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United Nations  
Department of Peace Operations  
Department of Operational Support  
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## Policy

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# Functions and Organization of the Standing Police Capacity (SPC)

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Contact: Police Division, OROLSI, DPO

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**DPO and DOS POLICY ON  
FUNCTIONS AND ORGANIZATION OF THE STANDING POLICE CAPACITY (SPC)**

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**A. PURPOSE AND RATIONALE**

1. This policy outlines the functions and organization of the Standing Police Capacity (SPC), an integral part of the United Nations Police Division. It supersedes the 2012 Policy on the SPC<sup>1</sup> and is informed by, inter alia, the Reports of Secretary-General on United Nations policing (S/2016/952, S/2018/1183 and A/74/223), Security Council resolutions 2185 (2014), 2382 (2017) and 2247 (2018), the 2018 Report of the Special Committee on Peacekeeping Operations (A/72/19) and Report 2019/108 on an audit of the Standing Police Capacity in the Department of Peace Operations (Assignment No. AP2018/600/01) conducted by the Office of Internal Oversight Services.
2. It is often the breakdown of law and order that triggers a United Nations deployment and, conversely, the establishment or re-establishment of policing and other rule of law functions that allows United Nations peace operations to downsize and eventually withdraw.<sup>2</sup> The requirement for a dedicated standing police capacity to support UN peace operations was borne out of the discussions on the on-call roster of 100 police officers recommended in 2000 by the Panel on United Nations Peace Operations.<sup>3</sup> Since the establishment of the SPC in

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<sup>1</sup> DPKO/DFS Policy on the Functions and Organization of the United Nations Standing Police Capacity (SPC) (Ref. 2012.12).

<sup>2</sup> Report of the Secretary-General on United Nations policing (S/2016/952), para. 3.

<sup>3</sup> Report of the Panel on United Nations Peace Operations (A/55/305 – S/2000/809, “Brahimi Report”).

2006,<sup>4</sup> the role of UN Police has evolved, and significant changes have taken place in the United Nations peace and security architecture. The centrality of UN Police within the Organization has been repeatedly recognized. In 2017, the Security Council welcomed “the work of the [SPC] in providing a rapid, coherent, effective and responsive start-up and assistance capability for the Police Components of United Nations peacekeeping and special political missions as well as support to other United Nations entities through the Global Focal Point for Police, Justice and Corrections arrangement.”<sup>5</sup> In 2018, the Special Committee on Peacekeeping Operations took note of the continued development of SPC “to respond quickly to the needs of missions in the field and of the utilization of the Standing Police Capacity and its increasing coordination in the fields of training and planning for mission support.”<sup>6</sup> Further, the Secretary-General has underscored the role of the United Nations police role as a system-wide service provider of advice, expertise and assistance regarding policing and other law enforcement issues.<sup>7</sup>

3. UN Police are routinely called upon to undertake complex police capacity-building and development activities within a security, human rights and rule of law framework. Given the central role of policing in preventing, mitigating and resolving violent conflict and contributing to early peacebuilding and reconciliation, an effective, capable and delivery-oriented UN police must be a key element of United Nations peace operations.<sup>8</sup> As the operational arm of Police Division, SPC is a key resource of the Secretariat in supporting peace, including via the Global Focal Point arrangement, through which the Secretary-General’s prevention agenda is supported by the provision of capacity-building for the rule of law, which promotes the establishment of protective environments.<sup>9</sup> In this regard, the Security Council has requested the Secretary-General “ensure the work of the SPC is better integrated into efforts of United Nations peacekeeping operations to ensure coordination and information sharing and that the SPC is used to maximum effect”.<sup>10</sup>
4. The SPC and the Justice and Corrections Standing Capacity (JCSC) are complementary but separate capacities within the Office of Rule of Law and Security Institutions (OROLSI) that retain separate reporting lines as per relevant policies and guidelines. The SPC shall coordinate and work closely with the JCSC from the early stages of preparation for joint or parallel deployments requiring an integrated approach to rule of law issues. Where appropriate, the SPC and JCSC shall undertake joint mission planning, devise joint deployment strategies to maximize the impact of rule of law assistance and deploy together. The SPC and JCSC may respond jointly to a request directed to one of the capacities if the other capacity has skills sets that are required to effectively respond to the request.

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<sup>4</sup> In February 2005, the Special Committee on Peacekeeping Operations asked the UN Secretariat to develop the concept of a standing police capacity in co-operation with Member States. At the World Summit in September 2005, the Heads of State and Government called for the creation of an initial operating capability of the SPC (as reflected in A/RES/60/1 para. 90), which was officially endorsed by the Special Committee, ACABQ, and Fifth Committee and approved by the General Assembly in its A/RES/60/268.

<sup>5</sup> S/RES/2382 (2017), OP15.

<sup>6</sup> 2018 Report of the Special Committee on Peacekeeping Operations (A/72/19), para. 141.

<sup>7</sup> Report of the Secretary-General on United Nations policing, S/2018/1183, para.15.

<sup>8</sup> S/2016/952, para. 4.

<sup>9</sup> Report of the Secretary-General on United Nations policing (S/2018/1183), para. 32.

<sup>10</sup> S/RES/2382 (2017), OP 15.

## B. SCOPE

5. Compliance with this policy is mandatory for all Headquarters personnel in the Departments of Peace Operations (DPO) and Operational Support (DOS), as well as field personnel in UN peace operations, in particular UN Police and other personnel working on rule of law issues.
  6. Other UN departments, agencies, funds and programmes and other partners shall be informed by this policy with respect to collaboration with and expectations regarding the SPC, including but not limited to partners in the Global Focal Point for Rule of Law arrangement (GFP). To that end, this policy should be widely disseminated among key partners including but not limited to partners in the GFP arrangement, namely OHCHR, UNDP, UNHCR, UNODC and UN Women.
  7. This policy complements and shall be applied in conjunction with relevant United Nations policy and guidance, including but not limited to the Strategic Guidance Framework on International Policing (SGF), including the Policy on United Nations Police (2014); the Policy on Integrated Assessment and Planning (2013); the Policy on United Nations Transitions in the Context of Mission Drawdown or Withdrawal (2013); and the Decision of the Secretary-General on Rule of Law Arrangements (2012).
  8. This policy should also be read in conjunction with the Policy on the Functions and Organization of the Justice and Corrections Standing Capacity (2020); the Policy on the Protection of Civilians in United Nations Peacekeeping (2019); the Human Rights Due Diligence Policy on UN Support to Non-UN Security Forces (2011); the OHCHR/DPKO/DPA/DFS Policy on Human Rights in United Nations Peace Operations and Political Missions (2011) and UN Security Council resolution 1325 (2000) and subsequent ones on Women, Peace and Security.
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## C. POLICY

9. The SPC is an integral part of the Police Division (PD) within OROLSI / DPO. The SPC operates as a tenant unit, and is included in the budget, of the United Nations Global Service Centre (UNGSC) in Brindisi, Italy. Administrative and logistical support for the SPC is provided by DOS through UNGSC.
10. In its work, the SPC supports the implementation of the mission of the UN Police, which is to 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 in accordance with international human rights norms and standards.<sup>11</sup> The work of the UN police is undertaken within a framework which includes the principles of security sector reform, peacebuilding and early peacebuilding for peace operations, and encompasses efforts to prevent the outbreak of or relapse into conflict.<sup>12</sup> Conflict prevention involves both immediate operational activities (stabilization and physical protection) and longer-term structural prevention (building of

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<sup>11</sup> S/2016/952, para. 8.

<sup>12</sup> See A/69/968-S/2015/490, para. 7.

political will and national capacity)<sup>13</sup> within a larger context, including reconciliation and transitional justice as critical factors for sustainable peace.

### **C.1. Functions**

11. The core functions of the Standing Police Capacity are as follows:
  - a. The SPC provides the start-up capability for the police component of new UN peace operations. By developing mission operational documents, such as a Memorandum of Understanding or inputs to the Status of Forces/Mission Agreement (SOFA/SOMA), SPC implements the strategic direction and the organization of the police component in a new UN peace operation with the aim of ensuring the component's immediate and longer-term effectiveness, efficiency, and professionalism.
  - b. The SPC assists existing UN peace operations through the provision of police and other law enforcement advice and expertise. If specifically directed by the Police Adviser, the SPC may also be used to conduct operational assessments and evaluations of existing UN police components as well as other relevant mandated duties, including providing assistance in mission drawdown and closure or as otherwise approved by the USG DPO.
12. In addition to its core functions, the SPC may be requested to provide expertise to other UN partners, such as DPPA and UN agencies, funds and programmes, as appropriate and in accordance with relevant available skills. The SPC may receive requests for assistance from peace operations, UN agencies, funds, and programmes, intergovernmental organizations, regional organizations, or countries that do not have UN missions. Requests are reviewed and authorised by the USG DPO in consultation with the Police Adviser.
13. In furthering the second function, the SPC works closely with, inter alia, the Policy, Evaluation and Training Division (DPET) to transmit experiences from the field and identify, implement and promote effective UN policing practices, particularly those that relate to: start-up, transition, and closure of complex operations; capture of lessons identified, including during transitions; supporting simultaneous police, law enforcement, legal, judicial and prison reform; assisting conflict prevention efforts; and coordination / cooperation with regional and sub-regional organizations. The SPC supports and provides expertise in training initiatives and encourages the use of knowledge management (KM) tools to further the mission of the UN Police.

### **C.2. Organizational Structure, Composition, and Reporting Lines**

14. The authorized strength of the SPC is included<sup>14</sup> within the UNGSC budget,<sup>15</sup> and includes specialists in a range of police areas, broader administrative and development areas, as well

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<sup>13</sup> See A/55/985-S/2001/574, para. 8.

<sup>14</sup> In 2000, the Report of the Panel on United Nations Peace Operations (A/55/305 – S/2000/809, “Brahimi Report”) recommended an on-call roster of 100 police officers.

<sup>15</sup> This includes one D1 Director, three P5 Team Leaders, 14 P4 and 14 P3 staff members, of which 20 are seconded. Administrative support to the SPC is provided by two general service personnel and two field staff personnel.

<sup>15</sup> See ST/SGB/2010/1 (Organization of the Department of Peacekeeping Operations), para. 8.14.

<sup>15</sup> See S/2018/1183, para. 50 regarding the use of the SPC and the GFP arrangement during mission drawdown and withdrawal as a cost-efficient, cross-pillar approach to peace sustainment.

as legal affairs, and is headed by a Chief (D1) who is accountable to the Police Adviser.<sup>16</sup> The SPC is organized into three teams, each headed by a Team Leader (P5): (a) Administrative/Management Support Team; (b) In-service Professional Development Team; and (c) Police Institution Capacity Development and Knowledge Management Support Team. In their absence, Team Leaders are deputized by the most senior officer in the respective team. Team Leaders are responsible for overseeing the workloads of their team members. All staff in the three teams are deployable as required, and may be deployed individually, in teams, or other configurations. In addition to the three teams, the special assistant, who reports directly to the Chief SPC, provides the day-to-day guidance and supervision for the four GS and FS staff. (See SPC organizational chart at Annex B.)

15. All SPC staff are required to have a thorough knowledge of the SGF, human rights standards, protection of civilians (POC), gender issues and mainstreaming, and other issues applying to policing as defined by the Organization. While at UNGSC, SPC staff conduct specific, focused tasks to facilitate SPC deployments as well as managing day to day SPC activities and engage in training and development activities. In this regard, the teams work in an integrated manner. The exact manner of integration and coordination will be determined by the Chief SPC in consultation with the respective Team Leaders.
16. When deployed to UN peace operations, SPC officers report to the Head of Police Component unless otherwise agreed in their terms of reference. They shall retain a technical reporting line to the UN Police Adviser through the Chief SPC and their respective Team Leader.
17. When deployed to support other entities, SPC officers shall report within the established reporting lines and as guided by relevant policies, strategic and operational directives of the relevant department, agency, fund or programme. This shall be outlined in the terms of reference for each deployment. SPC officers retain a technical reporting line to the UN Police Adviser through the Chief SPC and their respective Team Leader.
18. The performance assessment of SPC staff is administered by the SPC in line with relevant UN rules. For the Chief SPC, the Police Adviser and ASG for OROLSI shall serve respectively as First Reporting Officer and Second Reporting Officer. For SPC Team Leaders, the Chief SPC and the Police Adviser shall serve respectively as First Reporting Officer and Second Reporting Officer. Heads of Police Component(s) or the individual so specified in the relevant terms of reference to whom SPC staff shall report could be asked to complete a Special Performance Report reviewing the performance of the SPC staff member for the period of any assignment.
19. The SPC shall liaise and coordinate on matters of mutual operational and administrative importance with the Office of the Police Adviser (OPA), the Deputy Police Adviser, and the individual sections, namely the Strategic Policy and Development Section (SPDS), the Mission Management and Support Section (MMSS) and the Selection and Recruitment Section (SRS), concerning substantive issues, policy and procedural development, deployments, or selection / recruitment and training, respectively, recalling that the section Chiefs are accountable to the Police Adviser through the Deputy Police Adviser.<sup>17</sup> (See Annex D: Matrix of working processes.)

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<sup>16</sup> ST/SGB/2020/x para 5.14 (forthcoming).

<sup>17</sup> ST/SGB/2020/x paragraphs 5.8, 5.10, 5.12 (forthcoming).

### **C.3. Deployments**

#### **C.3.1 Terms of reference and weekly reports**

20. Deployments and other arrangements for the provision of expertise and advice shall in all cases be authorized and undertaken based on written terms of reference<sup>18</sup> consulted and agreed in advance, as follows:
  - a) Deployments to peace operations: terms of reference are consulted and agreed between the requesting peace operation leadership and the Chief SPC, in consultation with the relevant PD sections as well as the relevant division of the single regional structure, and endorsed by the Police Adviser.
  - b) Deployments to other entities, including via the GFP arrangement: terms of reference are consulted and agreed between the head of the requesting entity office and the Chief SPC, in coordination with the relevant PD sections, and the relevant division of the single regional structure, and endorsed by the Police Adviser.
21. The terms of reference shall specify the objective(s) and length of the deployment (or other modality for provision of support) as well as specific deliverables and indicators of achievement. Any changes to the terms of reference shall require consultation with and approval of the Chief SPC, and endorsement of the Police Adviser.
22. In the case of a rapid deployment authorized immediately after the adoption of a Security Council resolution, the terms of reference shall be agreed with the department administering the peace operation. The length of start-up assistance shall depend on the needs on the ground and will be determined by the mission leadership and the Chief SPC, and endorsed by the Police Adviser, taking into consideration the need for effective transition and handover to the incoming UN Police component leadership. At the same time, Police Division/SRS will endeavour to recruit the incoming UN Police leadership in a timely manner, while keeping the SPC abreast of progress.
23. At the end of each week, deployed SPC officers shall submit reports to the HoPC or head of entity, as appropriate, and the Chief SPC, summarizing activities, challenges and progress made with respect to their terms of reference. All weekly reports (“weeklies”) received from the field are consolidated and submitted to the Police Adviser, Deputy Police Adviser and Chiefs of the PD sections in New York on Monday mornings. The PD Section Chiefs shall disseminate the weeklies further as appropriate.
24. At the completion of each deployment, SPC staff shall also complete an end of mission report (AMR) on the approved template, that shall be submitted to the HoPC or head of entity, as appropriate, and Chief SPC. Chief SPC shall distribute AMRs to the Police Adviser, Deputy Police Adviser and Chiefs of the PD sections.

#### **C.3.2 Prioritization of deployments**

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<sup>18</sup> See the template terms of reference at Annex C.

25. Priority shall be given to requests for support from DPO-administered field operations and/or for deployments to start-up missions and transitions. Furthermore, all requests shall be considered according to the following criteria: 1) the urgency of the request in terms of implementation of the requesting mission's mandate; 2) its potential contribution to the implementation of the United Nations key priorities in terms of conflict prevention and sustaining peace; and 3) the availability and respective expertise and experience of the SPC officer(s) to be deployed.
26. In the event of competing requests, best efforts will be made to sequence deployments to respond to all requests. Should this not be feasible, a final decision will be taken, in consultation with the SPC Team Leaders, by the Chief SPC with the concurrence of the Police Adviser.

### **C.3.3 Process for initiating a deployment**

27. Deployment to a peace operation: Consultations shall be carried out between the requesting mission leadership, the Chief SPC and the Police Adviser until agreement is reached on the ToRs, in cooperation with the relevant single regional structure. The mission leadership then formally requests SPC support from Headquarters through a code cable, including the agreed ToRs. The Police Adviser, exercising delegated authority, subsequently authorizes the deployment of the SPC by responding cable to the mission, upon the recommendation of the Chief SPC.
28. Deployment to United Nations field presences and other entities: Consultations shall be carried out between the requesting entity and the Chief SPC to discuss and agree on ToRs. The deployment shall be authorized by the Chief SPC and endorsed by the Police Adviser, following a formal written request/letter by the head of the receiving entity office, including the agreed ToRs.
29. The Chief SPC is responsible for recommending to the Police Adviser the strength and configuration of teams to be deployed for specific tasks.

### **C.3.4 Funding for Deployments**

30. The costs of an SPC deployment<sup>19</sup> shall be borne by the entity who requests support or to which SPC deploys, unless other funding arrangements have been agreed and put in place.<sup>20</sup> Such arrangements should be clearly stated in the relevant terms of reference.

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<sup>19</sup> Costs include inter alia, travel costs and related expenses, daily subsistence allowance, and other mission-specific entitlements relating to duty stations, such as danger pay and R&R travel as applicable.

<sup>20</sup> "Given the increased demands for the assistance of United Nations policing in non-mission settings, there will likely be a greater need for the provision of such services to the relevant entities of the United Nations system across the peace continuum, as well as for cross-pillar assistance to fulfil the political and development priorities of the Organization. As the rapidly deployable capacity of the Police Division, the Standing Police Capacity remains available to provide policing expertise at the request of Member States. In the light of the fact that current United Nations policing activities are supported through the support account for peacekeeping operations, increased capacity would require extrabudgetary funding." S/2018/1183 para. 16.

31. Peace operations are encouraged to coordinate with the Police Adviser, in consultation with the Chief SPC, to incorporate adequate funding for expected SPC deployments in their annual budgetary and project planning.

#### **C.4 Recruitment and selection procedures**

32. The SPC requires staff with extensive police, law enforcement and other experience and competencies, who understand the activities, methods and resources required to support the building of institutional police capacity in post-conflict environments within a security, human rights and rule of law framework and in accordance with the SGF. The selection process is managed by Police Division's SRS according to the UN staff rules and regulations and DPO/DOS policies. The SRS is responsible for coordinating the selection and recruitment of all SPC personnel, both seconded officers from Member States and civilian posts. The SRS coordinates closely with the SPC on shortlisting and interviewing candidates. The issuance and renewal of contracts and other personnel requirements for SPC staff members shall be coordinated by the SRS and administered by DOS UNGSC Human Resources.

#### **C.5 Material support**

33. Non-post resources required for the effective functioning of the SPC, including for information technology equipment, travel funds and other items relevant to support its activities, are reflected in the budget of the UNGSC. During its pre-deployment preparations, the SPC shall coordinate with DOS through UNGSC on all support requirements.

#### **C.6 Training and Professional Development Policy**

34. The SPC can only be effective if the skills and competencies of its officers are kept up-to-date on an ongoing basis on thematic areas that are important to field operations. The participation of SPC officers in in-service training activities shall be included in the SPC annual workplan. These should be based on the needs identified by field operations and the evolving trends in policing and other law enforcement.

#### **C.7 Duty of Care**

35. As a field-oriented capacity SPC should aim to ensure that its deployments meet the demands for support from the field. However, attention must be paid to ensuring that individual staff members sustain an appropriate balance between their professional and personal well-being. To that end, the deployment cycle of individual staff in the SPC will be managed, including through the use of remote support arrangements, to ensure sufficient time between field-based work, planning for upcoming deployments, updating their technical competence and expertise, as well as for maintaining their professional and personal well-being.
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## D. TERMS AND DEFINITIONS

36. **Policing:** A function of governance responsible for the prevention, detection and investigation of crime; the protection of persons and property; and the maintenance of public order and safety. Policing must be entrusted to civil servants who are members of police or other law enforcement agencies of national, regional or local governments, within a legal framework that is based on the rule of law. Police and other law enforcement officials have the obligation to respect, protect and promote human rights.<sup>21</sup>
37. **Rule of law:** A principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and which are consistent with international human rights norms and standards.<sup>22</sup>
38. **Standing:** To be continually engaged at all times in fulfilling core functions, while also maintaining the ability to rapidly redeploy to start up new activities and subsequently return to the respective duty station for follow-on assignments as required. Standing mechanisms are to be distinguished in particular from 'standby' arrangements, which refer more commonly to those bodies that possess an on-call faculty and a pre-determined and/or lengthier reaction and deployment time.

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## E. REFERENCES

### Normative or Superior References

- United Nations Charter (1945)
- Universal Declaration of Human Rights, (United Nations 1948)
- Report of the Secretary-General on United Nations policing, S/2016/952
- Security Council resolutions on United Nations Policing, S/RES/2185 (2014), S/RES/2382 (2017) and S/RES/2247 (2018)
- Report of the Secretary-General on United Nations police, A/66/615
- Report of the Special Committee on Peacekeeping Operations, 2018 substantive session, A/72/19, 12 February – 9 March 2018
- World Summit Outcome: Resolution Adopted by the General Assembly at its 59th Session, A/RES/60/1, 24 October 2005]
- Report of the Special Committee on Peacekeeping Operations and its Working Group, 2005 Substantive Session, A/59/19/Rev.1, 31 January – 25 February 2005; 2005 Resumed Session, 4-8 April 2005
- Report of the Special Committee on Peacekeeping Operations and its Working Group, 2006 Substantive Session, A/60/19, 27 February – 2 March 2006
- Policy Committee Decision 2006/47 – Rule of Law
- Report of the Special Committee on Peacekeeping Operations and its Working Group, 2007 Substantive Session, A/61/19, 18 February-16 March and 23 May 2007

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<sup>21</sup> S/2016/952, para. 7.

<sup>22</sup> S/2004/616, para. 6.

- Human rights due diligence policy on United Nations support to non-United Nations security forces A/67/775 – S/2013/110 (2013)
  - Secretary-General's bulletin on the Organization of the Department of Peacekeeping Operations, ST/SGB/2010/1, 5 February 2010
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### Related Policies

- DPO/DOS Policy on the Functions and Organization of the United Nations Justice and Corrections Standing Capacity (JCSC) (Ref. 2021.06)
- United Nations Interim Policy on Integrated Assessment and Planning (2018)
- DPO/DOS Policy on Authority, Command and Control in United Nations Peacekeeping Operations (Ref. 2019.23, 25 October 2019)
- DPKO/PD Directive for Heads of Police Components of Peacekeeping Operations, 21 November 2006
- OHCHR/DPKO/DPA/DFS Policy on Human Rights in United Nations Peace Operations and Political Missions (Ref. 2011.20)
- DPKO/DFS Policy on UN Police in PKOs and SPMs (Ref. 2014.01)
- DPO Policy on Joint Operations Centre (JOC) (Ref. 2019.20)
- DPO Policy on Joint Mission Analysis Centres (JMAC) (Ref. 2020.06, May 2020)
- DPO Policy on Protection of Civilians in United Nations Peacekeeping (Ref. 2019.17)
- DPI/DPKO/DFS Policy on Strategic Communications and Public Information (Ref. 2016.11)
- DPKO/DFS Policy on Planning and Review of Peacekeeping Operations (Ref. 2016.09)
- DPKO/DFS Policy on Formed Police Units (revised) (Ref. 2016.10)
- DPKO/DFS Guidelines for Integrating Gender Perspectives into the Work of United Nations Police in Peacekeeping Missions (17 June 2008)
- DPKO/DFS Policy on Gender Responsive United Nations Peacekeeping Operations (Ref. 2018.01)
- DPKO/DFS Policy on Peacekeeping-Intelligence (Ref. 2019.08)
- DPKO/DFS/DPA Policy on Child Protection in United Nations Peace Operations (Ref. 2017.11)
- DPKO/DFS/DPA Guidelines on the Mission Concept (Ref. 2014.04)
- DPKO/DFS Guidelines on Police Capacity-Building and Development (Ref. 2015.08)
- DPKO/DFS Guidelines on Police Command in United Nations Peacekeeping Operations and Special Political Missions (Ref. 2015.14)
- DPKO/DFS Guidelines on Police Operations in United Nations Peacekeeping Operations and Special Political Missions (Ref. 2015.15)
- DPKO/DFS Guidelines on the Role of UN Police in Protection of Civilians (Ref. 2017.12)
- DPKO/DFS Guidelines on Police Administration in United Nations Peacekeeping Operations and Special Political Missions (Ref. 2016.26)
- DPKO/DFS Standard Operating Procedure on Selection and Recruitment Procedures for United Nations Personnel at the Police Division, Peacekeeping Missions and Special Political Missions, 25 March 2011.

**F. MONITORING AND COMPLIANCE**

39. The Police Adviser and the Chief SPC are responsible for monitoring the implementation of this policy. Terms of Reference for the deployments of the SPC shall routinely include indicators for measuring its performance. A broader suite of indicators shall be developed to measure and assess the performance of the SPC on the timeliness and responsiveness to support requests. Mechanisms shall be developed to assess the contribution and impact of the SPC as a tool for supporting the field.
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**G. CONTACT**

40. The contact for this policy is DPO/OROLSI/PD/SPC.
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**H. HISTORY**

41. This Policy supersedes the DPKO/DFS Policy on the Functions and Organization of the United Nations Standing Capacity (Ref. 2012.20), which was the second iteration of the policy, having replaced the DPKO Policy Directive on Establishment, Functions and Organization of the United Nations Standing Police Capacity of 1 May 2006.
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**APPROVAL SIGNATURE:**

Jean-Pierre Lacroix,  
USG DPO



**DATE OF APPROVAL:**

25 June 2021

**APPROVAL SIGNATURE:**

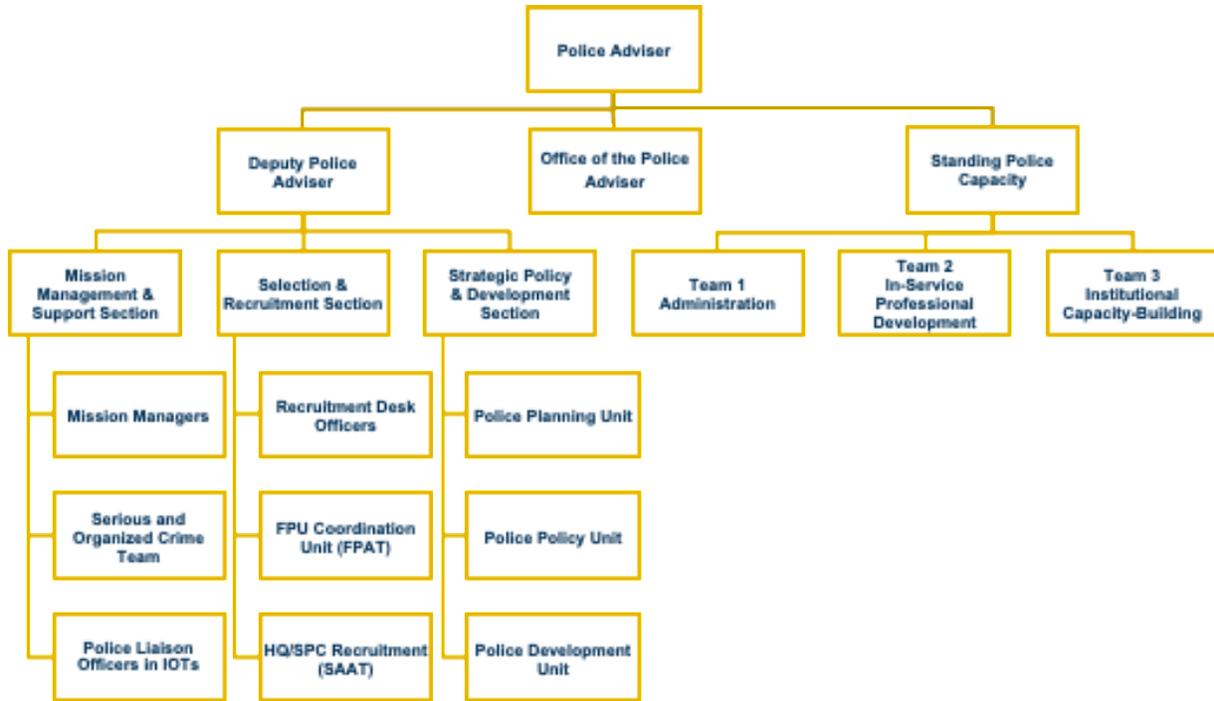
Atul Khare,  
USG DOS



**DATE OF APPROVAL:**

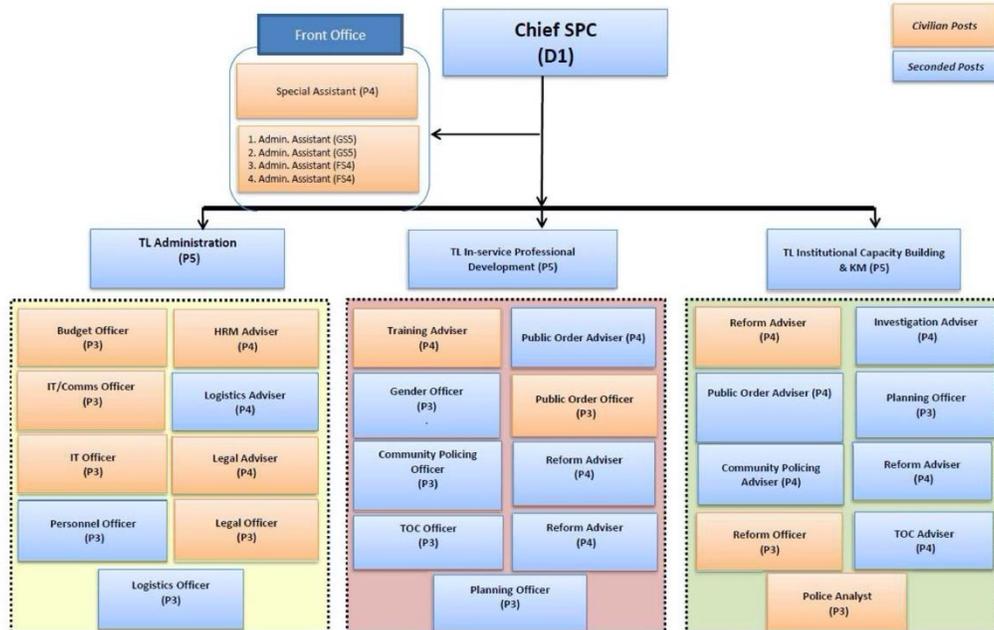
7 July 2021

### Annex A Police Division Organigram



### Annex B

#### SPC Organizational Structure



## **Annex C. Template: Terms of Reference for the Deployment of SPC officers**

### **Terms of Reference**

**SPC Assistance to [Name of Mission or Requesting Entity] from [date] to [date]<sup>23</sup>**

#### **1. Introduction / Background / Rationale**

*[4-6 lines on the rationale for the assistance, including: relevant aspects of mandate and overall contribution of SPC to mandate implementation (where applicable), strategic plans, etc.; identified needs; key challenges; desired results or impact from the deployment; key stakeholders, partners, collaborators, beneficiaries, etc.]*

#### **2. Objectives**

The primary objectives of the SPC deployment are to:

- *List / outline key tasks that the SPC staff member will undertake to forward implementation of the agreed TORs. Use action verbs, e.g. Advise, Analyse, Assist, Identify, Support, Organize, etc.]*

#### **3. Expected deliverables**

The SPC officer will be expected to:

*[Please list concrete, measurable deliverables to be realistically completed during the deployment to be assessed in consultation with client and SPC leadership. Should allow for measurement of performance in the deployment.]*  
*[E.g., A Concept Note, Action Plan, draft laws, manuals, Report, Workshop, Training Materials etc.]*

#### **4. Composition and reporting lines**

The SPC team shall be comprised of *[titles, names]*. The SPC officer[s] will report to *[the Head of Police Component or other entity as set out and agreed here]*, with a technical reporting line to the UN Police Adviser through the Chief SPC. Weekly reports summarizing activities and progress shall be submitted to *[Head of Police Component or as otherwise agreed in first sentence of this paragraph]* and the Chief SPC, with a copy to the relevant MMSS desk officer(s).

#### **5. Duration**

*[Indicate duration of deployment as well as date of expected departure from Brindisi and expected date of end of assignment. This should be consistent with code cable from the requesting mission or formal request/letter from other requesting entity]* with all efforts being undertaken in coordination with *[name of requesting Mission or entity]* to allow compliance with the 21-day travel rule per UN Staff Rules.

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<sup>23</sup> Where SPC officers deploy to fill senior positions, TORs will reflect the expected tasks of the relevant job description.

**6. Performance Assessment**

[*The Head of Police Component or other entity as set out and agreed here to whom SPC staff shall report*] could complete a Special Performance Report reviewing the performance of the SPC staff member as against their TORs for the period of the assignment.

**7. Finance**

[*Name of mission or requesting entity*] will bear all travel and other deployment-related costs including travel and DSA [*danger pay, etc.*] [*Unless otherwise agreed and included here, e.g. "All costs related to this deployment shall be borne by the SPC through XB funding."*]

**8. Logistics and administrative support**

[*Name of mission or requesting entity*] shall provide the SPC staff/team with the necessary logistical and administrative support.

**Annex D. Matrix of integration of the Standing Police Capacity into working processes of Police Division sections**

	<b>Task</b>	<b>Method of SPC integration</b>
<b>OPA</b>	Liaison with other departments, agencies, funds and programmes, Member States, regional organizations, non-governmental organizations, the academic community and civil society.	<ul style="list-style-type: none"> <li>• Request SPC liaison support when deemed appropriate by the Police Adviser.</li> <li>• Involve SPC as appropriate and based on field involvement for inputs into, e.g., reports of the Secretary-General, talking points, etc.</li> <li>• Delegate responsibility to communicate or liaise with entities based on geographic area as guided by the Police Adviser, e.g. CoESPU, INTERPOL, EUPOL, NATO Stability Policing.</li> <li>• Utilize SPC training expertise in development, delivery and evaluation exercises.</li> </ul>
<b>Deputy Police Adviser</b>	<p>Takes active ownership for the planning implementation and evaluation of the Multi-year Strategy in close cooperation with the Chief of the Standing Police Capacity.</p> <p>Supervises the activities of the sections of the Division, and contributes to the coordination between the Sections in New York and the SPC in Brindisi, in close cooperation with Chief SPC.</p>	<ul style="list-style-type: none"> <li>• Regular meetings between the Deputy Police Adviser and the Chief/SPC.</li> <li>• Deputy Police Adviser and Chief/SPC to ensure compliance of their respective staff with issuances of the Police Adviser and the tasks set out below related to integration between Sections and SPC.</li> <li>• Deputy Police Adviser and Chief/SPC to retain ongoing communication regarding the multi-year strategy and other planning documents relevant to Police Division.</li> </ul>
<b>SPDS</b>	<p>Develops and reviews policy and guidance.</p> <p>Strategic planning, including developing concepts of operations.</p>	<ul style="list-style-type: none"> <li>• Consult with SPC on new/revised policy guidance for inputs and good practice from field deployments</li> <li>• Include SPC in strategic planning with Single Regional Structure in pre-mission</li> </ul>

	<p>Review of concepts of operations.</p> <p>Conduct of lessons learned.</p> <p>Chief SPDS represents PD in the Global Focal Point for Rule of Law Management Team.</p>	<p>planning to ensure transition to initial deployment phase, including strategic and technical assessment missions.</p> <ul style="list-style-type: none"> <li>• Include SPC in review of ConOps where SPC has had recent deployments to relevant mission</li> <li>• Include SPC [JCSC] in GFP meetings as relates to SPC deployments to both mission and non-mission settings.</li> <li>• Involve SPC in mission start-up planning.</li> </ul>
<p><b>MMSS</b></p>	<p>Focal Point for all PD-related coordination with PD sections and other stakeholders including guidance to Missions and non-mission settings where police issues are concerned.</p> <p>Technical advice to police components in peace operations in coordination with the Single Regional Structure.</p> <p>Support the Police Adviser and Deputy Police Adviser and represent PD in meetings, coordination within single regional structure, peace operations, agencies, funds and programmes, and other organizations.</p>	<ul style="list-style-type: none"> <li>• Where SPC is deployed or imminently deploying, ensure SPC is kept informed on MMSS interaction with peace operation.</li> <li>• Include SPC representative in VTCs with peace operations, particularly those receiving or contemplating SPC support.</li> <li>• Share mission-specific documents with SPC (HoPC/SPA EOAR, best practices documents, significant after-action reports, etc.)</li> <li>• SPC related coordination to be maintained by SPC officers with their MMSS counterparts and vice versa at all times and in close coordination with one another.</li> </ul>
<p><b>SRS</b></p>	<p>Recruitment for SPC and new missions.</p>	<ul style="list-style-type: none"> <li>• Include SPC on all SPC recruitment matters.</li> <li>• Process SPC recruitment cases in a timely manner.</li> <li>• Use of SPC staff for start-up missions.</li> </ul>