the deployment of the first Formed Police Units (FPUs) to Kosovo; self-sufficient units capable of handling public order. That same year, UNPOL received its first 'executive mandates' in Kosovo and East Timor, temporarily assuming full law enforcement powers.

The rapid growth of the 1990s led to a critical reassessment. The landmark 2000 Brahimi Report called for a 'doctrinal shift' in the use of police, leading to the strengthening of the Police Division. Building on this, in 2005, the name was officially changed from CIVPOL to the United Nations Police, and crucially, the General Assembly created the Standing Police Capacity a rapidly deployable team of experts based in Brindisi, Italy, to start up new missions.

The drive for professionalization continued. In 2014, after years of development, the Strategic Guidance Framework (SGF) was issued, providing the comprehensive doctrinal foundation for all UN policing. That same year, the UN Security Council adopted its first-ever thematic resolution on police peacekeeping (Resolution 2185), formally recognizing UNPOL's central role. The focus on effectiveness also meant looking at performance and security, leading to the publication of the 'Improving Security of United Nations Peacekeepers' reports, known as the Cruz Reports, in 2015.

Also in 2015, the High-Level Independent Panel on Peace Operations (HIPPO) released its report, which again recommended reforms and an external review of the Police Division to ensure it could meet future challenges. This cycle of assessment and adaptation continues today. Most recently, in 2024, a new report on 'The Future of Peacekeeping, New Models, and Related Capabilities' was published, showing that UNPOL is constantly evolving its doctrine and approach to remain effective in an increasingly complex world.

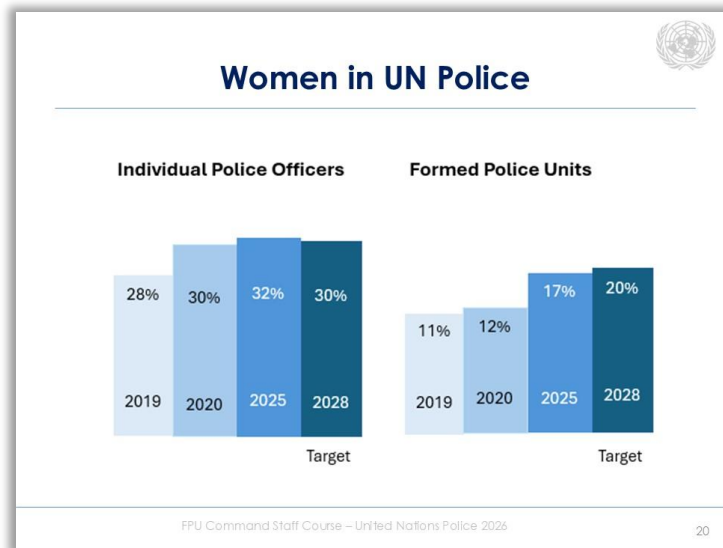
POINT OUT that the first use of formed police units (called stability police units, or SPUs) did not occur until 1999 in Kosovo and East Timor.

From 1995 to 2010, there was a threefold increase from 5,840 police personnel in missions to over 17,500 police personnel. In 2010, there were 60 FPU's deployed.

Source: <https://police.un.org/en/united-nations-police-timeline>.

Women in UN Police

Slide 20



Key Message: The UN is committed to promoting gender equality and empowering women in UN Peacekeeping Operations.

LINK between mandate and gender mainstreaming in the peace process.

OUTLINE the goals and progress of including women in UN policing.

The objective is to increase representation of women in uniformed roles, such as military peacekeepers and police, to reach a target of at least 15% by 2028.

NOTE that Individual Police Officers (IPOs) have already met their 2028 goal. Illustrate the progress made by FPUs.

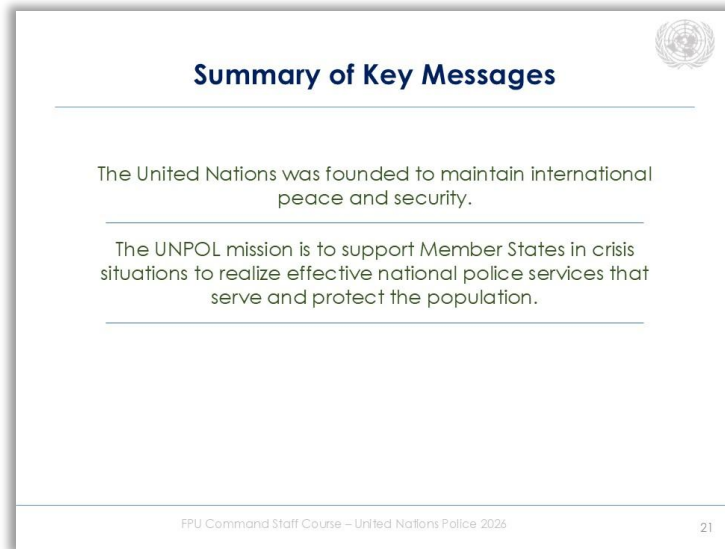
- Aimed at promoting gender equality and empowering women in UN Peacekeeping Operations.
- The strategy also seeks to address barriers to women's participation and ensure that peacekeeping missions are more effective and responsive to the needs of all communities.
- UN Secretary-General António Guterres launched the "[System-wide strategy on gender parity](#)" in September 2017. This strategy includes recommended actions to reach gender parity by 2028. It covers, among others, targets and accountability, special measures, enabling environment, senior appointments, and mission settings.
- Achieving gender parity is an urgent priority, not only as a basic human right, but also as it is essential to the United Nations' efficiency, impact and credibility. The UN, as the principal international standard-setting institution, bears a special responsibility to lead by example and leave no one behind.

- The UN Police Division has developed its own Gender Strategy for UNPOL, as well as training materials on Gender for UNPOL and UN Police Gender Advisers are serving at HQ and in missions. UNPOL has committed to achieving 20 percent female FPU officers by 2028. At the advocacy level, UNPOL awards an annual International Female Police Peacekeeper Award, as well as promotes networks and associations of female Police Peacekeepers.
- The United Nations ensures gender-sensitive policing throughout the work of UN Police as an operational necessity to address the differentiated security needs of women, men, girls and boys. UN Police integrate the different concerns and vulnerabilities into the design, implementation, monitoring and evaluation of all police activities.
- The participation of female police officers is critical for the full spectrum of United Nations Police activities, such as the promotion of rule of law, intelligence, planning, leadership, investigations, public order management, capacity-building of host-State police, community-oriented policing, gender awareness raising and engaging communities.
- In addition, female police officers act as role models for gender equality, inspiring women and girls to advocate for their own rights and pursue careers in law enforcement. Female police officers, moreover, provide a greater sense of security to women and children and improve access and support from law enforcement agencies to local women. They also help the United Nations address and respond to sexual exploitation and abuse.

Source: <https://peacekeeping.un.org/en/women-peacekeeping> Women in Peacekeeping Infographic

Key Messages

Slide 21

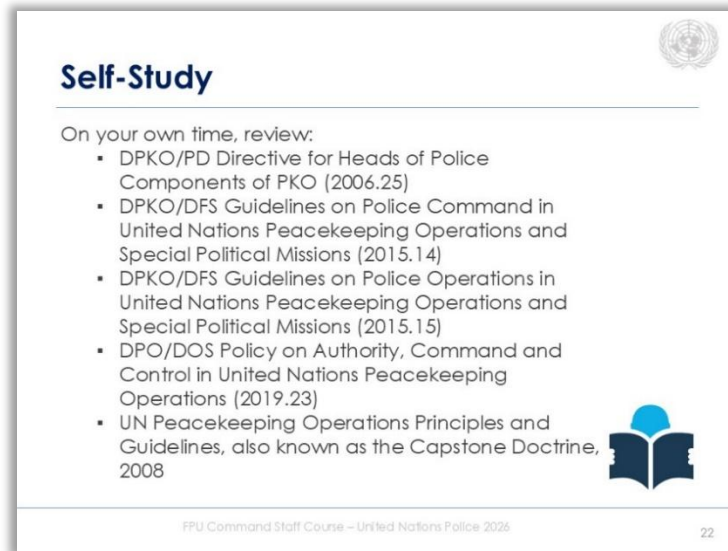


SUMMARIZE the key messages.

EXPLAIN that now trainees have an overview of the UN and UNPOL's role within the organization.

Self-Study

Slide 22



The slide is titled "Self-Study" and features the United Nations emblem in the top right corner. It lists six key documents for review, each preceded by a bullet point. To the right of the list is a blue icon of an open book. At the bottom, the text "FPU Command Staff Course – United Nations Police 2026" is on the left and the number "22" is on the right.

Self-Study

On your own time, review:

- DPKO/PD Directive for Heads of Police Components of PKO (2006.25)
- DPKO/DFS Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions (2015.14)
- DPKO/DFS Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions (2015.15)
- DPO/DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (2019.23)
- UN Peacekeeping Operations Principles and Guidelines, also known as the Capstone Doctrine, 2008

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EXPLAIN that the resources on this slide are key documents for command staff.

EMPHASIZE the importance of reviewing and understanding the documents.