

Lesson 3



Overview of UN Police

Lesson at a Glance

Aim

Provide an overview of the organization and roles of UN Police (UNPOL) – Individual Police Officers (IPOs) and Formed Police Units (FPUs)

Relevance

United Nations Police Peacekeeping differs fundamentally from domestic policing.

This special context requires UN Police to understand the role of UNPOL in UN Peacekeeping and the guiding principles to follow.

Learning Objectives

Learners will be able to:

- Describe the mission and core functions of UN police
- Identify how FPUs are generated
- Describe and differentiate between the core functions of IPOs and FPUs
- Discuss the elements of the Strategic Guidance Framework (SGF)
- Define definition, composition and core function of FPUs
- Explain the command, control and coordination relationship

Lesson Overview

- Police peacekeeping mission and functions
- Process generating and deploying FPUs
- IPO activities
- The Strategic Guidance Framework and UNPOL
- FPU definition
- FPU core functions
- Presentation of the UNAC mission police CONOPs
- FPU Command and control terms

Lesson Map

Introduction	Slides 1-4
Police Division	Slide 5
SRS: FPU Deployment/Rotation Process Overview	Slide 6
Learning Activity 3.1: FPU Deployment/Rotation Process	Slides 7-8
UNPOL Mission	Slides 9-10
Categories of UN Police Personnel	Slide 11
Core UNPOL Tasks	Slides 12-15
Learning Activity 3.2: CONOPS	Slide 16
Strategic Guidance Framework	Slides 17-22
Example of Police Component Structure	Slide 23
Formed Police Units	Slides 24-29
Learning Activity 3.3: FPU Policy and UNAC Mandate	Slide 30
FPU Core Functions	Slides 31-36
FPU Organizational Chart	Slide 37
SOP and AOC	Slides 38-39
Learning Activity 3.4: Duties and Responsibilities in Mission	Slide 40
IPOs and FPUs Working Together	Slides 41-42
Learning Activity 3.5: Command, Control and Coordination	Slides 43-44
Command and Control	Slides 45-47
Woman Officers: Operational Capacity	Slide 48
Key Messages	Slide 49
Self-Study	Slide 50

Lesson Resources

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



- 3.1: FPU Deployment/Rotation Process
- 3.2: FPU CONOPS
- 3.3: FPU Policy and UNAC Mandate
- 3.4: Duties and Responsibilities in Mission
- 3.5: Command, Control and Coordination

Workbook



- Mission mandate Review



Resource Guide

- FPU Policy (2024.14)

The Lesson

Duration: 5 hours total

2 hours 50 minutes: learning activities

2 hour 10 minutes: interactive presentation/discussion



Starting the Lesson

REMIND trainees that reviewing the FPU Policy was week 1 homework. If they have not reviewed it and time permits, allow them time to review the document before the lesson.

For an interactive start to the lesson, ASK trainees how they differentiate IPOs from FPUs in UNPOL.

References

Be familiar with the following resources to facilitate this lesson.

- **The trainees' mission mandate**
- 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)
- DPKO/PD Guidelines for United Nations Police Officers on Assignment with Peacekeeping Operations (DPKO/PD/2006/00135) (revised forthcoming)
- DPKO/DFS Policy (Revised) on Formed Police Units in United Nations Peacekeeping Operations (2024.14)

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
SPTs	Specialized Police Teams
POM	Public Order Management
OPCON	Operational Control
TACOM	Tactical Command
TACON	Tactical Control

Introduction

Slides 1-4



Aim

Provide an overview of the organization and roles of UN Police (UNPOL) – Individual Police Officers (IPOs) and Formed Police Units (FPUs)

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i



Relevance

United Nations Police Peacekeeping differs fundamentally from domestic policing.

This special context requires UN Police to understand the role of UNPOL in UN Peacekeeping and the guiding principles to follow.

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2



Learning Objectives

- Describe the mission and core functions of UN police
- Identify how FPU's are generated
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- Define definition, composition and core function of FPU's
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Lesson Overview

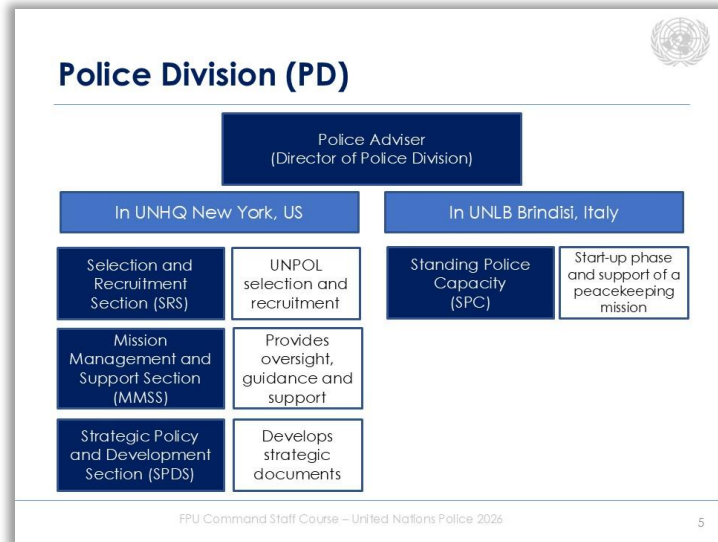
- Police peacekeeping mission and functions
- Process for generating and deploying FPU's
- IPO activities
- The Strategic Guidance Framework and UNPOL
- FPU definition
- FPU core functions
- Presentation of the UNAC mission police CONOPs
- FPU command and control terms

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

UNPOL at a Glance

Slide 5



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:

- 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).

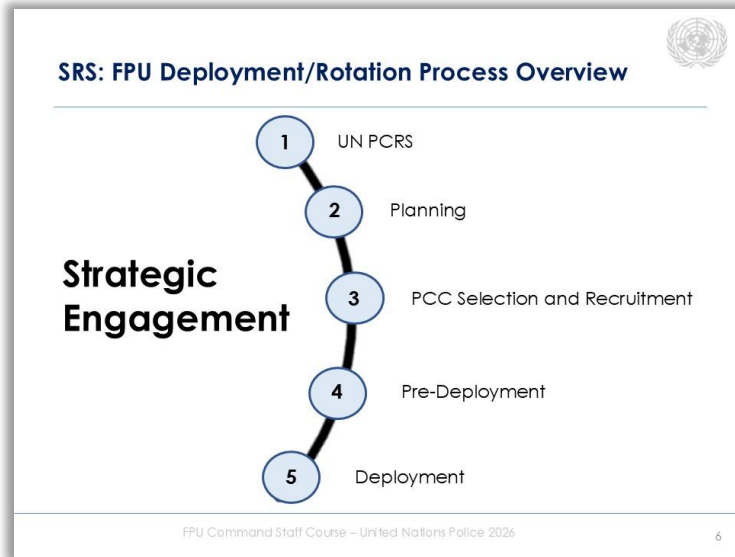
UN Police Division is tasked to support UN Police components in the implementation of mandated tasks through the:

- 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 and strategic communications

SRS: FPU Deployment/Rotation Process

Slide 6



Key Message: Generating FPUs is an organized process between Member States, the United Nations and the field mission. This ensures predictability through sustained and collaborative interaction between the UN and Member States.

The UN Peacekeeping Capability Readiness System (PCRS) aims to establish a more predictable and dynamic process of interaction between the UN Headquarters and Member States for strengthening readiness and timely deployment of peacekeeping capabilities with the right qualities.

Generating FPUs is an organized process between

- Member States
- the United Nations
- the field mission.

EXPLAIN that the process for generation of uniformed personnel is transparent and allows Member States to plan and execute peacekeeping operations effectively and efficiently.

OUTLINE, the five steps for generating FPUs involves continual engagement by all three parties.

EXPLAIN that the Selection and Recruitment Section of Police Division (SRS/PD) is responsible for the day-to-day interaction on generation of new police units and rotation of those currently deployed in the field.

Learning Activity

3.1

FPU Deployment/Rotation Process

INSTRUCTIONS:

- Review the chart in the workbook and place the steps in the correct order.

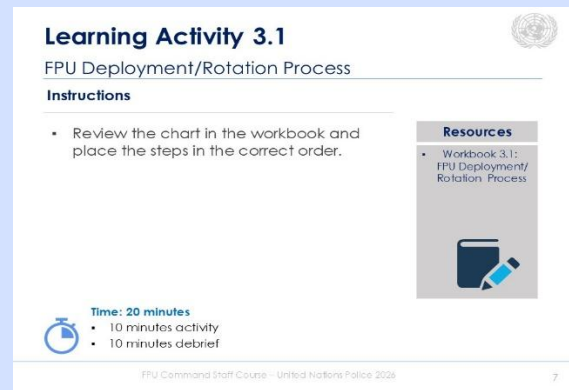
TIME: 20 minutes

Activity: 10 minutes

Plenary: 10 minutes

RESOURCES

- Workbook 3.1:
FPU Deployment Process



Learning Activity 3.1
FPU Deployment/Rotation Process

Instructions

- Review the chart in the workbook and place the steps in the correct order.

Resources

- Workbook 3.1: FPU Deployment/Rotation Process

Time: 20 minutes

- 10 minutes activity
- 10 minutes debrief

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USE the slide that follows to debrief this activity. This learning activity can alternatively be facilitated as a large group discussion. This is designed as a quick activity to familiarize trainees with the entire process for generating an FPU.

Slide 8



Debrief: FPU Deployment/Rotation Process

Question
1 Pledge and Register in UN PCRS
2 Assessment and Mission Planning
3 UN – MS Dialogue on Potential Contributions
4 Security Council Resolution Peacekeeping Mission
5 Development of Mission / Police Support Concepts: CONOPS, DUF, SUR...
6 Identification and Selection of PCCs Through PCRS
7 PCC Conducts Reconnaissance Visit to the Mission
8 Training and Verification – Formed Police Units
9 MOU and LOA Negotiations
10 Pre-deployment Visit (PDV)
11 MOU and LOA Finalization
12 TCC/PCC Provides Final Cargo Load List
13 Movement of Personnel and COE to the Mission Area

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8

Key Message: The FPU deployment/rotation process follows a standardized process.

DEBRIEF Activity 3.1 using the slide.

EXPLAIN the steps SRS goes through for deployment and rotation of an FPU.

UNPOL Mission

Slide 9

UNPOL Mission

Enhance international peace and security by supporting Member States in conflict, post-conflict, and other crisis situations **to realize effective, efficient, representative, responsive, and accountable police services that serve and protect the population.**



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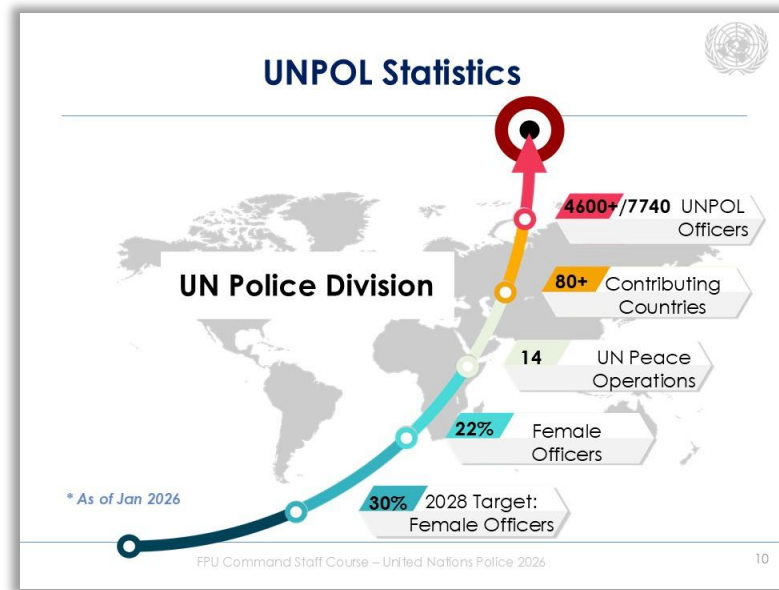
Key Message: The Mission of UNPOL is to support Member States in crisis situations to realize effective national police services that serve and protect the population.

REVIEW the mission statement for UN Police.

EXPLAIN that UN Police peacekeepers are a central element in the achievement of sustainable peace and security.

Photo: UN Photo/Albert Gonzalez Farran

Slide 10



Key Message: UNPOL officers comprise a diverse selection of men and women from close to 100 different countries. The numbers should be updated when needed.

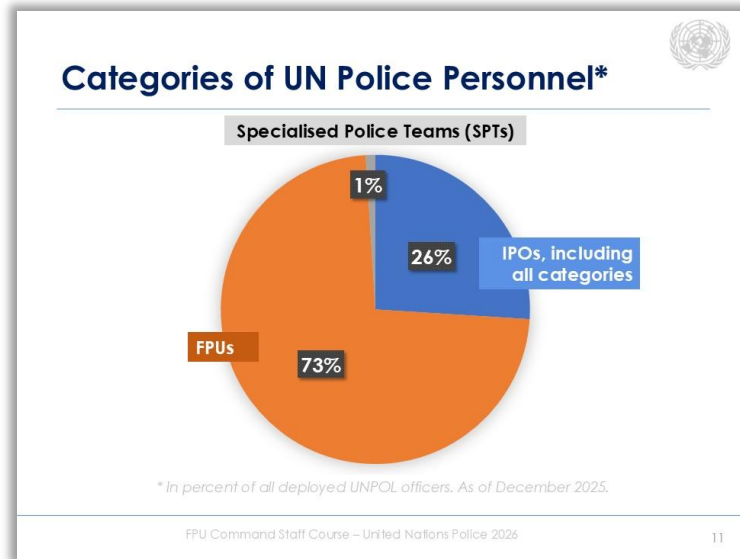
EXPLAIN the concept of the mandate for UNPOL.

- Support the reform, restructuring and development of host-State police services.
- provide operational support to counterparts; and conduct interim policing and law enforcement in exceptional cases.

Reference: Statistics taken from: <https://peacekeeping.un.org/en/un-police> (January 2026)

Categories of UN Police Personnel

Slide 11



Key Message: As per the 2014 Policy on United Nations Police in Peacekeeping Operations and Special Political Missions, United Nations Police components consist of Individual Police Officers (IPOs), Specialized Police Teams (SPTs), and Formed Police Units (FPUs), who all serve as “experts on mission” meaning they are awarded specific privileges and immunities in order to fulfil their functions under the Convention on the Privileges and Immunities of the United Nations (Ref.GA 13 February 1946).

As of May 2021, IPOs with 55 skill sets have been deployed to the field missions. IPOs can be both Police Officers and Civilian Experts with specialized skill sets. Civilian Experts can be recruited, similarly to Police Officers, nominated/ loaned by a Member State or on professional posts.

To support host-State police with specialized policing expertise United Nations Police deploys **Specialized Police Teams (SPTs)** of Individual Police Officers. Depending on the mandate and needs of the mission and host-State police, the teams can provide police capacity-building, operational reinforcement to host-State police, conduct deterrent patrols or respond independently to non-military physical threats against civilians through use of force. Each team consists of experts from one (or a limited number of) Member State(s), with special skills in areas such as investigations, serious and organized crime, sexual and gender-based violence (SGBV), or community-oriented policing. SPTs may include Civilian Experts.

The majority of Police Officers serving in United Nations Peacekeeping Operations are deployed as part of a **Formed Police Unit (FPU)**. An FPU consists of approximately 160 Police Officers, trained and equipped to act as a cohesive unit capable of accomplishing policing tasks that individual Police Officers could not address. Well-trained FPUs can operate even in “high-risk” environments.

FPU have three core duties: Protect civilians from threats of physical violence ; Support and/or undertake police operations that require a formed response or specialized capacity above the capability of IPOs and/or Specialized Police Teams.

Current deployment numbers and numbers of police-contributing countries can be found at <https://police.un.org/en/police-contributors>.

Core UNPOL Tasks

Slide 12



Key Message: The two core tasks of UNPOL are to provide (1) operational support/interim executive policing and other law enforcement and (2) support for the reform, restructuring, and rebuilding of host-State police.

As per the 2014 Policy, United Nations Police have **two core tasks**:

1. **Operational Support/Interim Executive Policing and Other Law Enforcement:**
Operational support for and – when mandated – delivery of effective prevention, detection and investigation of crime, protection of life and property, and the maintenance of public order; and
2. **Capacity-Building and Development:**
Support for the reform, restructuring and rebuilding of host-State police, support for the development of effective host-State police capacity to provide representative, responsive, and accountable police service of the highest possible professional standard.

In addition, police components may be called upon to support related mission mandates, including but not limited to provisions on protecting and promoting human rights, especially those of vulnerable groups; promoting the rule of law, fostering good governance, transparency, and accountability; and protecting civilians (especially women and children).

Slide 13

Core UNPOL Tasks: Operational Support



- Protection of civilian
- Patrolling
- Apprehension and detention
- Transition and support
- Public order management
- Capacity-building, mentoring, and training



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13

Key Message UNPOL tasks form the operational foundation of police engagement in UN missions, and FPU support or execute these tasks when a formed, robust, or specialized response is required, in line with the mandate and human rights standards.

Check that participants understand these are core UNPOL tasks, not tasks of FPU only. Confirm that FPU do not replace IPOs but complement and reinforce them where conditions exceed individual policing capacity.

EXPLAIN each task briefly, emphasizing the FPU command perspective:

Protection of Civilians (POC): UNPOL contributes to POC through presence, deterrence, and response. FPU play a key role when threats require a cohesive, armed unit capable of protecting civilians or UN personnel.

Patrolling: Patrols are a primary preventive tool. FPU conduct joint, high-visibility, or protective patrols to deter violence, reassure communities, and support IPOs in volatile environments.

Apprehension and Detention: Arrests and detention are law-enforcement functions carried out in accordance with UN policy, human rights standards, and mission SOPs. FPU provide security and formed support during high-risk arrests or operations.

Transition and Support: UNPOL supports the transition of security responsibilities to host-State authorities. FPU contribute by stabilizing high-risk areas, enabling IPOs and host-State police to progressively assume responsibility.

Public Order Management (POM): FPU are specifically trained and equipped for POM, including crowd control and riot management, applying graduated use of force, de-escalation, and dialogue.

Capacity-Building, Mentoring, and Training: While not a core task of FPUs, they may support capacity-building when mandated and conditions allow, especially through joint training and operational mentoring aligned with mission priorities.

ASK Which of these tasks are most likely to require FPU involvement in your mission context?

When should FPUs lead, and when should they support IPOs or host-State police?

EMPHASIZE FPUs are enablers, not substitutes, for UNPOL and host-State police.

All tasks must be conducted in line with mandate, human rights standards, and UN use-of-force principles.

Command staff must ensure clear tasking, coordination, and accountability when FPUs support these core tasks.

Photo: UN Photo/Victoria Hazou

Slide 14

Core UNPOL Tasks: Capacity-Building & Development



- Legislation, systems, procedures, codes, and values
- Organization, management, vetting, and training
- Basic material, logistics, and communications



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14

Key Message: UNPOL support host-State police reform, restructuring, and rebuilding.

EXAMINE the ways in which UN police support host-State reform, restructuring, and rebuilding. UN police:

- Contribute to developing legislation, systems, procedures, codes, and values
- Support organization, management, vetting, and training
- Provide basic materials, logistics, and communications

ACKNOWLEDGE that most of these activities are not conducted by FPUs. FPUs do, however:

- Model police procedures
- Model UN values
- Provide training through joint operations

Photo: UN Photo/Isaac Billy

Slide 15

SPDS: Mission and Police Support Concepts

DPO/mission level:

- Mission concept

Police Division/mission level:

- Police CONOPS
- Directive of Use of Force
- Operational Plan

Everything must be in compliance with SGF

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Explain Mission concepts are developed at the Strategic Level by the DPO

- Must follow SGF (The Strategic Guidance Framework for International Policing)
- SGF is the document that defines **how** United Nation Does Policing

Mission Concept is used to develop the Police Concept of Operations (CONOPS) + DUF at the Police Division Level.

- FPU must always follow Police CONOPS which fully align with the mission concept

Emphasize: "Everything must comply with the SGF."

Learning Activity

3.2

CONOPS

INSTRUCTIONS:

- Work in groups.
- Identify the main parts of the UNAC CONOPS.
- Identify the main goal of the UN Police in Carana.

TIME: 30 minutes

Brainstorming: 15 minutes

Plenary: 15 minutes

RESOURCES

- Workbook 3.2:
UNAC CONOPS



Learning Activity 3.2

CONOPS

Instructions

- Work in groups.
- Identify the main parts of the UNAC CONOPS.
- Identify the main goal of the UN Police in Carana.



Resources

- Workbook 3.2:
UNAC CONOPS



Time: 30 minutes

- 15 minutes brainstorming
- 15 minutes plenary

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16



REFER to the Facilitators Workbook for Responses. NOTE that while it helps to understand the CONOPS for Carana to complete some activities in this course, a full understanding of the Police CONOPS for their mission is essential. The purpose of this exercise is to introduce command staff to this critical document.

Strategic Guidance Framework for International Policing

Slide 17



Key Message: UNPOL operates in accordance with the SGF which stands for the Strategic Guidance Framework for International Policing. The SGF provides standardized approaches to the provision of public safety, police reform and support to national police and other law enforcement agencies.

EXPLAIN:

Following the adoption of the United Nations Police in Peace Operations Policy in January 2014,

- A comprehensive set of guidelines was elaborated as the Strategic Guidance Framework (SGF) for International Policing.
- So far, these guidelines cover
 - Police Command,
 - Police Operations,
 - Police Capacity-Building and Development,
 - and Police Administration,

which are the four core elements of the Policy.

SGF is intended to benefit not only the UN, but any organisation or Member State that deploys police and law enforcement personnel to international multidimensional peace operations.

The documents were developed in consultation with, among others,

- the Organisation for Security and Co-operation in Europe (OSCE),

- the African Union
- and the European Union,

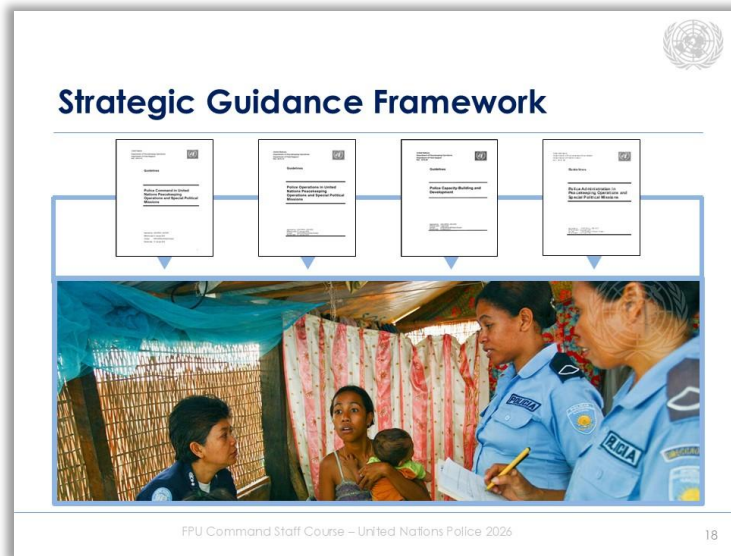
which have drawn on the materials for their own planning, development, and training efforts.

The SGF should lead to

- 1) a shared understanding of expectations among all UNPOL officers
- 2) clear & detailed job descriptions for UNPOL
- 3) standardised training programmes
- 4) ability to monitor and evaluate mandate implementation.

The SGF and related manuals are the framework which should guide all UNPOL officers in their everyday work. The SGF is not the only guiding set of documents for UNPOL, but also a gateway to other UN rules and regulations.

Slide 18



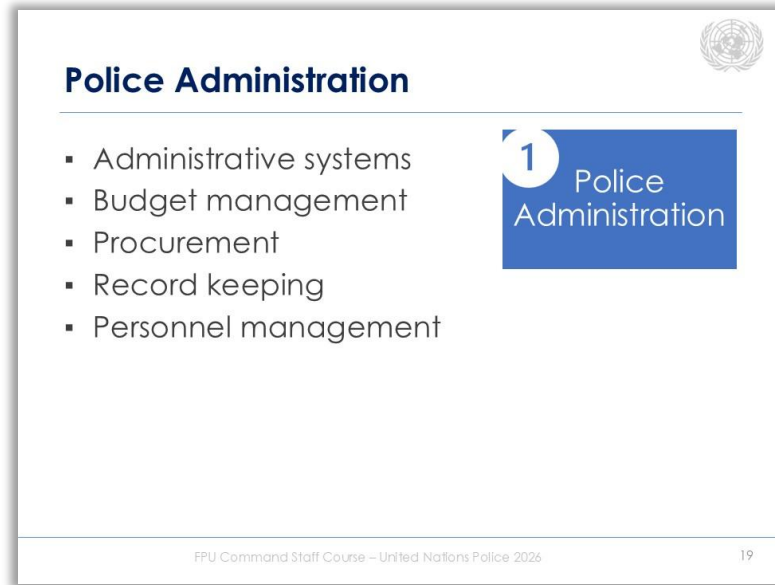
Key Message: Key functions / activities of IPOs align with the Strategic Guidance Framework for International Peacekeeping.

IPOs are assigned to one of the four functions based on their expertise:

- Police administration
- Police capacity-building and development
- Police command
- Police operations

Photo: UN Photo/Marco Dormino

Slide 19



Police Administration

- Administrative systems
- Budget management
- Procurement
- Record keeping
- Personnel management

1 Police Administration

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Key Message: The SGF on Police Administration supports the effective and efficient performance of the police component.

EXPLAIN: The SGF is based on a set of four guidelines. The first is the Guidelines for Police Administration which provides UNPOL with the direction to support effective and efficient police administration. Without efficient and effective systems to process payroll, manage vehicles, promote staff welfare, assess performance, or ensure appropriate conduct, peacekeepers cannot perform any of their mandated tasks.

Reference: Police Administration Guidelines (2016)

Slide 20



Capacity-Building & Development

- Prepare officers and host-State institutions to ensure the long-term sustainability of international peace effort
- Reform, rebuild, and restructure police and other law enforcement institutions in post-conflict and fragile states
- Provide five key areas of support
 1. Support to police policy formulation
 2. Stakeholder engagement
 3. Support to police services
 4. Support to enabling services
 5. Support to accountability mechanisms

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Key Message: Since 2003, most new peacekeeping mandates include capacity- building and development.

EXPLAIN: The second set of guidelines in the SGF relates to capacity-building and development. Key areas of support for police capacity-building and development activities:

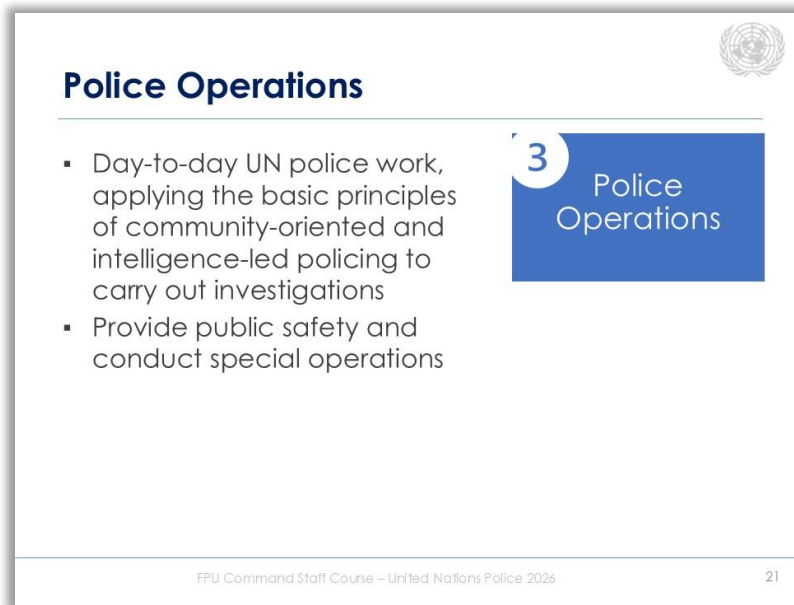
- the provision of material support
- training initiatives
- monitoring, advising, and mentoring
- the strengthening of accountability and oversight

Reforming, restructuring, and rebuilding police and other law enforcement institutions in post-conflict and fragile states is a long-term effort that must reach all levels of an institution, from individual police personnel to groups or units of individuals within an organization and whole institutions.

NOTE that since 2003, most new peacekeeping mission mandates include capacity-building and development.

Reference: Police Capacity-Building and Development Guidelines (2017)

Slide 21



Police Operations

- Day-to-day UN police work, applying the basic principles of community-oriented and intelligence-led policing to carry out investigations
- Provide public safety and conduct special operations

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Key Message: United Nations Police are authorized to assume partial or full executive policing responsibility, such as conducting investigations, special operations and maintaining public order while the host-State police and other law enforcement agencies regain functional self-sufficiency.

Distinguish the difference between the UNPOL entities IPO vs FPU in missions. Currently there are no “executive’ policing missions for UNPOL

EXPLAIN: The fourth set of guidelines in the SGF relates to police operations. The operational support role to the host-State police service and other law enforcement includes addressing threats such as serious and organized crime, terrorism and corruption.

Reference: Police Operations in United Nations Peacekeeping and Special Political Missions Guidelines (last reviewed 2018)

Slide 22



Police Command

- Ensuring the appropriate resources, skills, capabilities and structures required to lead a complex, multidimensional peace operation
- Planning, training initiatives & programs (i.e., POC), directing operations

4 Police Command

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Key Message: Police command involves leading officers from different countries with very different policing styles and providing guidance for the unique challenges the peacekeeping operating environment presents in the context of collaborating with the host-State police service and other elements of the operation.

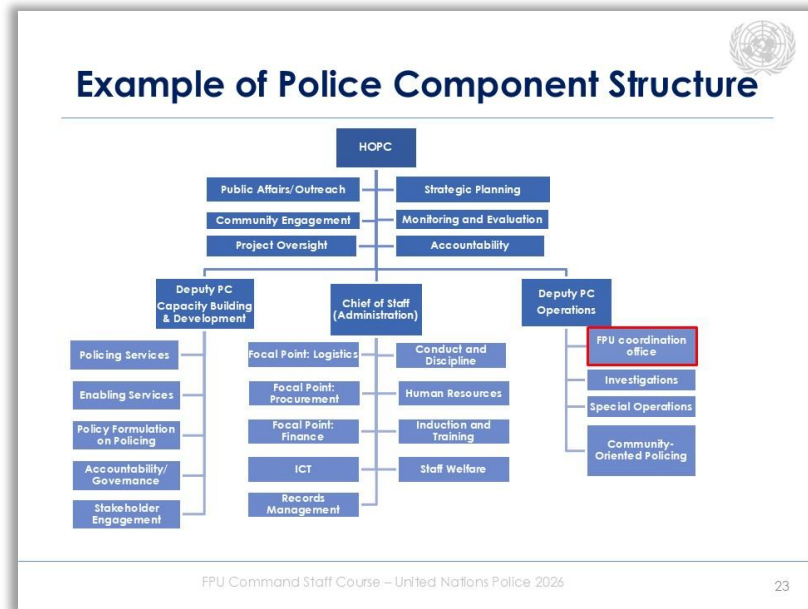
EXPLAIN: The third set of guidelines in the SGF relates to police command. Areas of importance include:

- Managing human resources
- Capacity-building for transferring policing and law enforcement responsibilities to the host-State police
- The zero-tolerance policy on sexual exploitation and abuse
- Human rights protection
- Employing intelligence-led policing strategies
- Working with community members, including women, as full partners in policing activities; and facilitating the full participation of women and girls in decision- making, planning, implementation and oversight.

Reference: Police Command in United Nations Peacekeeping Operations and Special Political Missions Guideline (D-1,2,3) (2016)

Example of Police Component Structure

Slide 23



Key Message: The slide illustrates a typical structure and chain of command for a United Nations Police Component deployed to peace operations, in compliance with the Strategic Guidance Framework (SGF).

EXPLAIN: United Nations Police components are led by Heads of Police Components (HOPCs). These normally consist of a Police Commissioner (PC) in Peace Operations and a Senior Police Adviser (SPA) in Special Political Missions. The HOPC is responsible for the implementation of the mission mandate, including oversight of all operational and administrative tasks mandated by the police component.

The HOPC establishes the operational chain of command as follows and as needed: HOPC, Regional Command, Sub-regional command, FPU and sub-units. This police chain of command for operations shall be established as a "Field Command Framework".

The HOPC can delegate authority to the appropriate subordinate levels but maintains overall responsibility. The HOPC (or his/her designated deputy) has tasking authority to deploy, re-deploy or employ all or part of an enabling unit to achieve the mission mandate, as well as the authority to task individual personnel,

units and sub-units within the mission area. This authority extends to the delegation of responsibilities to the appropriate subordinate level.

The Police Commander should be able to identify when to take control or give direction and support without stifling staff initiative. He/she must be seen by staff as a resilient, active leader who listens, accepts feedback and is open to information and suggestions but is equally decisive when dealing with problems. He/she must actively demonstrate concern over people's welfare and not just how well those people perform their duties. A good commander needs to create a positive and transparent culture within the Mission to help foster trust and mutual understanding. The ability to involve, influence and develop others through providing direction, guidance, support and motivation are increasingly seen as critical skills for an effective leader.

Within the Police Component structure, Formed Police Units (FPUs) operate under the overall command of the Head of police component (HOPC). The HOPC has the authority to deploy, task, and employ FPUs in support of the mission mandate. This operational authority may be delegated through the established chain of command, typically to the FPU Coordinator or to regional commander, depending on the mission structure. While FPUs retain their internal unit command under the FPU Commander, their operational employment and tasking are directed through the UNPOL chain of command to ensure coordination, unity of effort, and alignment with mission priorities.

Formed Police Units

Slide 24

Definition of FPU

FPU are defined as specialized, cohesive, armed mobile police units, providing security support to United Nations operations by protecting civilians; supporting as well as undertaking police operations that require a formed response; and ensuring the safety and security of United Nations personnel and assets.



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Key Message: United Nations FPUs are defined as specialized, cohesive, armed mobile police units, providing security support to United Nations operations by protecting civilians; supporting as well as undertaking police operations that require a formed response; and ensuring the safety and security of United Nations personnel and assets.

EXPLAIN: Depending on the mission's mandate, FPUs may perform these tasks independently (in the case of executive law enforcement mandate) or in support of existing host-State law enforcement agencies and within the limits of their operational and logistical capabilities, areas of deployment and relevant UN policies (Ref. FPU Policy, 2014.14).

Slide 25



Formed Police Units (FPUs)

Majority of
police
officers in UN
peace
operations

- Trained and equipped to act as a self-sustaining, cohesive unit
- Capable of accomplishing policing tasks that individual police officers could not address

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25

Key Message: FPUs are specialized, cohesive, armed mobile police units that provide security support to UN operations and are trained and equipped to act as a self-sustaining, cohesive unit.

IDENTIFY the following key points about FPUs:

- The majority of police officers in UN Peacekeeping Operations are FPU officers.
- FPUs are specialized, cohesive, armed, mobile police units that provide security support to UN operations and are trained and equipped to act as a self-sustaining, cohesive unit.
- FPUs are capable of accomplishing policing tasks that individual police officers could not address.

Slide 26



Formed Police Units (FPUs)

- Deployed under MOU between UN and PCC based on mission SUR.
- Consisted of 160 members (Number of FPU vary according to mission SUR).
- Formed entirely from one contingent
- Not deployed to perform the functions of the military
- Standard tour of duty is one year and should not exceed 18 months.
- Other Capabilities (National Support Element, NSE) & Gender.
- Trained and equipped to act as a self-sustaining, cohesive unit
- Capable of accomplishing policing tasks that individual police officers could not address

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26

Key Message: FPU are self-sustaining, formed police units deployed under a legal framework to provide robust policing capabilities in UN peace operations.

Explain that FPU are deployed under a Memorandum of Understanding (MOU) between the UN and the Police Contributing Country (PCC), based on the mission's Statement of Unit Requirements (SUR).

They are:

- Formed entirely from one national contingent
- Normally composed of approximately 160 personnel (as defined by SUR)
- Deployed for a standard tour of one year (not exceeding 18 months)
- Equipped with a National Support Element (NSE)
- Expected to ensure gender representation
- Trained and equipped to act as a self-sustaining, cohesive unit

FPUs are not deployed to perform military functions.

They are capable of undertaking policing tasks that individual police officers (IPOs) cannot address due to the need for formed response, robustness, and specialized equipment.

EXPLAIN that FPU are deployed under a MOU framework and must comply with the SUR requirements, including personnel strength, equipment, and capability standards.

REMIND trainees that FPU are policing entities operating under UNPOL authority and are distinct from military components.

EXPLAIN that the added value of FPUs derives from:

- Their ability to act as an armed, cohesive unit
- Their structured command and control
- Their self-sustainment capability
- Their specialized equipment and training
- Their capacity to deliver robust public order and protection functions

EMPHASIZE that the primary objective in assigning tasks to FPUs is to maximize their formed response capability and operational robustness in support of the mission mandate.

Slide 27



FPU Policing Expertise

- **Key Benefit to Formed Police Unit** - *armed, cohesive, specialized, mobile with policing expertise (POM)*
- Not a reserve labor force
- Performance of core tasks essential for effectiveness



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27

Key Message: FPU's' policing expertise is of the utmost importance to their role in UNPOL.

READ paragraph 25 (page 8) from the revised *Policy on Formed Police Units in United Nations Peacekeeping Operations (2024.14)*:

"In assigning tasks to FPU's, their added value as a formed unit with policing expertise should be of foremost importance. FPU's should not be treated as a reserve labor force and should not be broken down to the extent that they become unable to perform their core tasks effectively."

ASK the trainees: What happens when you don't practice your skills?

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

- FPU's offer essential policing expertise where it is needed, in peacekeeping operations
- Underutilizing the unique talents that FPU's possess will cause them to become out of practice and less effective

UN Photo/Tieles

Operational Capacity

Slide 28

Operational Capacity

- Deployed in interoperable tactical sub-units (platoons and sections)
- Minimum number of platoons is four (approximately 32 officers each)
- Operational personnel constitute a minimum 85% of the unit
- Support personnel should not exceed 15% of the unit
- Leave Percentage during deployment must not exceed 25% of the effective strength

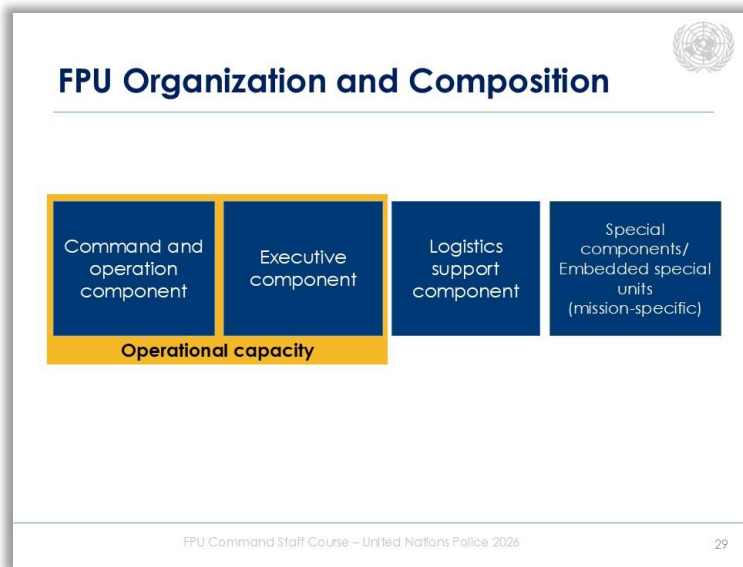
FPU Command Staff Course – United Nations Police 2026 28

Key Message: FPU are deployed in interoperable tactical sub-units such as platoons and sections.

CONTINUE to describe the operational capacity of FPUs, using the slide and the talking points below:

- FPU platoons are made up of at least three sections, with a minimum of 10 operational members in each (including the section commander). The sections make up the smallest deployable units and cannot be broken down further.
- The minimum number of platoons (four) is based on an increased number of personnel to 160, which may still be in the process of implementation.
- The minimum overall operational capacity of a FPU is approximately 135 officers. Specialized capacities such as forensics, canine, SWAT, or close protection may be added but do not count toward the minimum operational capacity required for public order management tasks.
- The operational capacity of an FPU should be formed no less than four months prior to deployment.

Slide 29



Key Message: A typical FPU has three main components: Command and operation, executive, and logistics.

DESCRIBE the standard FPU as shown on the slide:

- Command and operations components include the commander, deputy commander, platoon commanders, section leaders, duty officers, liaison officers, and operations officers
- Executive component (The term “executive component” is used in training to describe function, not to introduce a new structural category. It helps command staff clearly differentiate between command responsibilities and execution responsibilities): is composed of operational FPU members except for the command and operation component. Together, these two components make up the FPU's operational capacity.
- Logistic support component: This may vary in size but should have sufficient trained personnel to provide all services in the FPU in accordance with the MOU between the UN and the police contributing country (PCC). These services include maintenance and repair of all major equipment such as vehicles, generators, water treatment plants, and weapons. Components should also have qualified staff to maintain self-sustainment services such as catering, minor engineering, medical level 1, laundry, cleaning, and accommodations.

EXPLAIN that FPUs may include or be tasked with specialized capacities (e.g. canine teams, SWAT-type capabilities, riverine units, close protection elements) only when required by the mission mandate and security context.

ADVANCE to the next slide to continue the discussion.

Learning Activity

3.3

FPU Policy and UNAC Mandate

INSTRUCTIONS:

- Work in groups
- Answer the questions on the FPU policy
- Identify the core and non-priority functions of the FPUs
- Link the main tasks of the FPUs to UNAC mandate (compare UNPOL tasks in the policy and in the mandate)

TIME: 40 minutes

Activity: 20 minutes

Plenary: 20 minutes

RESOURCES

- Workbook 3.3: FPU Policy and UNAC Mandate
- Resource Guide: FPU Policy

Learning Activity 3.3
FPU Policy and UNAC Mandate

Instructions

- Work in groups
- Answer the questions on the FPU policy
 - Identify the core and non-priority functions of the FPUs
- Link the main tasks of the FPUs to the FPU core tasks and non-priority functions

Resources

- Workbook 3.3: FPU Policy and Mission Mandate
- Resource Guide: FPU Policy

Time: 40 minutes

- 20 minutes group activity
- 20 minutes plenary

FPU Command Staff Course – United Nations Police 2026 30

Steps

Explain: the activity to trainees:

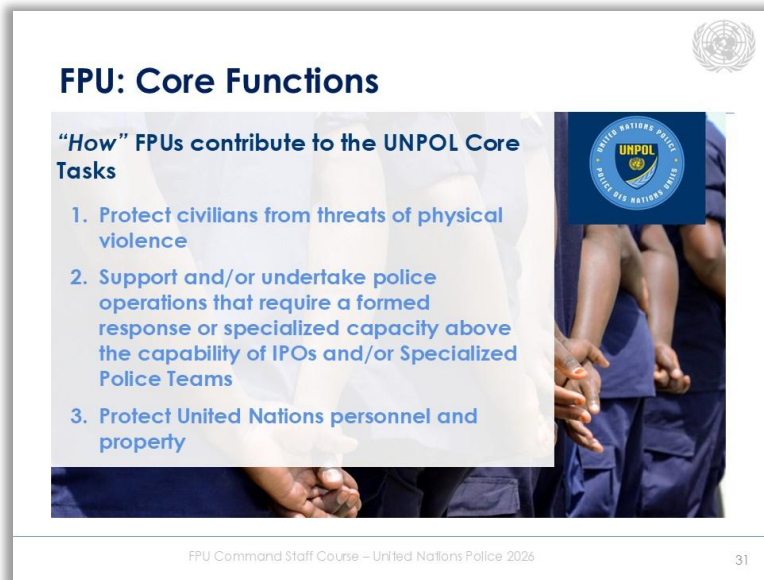
Study the FPU Policy (2024.14)

Record the answers to the question on a flip chart

Regroup to discuss the trainees' work and responses.

FPU Core Functions

Slide 31



Key Message: FPUs have three Core Functions:

- Protect civilians from threats of physical violence
- Support and/or undertake police operations that require a formed response or specialized capacity above the capability of IPOs and/or Specialized Police Teams
- Protect United Nations personnel and property

INTRODUCE or **REVIEW** the three core functions of FPUs.

EXPLAIN that these three functions are HOW FPUs contribute to UNPOL's Core Tasks.

REMIND trainees of UNPOL's Core Tasks or ask for a volunteer to recall the tasks.

The two core tasks of UNPOL are to provide (1.) operational support/interim executive policing and other law enforcement and (2.) support for the reform, restructuring, and rebuilding of host-State police.

EXPLAIN that, in most cases, these FPU functions are conducted in support of host-State law enforcement services. However, FPUs can be called upon to act independently in accordance with the mission mandate and authorities allocated there, for example, in the protection of United Nations personnel and facilities under imminent threat of danger or in the case of an executive law enforcement mandate.

EXPLAIN that the primary objective in assigning tasks to FPUs is to make the best possible use of their added value, which is derived from their ability to act as an armed, cohesive unit and

their specialized weaponry, equipment, and training, which give them a heightened robustness.

SHARE that in all aspects of their operations, FPUs ensure compliance with human rights standards. They are trained to recognize potential human rights violations and are required to promptly record and share allegations of violations through their chain of command. They are prepared to intervene, including using force where mandated and in accordance with their specific roles, responsibilities, and limits of their competence and capacity.

Photo: UN Photo

Slide 32



Protect Civilians from threats of physical violence

- Formed response to threats to public order
- Human rights standards
- Operational support to host-State police
- Deterrence
- high-visibility patrols



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32

Key Message: FPU perform three core functions in UN peace operations. These functions define when and how FPUs are employed, highlight their added value as formed units, and guide command staff in tasking, planning, and supervision in accordance with the mandate and human rights standards.

EXPLAIN Core Function 1: Protect Civilians from Threats of Physical Violence

Explain that Protection of Civilians (POC) is the primary and overarching function of FPUs in most missions.

FPUs provide a formed and robust response to threats to public order or physical violence that exceed the capacity of IPOs or host-State police.

This includes high-visibility patrols, deterrent presence, and rapid intervention in volatile areas.

FPUs often operate in support of host-State police but may act independently when mandated or when host-State authorities are unable or unwilling to protect civilians.

All actions must be conducted in strict compliance with human rights standards and UN directives on the Use of Force.

REMINDE participants that deterrence, dialogue, and presence are preventive tools and often avoid the need for force.

EXPLAIN Core Function 2: Protect UN Personnel and Property

Explain that FPUs play a critical role in ensuring the safety and security of UN staff, assets, and facilities.

FPUs protect convoys, mission facilities, and personnel operating in high-risk environments.

They may be tasked with relocation or evacuation of UN staff during security incidents or deterioration of the situation.

FPU can intervene to protect UN personnel only within their capabilities and mandates.

Close protection and VIP escorts may be provided when FPU are assessed as capable and when no specialized unit is available.

EMPHASIZE that these tasks require close coordination with UNPOL Operations, UNDSS, and other mission components.

EXPLAIN Core Function 3: Support Police Operations

Explain that FPU support police operations that require formed response or specialized capacity.

FPU conduct high-visibility and joint patrols with IPOs and host-State police to stabilize areas and deter violence.

They are specifically trained in Public Order Management (POM), including crowd control and riot management.

FPU may conduct intervention and specialized police tactics, always under UN command and consistent with human rights principles.

ADD that FPU are not intended to replace IPOs or host-State police, but to enable operations where cohesion, robustness, or specialized capability is required.

Advise participants that FPU should be tasked based on threat assessments and their added value as a formed unit.

Command staff must ensure clear tasking, coordination, and reporting for each core function.

Over-tasking FPU with non-core duties undermines their operational effectiveness.

Photo: UN Photo

Slide 33



Support Police Operations

- High-visibility and joint patrols
- Public order management
- Intervention and specific police tactics and techniques.



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33

Key Message: Police operations that require a formed response or specialized capacity may include high-visibility patrols and joint patrols with IPOs and/or host-State law enforcement as well as public order management, intervention, and tactical progression.

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

- Support may include:
 - High-visibility patrols to demonstrate an active law-enforcement presence
 - Joint patrols with IPOs (individual police officers)
 - Host-State law enforcement services, such as public order management, intervention, and tactical progression

Photo: UN Photo

Slide 34

Protect UN Personnel and Property



- Protection of convoys
- Relocation or evacuation of staff
- Intervention, where necessary, for the protection of staff and in accordance with FPU capabilities
- Close protection and VIP escorts



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34

Key Message: The protection of United Nations personnel and property includes the protection of convoys, relocation or evacuation of staff, and intervention, where necessary, for the protection of staff and in accordance with FPU capabilities.

EXPLAIN that FPUs may be involved in providing protection to military observer team sites or military units, particularly enabling units, which may have a limited capability to deal with the types of incidents to which FPUs might typically respond.

ADD that if FPUs are assessed to have the capacity, they may provide close protection and VIP escorts for the benefit of United Nations, international, or national officials.

ADVISE that FPUs should provide static guard duties only in exceptional cases. FPUs should not be involved in activities related to the standard internal security of detention facilities.

Photo: UN Photo

Slide 35



Capacity-Building

- Not a core task for FPU's
- Support by creating a safe environment for IPOs conducting CB
- May participate in joint exercises and training with host-State police
- Uphold UN standards – modeling the way



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35

Key Message: Capacity-building is not one of the FPU's core tasks, but it supports it by creating a safe environment for IPOs who are conducting capacity building, participating in joint exercises with host-State law enforcement agencies, and upholding the UN standards.

EXPLAIN that if the mission mandate and security situation are allowed, the FPU training officer may coordinate exercises and joint training with the host-State police. The training is mostly in public order management but may include special police training such as special weapons and tactics (SWAT).

EMPHASIZE that one important way that every FPU member can help build capacity in host-State police is to always uphold UN standards and model ethical behavior.

UN Photo/Logan Abassi

Slide 36



Review

FPU Core Functions and Activities

FPU Core Functions 1. Protect UN personnel and property 2. Protection civilians from threats of physical violence 3. Support and/or undertake police operations that require a formed response or specialized capacity above the capability of IPOs and/or Specialized Police Teams	FPU Activities A. Providing security to UN convoys B. Providing SWAT teams or units C. Conducting high-visibility patrols with host-State law enforcement officers D. Providing close protection for national officials E. Providing a formed response for crowd control F. Evacuating UN staff personnel
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36

Key Message: FPU Core Functions and activities in mission align.

CONDUCT a review of FPU core functions by linking them to the tasks that FPUs conduct in mission.

READ each FPU core function aloud and **CALL ON** volunteers to identify the tasks that support the functions. There will be multiple correct responses.

If not mentioned, **ADD** the following (letters refer to the FPU tasks identified on the slide):

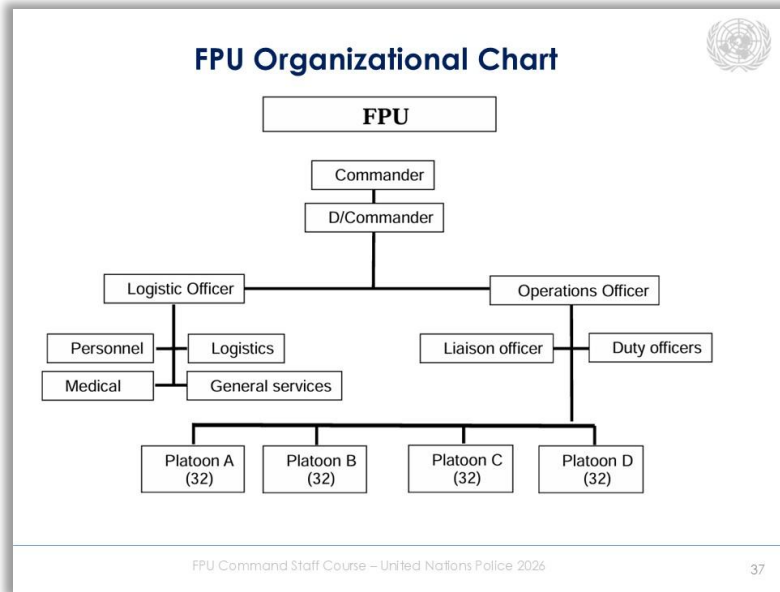
- Protect United Nations personnel and property A, F
- Protect Civilians from threats of physical violence C, D, E
- Support and/or undertake police operations that require a formed response or specialized capacity above the capability of IPOs and/or Specialized Police Teams B, C, E

POINT OUT that the FPU core functions are identified in the Formed Police Units policy.

CONCLUDE that all FPU activities in mission will support the FPU core functions

FPU Organizational Chart

Slide 37



Key Message: An FPU operates as a structured, cohesive, and self-sustaining unit with clearly defined command, operational, and support functions that ensure effective command and control.

The FPU structure reflects:

- Unity of command
- Functional specialization
- Operational readiness
- Self-sustainment capability

EXPLAIN that:

- The Commander holds full tactical and administrative authority over the unit.
- The Deputy Commander supports and ensures continuity of command.
- Clear vertical command lines ensure unity of direction

EXPLAIN that The FPU structure is divided into two main pillars:

Operations Pillar

- Operations Officer
- Liaison Officer
- Duty Officers
- Platoons (A, B, C, D)

Responsible for:

- Planning and executing deployments
- Maintaining situational awareness
- Coordinating with host-State forces
- Commanding formed response

EMPHASIZE that: Operational control must remain centralized, but execution is decentralized through platoon leadership.

Logistics & Support Pillar

- Logistic Officer
- Personnel
- Medical
- Logistics
- General Services

Responsible for:

- Sustainment
- Equipment management
- Welfare and medical readiness
- Administrative discipline

EMPHASIZE

- Clear structure ensures unity of command.
- Operational effectiveness depends on logistics and medical support.
- Platoons are the tactical execution element, but they operate through the chain of command.
- No direct tasking outside established command relationships (OPCON / TACON principles apply).

SOP on AOC

Slide 38

SOP on AOC

- Contains job competencies, descriptions, duties and responsibilities, and requirements
- Provides instructions and guidance for AOC
- Supports pre-deployment selection and training

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Key Message: The AOC is used to determine whether the FPU meets the operational capability requirements to qualify for service in peace operations.

IDENTIFY the SOP (Standard Operating Procedures) for the Assessment of Operational Capability (AOC) as the source of information for command staff:

- Job descriptions
- Duties and responsibilities
- Job requirements

EXPLAIN that a copy of the SOP is included in the e-Materials for the course.

EMPHASIZE the added importance of the SOP for:

- Preparation for AOC
- Pre-deployment selection and training

EXPLAIN that the UN uses the AOC to determine whether the FPU meets the operational capability requirements to qualify for service in peace operations. Trainees should refer to the SOP as they prepare for the AOC.

Annex A

Slide 39



Annex A

Outlines command staff positions:

- General competencies and skills
- Description
- Duties and responsibilities
- Requirements

United Nations
Department of Peacekeeping Operations
Department of Field Support
Ref: 2017.9

Standard Operating Procedure (Revised)

**Assessment of Operational Capability
of Formed Police Units for Service
in United Nations Peacekeeping Operations and Special
Political Missions**

Approved by: Jean-Pierre Lacroix, USG DPKO
Ref: 2017.9
Effective date: 23 April 2017
Contact: UNPOL Police Division/Selection and Recruitment Section
Revised date: 20 April 2020

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39

Key Message: Annex A outlines responsibilities, requirements and competencies for command staff.

REVIEW the information that is provided in Annex A of the SOP for each position:

- General competencies and skills
- Position description
- Duties and responsibilities
- Requirements

Learning Activity

3.4

Duties and Responsibilities in Mission

INSTRUCTIONS:

- Work in groups.
- Use 3.4-1 to review the duties and responsibilities for command staff
- Use the matrix in 3.4-2 to identify who is responsible for the in-mission duties and responsibilities
- Work as a group to answer the questions
- Present your answers

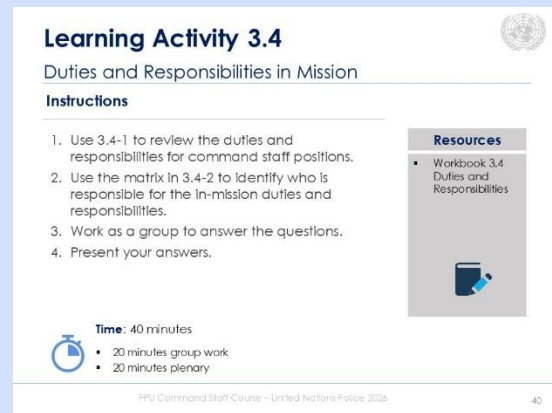
TIME: 40 minutes

Group work: 20 minutes

Plenary: 20 minutes

RESOURCES

- Workbook 3.4: Duties and responsibilities



Learning Activity 3.4
Duties and Responsibilities in Mission

Instructions

1. Use 3.4-1 to review the duties and responsibilities for command staff positions.
2. Use the matrix in 3.4-2 to identify who is responsible for the in-mission duties and responsibilities.
3. Work as a group to answer the questions.
4. Present your answers.

Resources

- Workbook 3.4 Duties and Responsibilities

Time: 40 minutes

- 20 minutes group work
- 20 minutes plenary

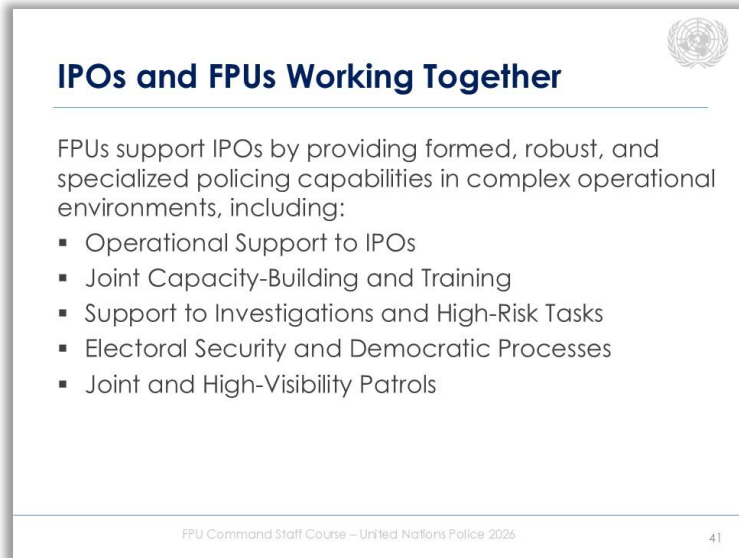
PPU Command Staff Course – United Nations Police 2026 40



REFER to the Facilitator Workbook for Responses. NOTE that while it helps to understand the CONOPS for Carana to complete some activities on this course, a full understanding of the Police CONOPS for their mission is essential. The purpose of this exercise is to introduce command staff to this critical document.

IPOs and FPU Working Together

Slide 41



Key Message: FPUs complement IPOs by providing a formed, robust, and scalable policing capability that enables IPOs to operate safely and effectively in complex and high-risk mission environments.

EXPLAIN to participants that IPOs and FPUs have distinct but complementary roles within UN police operations. IPOs typically lead engagement, coordination, mentoring, and advisory functions, while FPUs provide the cohesive, armed, and specialized capacity required when operational risks exceed the capability of unformed police.

Clarify that FPUs do not replace IPOs but rather enable IPO-led tasks by providing protection, deterrence, and rapid response when needed.

Highlight the key areas of cooperation shown on the slide:

- Operational Support to IPOs: FPUs deploy in support of IPO-led activities when a formed response, deterrent posture, or crowd-control capability is required.
- Joint Capacity-Building and Training: FPUs may participate in joint training and practical exercises with host-State police when security conditions allow, reinforcing operational standards and interoperability.
- Support to Investigations and High-Risk Tasks: Emphasize that FPUs do not conduct investigations but may provide security and protection to IPOs during arrests, searches, or sensitive operations involving elevated threats.

- Electoral Security and Democratic Processes: FPU support elections through area security, convoy escort, and rapid response, ensuring that IPOs and host-State authorities can conduct electoral activities safely.
- Joint and High-Visibility Patrols: FPU conduct joint or protective patrols with IPOs to enhance presence, deter violence, and contribute to Protection of Civilians (POC) objectives.
- Remind participants that all IPO–FPU cooperation must:
 - ✓ Be mandate-driven
 - ✓ Follow the chain of command
 - ✓ Respect human rights standards and the UN law-enforcement paradigm
 - ✓ Be coordinated through the FPU Coordination office and UNPOL operations

Slide 42

What Level(s) are FPU in UNPOL?

Tactical



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42

Key Message: FPU are at the tactical level in UNPOL.

ASK trainees which level they think the FPU operates within UNPOL.

CLICK to reveal the response: Tactical

Photo: UN Photo

Learning Activity

3.5

Command, Control and Coordination

INSTRUCTIONS:

- Work in groups
- Identify the command relationship for FPU. Present the results in plenary (1st step)
- Complete the following table for the command structure for FPU (2nd step)
- Use the FPU policy to support your answers

TIME: 40 minutes

Activity: 20 minutes

Plenary: 20 minutes

REGROUP to discuss the trainees' work and responses using the slide that follows.

Note that the slide is animated to build upon each click.

RESOURCES

- Workbook 3.5: Command, Control and Coordination
- Resource Guide: FPU Policy

Learning Activity 3.5

Command, Control and Coordination

Instructions

- Work in groups
- **Step 1:** Explain the command, control and coordination relationship for FPU. Present the results in plenary
- **Step 2:** Complete the following table for the command structure for FPU
- Use the FPU policy to support your answers

Time: 40 minutes

- 20 minutes group activity
- 20 minutes plenary

Resources

- Workbook 3.4: Command, Control and Coordination
- Resource Guide: FPU Policy

Learning Activity 3.5

Command, Control and Coordination

One FPU		Sections or platoons from more than one FPU		More than one FPU	
Operational Command	Operational Control	Operational Command	Operational Control	Operational Command	Operational Control
	FPU commander		FPU commander		FPU commander
Tactical Command	Tactical Control	Tactical Command	Tactical Control	Tactical Command	Tactical Control
	FPU commander		FPU commander		FPU commander

Command and Control

Slide 45

Command and Control Terms



- UN operational authority
- Full Command
- Operational control (OPCON)
- Tactical command (TACOM)
- Tactical control (TACON)
- Police component (in case of joint operation)

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45

Key Message: It is important for FPU command staff to understand basic command and control terms.

REFER trainees to the command-and-control terms in the Resource Guide (page 11).

REVIEW the terms to ensure they understand them.

CONDUCT a review of the terms using the following questions:

- In an operation involving more than one FPU, who assumes responsibility for or assigns a delegate to coordinate those joint activities? ANSWER: The Deputy-Chief Ops (FPU)
- When FPUs and host-State police conduct a police activity together, who has command of the FPU? ANSWER: The FPU Commander
- In joint operations with the military component, how is tactical control determined?

ANSWER: A police tactical area of operation is established, and the designated police commander has tactical control.

Slide 46



Command, Control, and Coordination Models

- FPU are managed at the **mission HQ level** to be deployed throughout the mission area on demand
- FPU are assigned to an area of responsibility in accordance with a regional UN police structure and under the operational control of **UN police regional commanders**
- Some FPU in a mission area are distributed to **police regions**, while the remainder are managed at the **mission HQ level**

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Key Message: There are different models for the command, control, and coordination of FPU.

EXPLAIN that the command of the FPU is vested in the HOPC or can be delegated as described in the slide. Orders for operational engagement will come only from the HOPC or his or her delegates in consultation with the Head of Mission.

REVIEW the different models for command, control, and coordination of FPU.

- First model: FPU are managed at the mission HQ level and are under the command of the Deputy-Chief Ops (FPU).
- Second model: FPU are assigned to police regions and are under the command of the UN police regional commanders Under the delegation of the HOPC.
- Third model (blended approach): Some FPU are assigned to police regions, and some are managed at the mission HQ level under the command of the regional commanders or Deputy-Chief Ops (FPU), respectively.

Slide 47



Command Positions

- Know command, control, and coordination of FPU in peace operations
- React to and manage public order incidents
- Mobile command post (see lesson on joint and combined operations)



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47

Key Message: FPU command staff must have a detailed understanding of FPU command and control arrangements in peace operations, cooperation and coordination with other mission components, and assistance to host-State police and other host-State law enforcement agencies, particularly in cases of humanitarian disasters and national elections.

EXPLAIN that the commander, deputy commander, platoon commanders, section leaders, and operations officer should be familiar with the procedures for the following:

- Tactical operations including (but not limited to) crowd control operations and procedures related to specialized capacities of an FPU
- Decision-making process in FPU engagements
- Stress and fear management
- Morale and welfare
- In-service FPU training
- Tactical mediation and negotiation processes
- Use of language assistants
- Skills related to the specific position he/she will occupy

EXPLAIN that these officers must also have a detailed understanding of FPU command and control arrangements in peace operations, cooperation and coordination with other mission components, and assistance to host-State police and other host-State law enforcement agencies, particularly in cases of humanitarian disasters and national elections.

Photo: UN Photo

Women Officers: Operational Capacity

Slide 48

Women Officers: Operational Capacity



- Operational impact
- Prioritized for deployment



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48

Key Message: Women officers enhance operational effectiveness and help rebuild the trust that is essential for reestablishing the rule of law. Gender mainstreaming is a key priority for the UN given the importance of women in effective policing.

Use this slide to **EMPHASIZE** that women officers are equally adept in critical roles such as public order management and in specialized capacities such as SWAT and high-risk operations.

EXPLAIN that women officers are indispensable during high-visibility patrols and cordon and search operations, particularly pat-down searches of women.

SHARE that in post-conflict environments where sexual- and gender-based violence may have occurred during the conflict, community members may be more likely to approach women police officers. Women officers therefore enhance operational effectiveness and help rebuild the trust that is essential for reestablishing the rule of law.

SHARE experiences from your own work on the important role of women officers and **ASK** trainees to share theirs, too.

Photo: UN Photo

Key Messages

Slide 49



Discussion: Key Messages

Link to Leadership

How will you use the information in this lesson in your role as FPU command staff?



FPU Command Staff Course – United Nations Police 2026 49

ASK the question on the slide to check for understanding of the key lesson concepts. While responses will vary, trainees should identify that the information in this lesson will help them work with IPOs more effectively and work within the command-and-control structure for their mission.

Self-Study

Slide 50



Self-Study

On your own time, review:

- 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)
- DPKO/PD Guidelines for United Nations Police Officers on Assignment with Peacekeeping Operations (DPKO/PD/2006/00135) (revised forthcoming)
- DPKO/DFS Policy (Revised) on Formed Police Units in United Nations Peacekeeping Operations (2024.14)



FPU Command Staff Course – United Nations Police 2026 50

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

EMPHASIZE the importance of reviewing and understanding the documents.