

FAX/URGENT/AT ONCE

From : Home New Delhi

- To :
1. The Chief Secretaries and DsG (P) of all States / UTs
 2. Directors - IB/CBI/SVP NPA/SPG/NEPA/NICFS/CFSL/DCPW/NCRB.
 3. DsG - BSF/CRPF/ITBP/CISF/NSG/RPF/BPR&D/SSB /NCB/NIA/Assam Rifles (Through LOAR)
 4. Commissioner of Police Delhi.
 5. UT Division, MHA

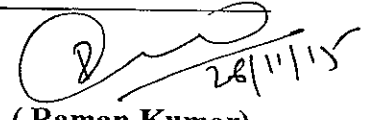
No.21023/48/2015-PMA

Dated the 26 November, 2015

Subject : - **Request for support to the External Review of UN Police**

PMI to UN vide their E/Fax No.158 dated 20th November, 2015 (Copy enclosed) has requested to nominate experts, having documented experience of interacting with the UN Police Division, whether in an operational role as part of the leadership team of a UN Police component or in a domestic capacity in a police-contributing country or host state.

2. It is requested to forward nomination of experts by **10th December, 2015** alongwith their areas of expertise. The nominated officers may be advised to send the curricula vitae through electronic mail at e.mail address uspma@nic.in.
3. Personal details as per Annexure-I.
4. It may be ensured that the nominees are clear from vigilance angle.
5. No direct application will be entertained.



(Raman Kumar)

Under Secretary to the Government of India

☎:23093443

☎:23093750/2398

✉:uspma@nic.in

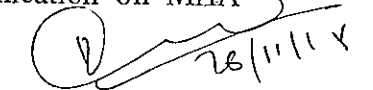
Copy to

1. Commissioner of Police,
Mumbai, Kolkatta, Chennai and Bangalore.

2. SO (IT), MHA - With the request to
website.

It is requested to forward the nominations of eligible and willing officers though State Government only.

upload the above communication on MHA



(Raman Kumar)

Under Secretary to the Government of India

☎:23093443

☎:23093750/2398

✉:uspma@nic.in

BIO-DATA PROFORMA

Recent passport
size photograph

1. Name of Post applied.
2. Job opening number
3. Name of the Officer
4. Designation/Rank/organisation with present place of posting.
5. In the case of officers of deputation with other organization.
 - (a) Name of Parent organization.
 - (b) Name of organization presently employed.
 - (c) Date of deputation
 - (d) Expected date of repatriation to parent cadre/organization.
6. Date of Birth
7. Education/Qualification
8. Date of Joining Police Service
9. Service/Cadre/Batch
10. Educational Qualification
11. Previous UN experience

Telephone No.

- a. Office
- b. Residence
- c. Mobile No
- d. Fax No.
- e. E-mail id

I hereby certify that, I fulfill the eligibility requirement notified for the post applied for.

(Signature of the applicant)



Permanent Mission of India to the United Nations
235, 43rd St. New York, NY 10017

Fax : 00-1-212-490-9656
Tel : 00-1-212-490-9660

E-mail: ind_general@indiaun.net
dgmisra@gmail.com

E/Fax : 158

20 November 2015

To: Shri Raman Kumar US (PMA), MHA Email : uspma@nic.in	From: Colonel DG Misra Military Advisor
Repeat 1. JS (Police), MHA 2. US (UNP), MEA	Priority: Most Immediate
Internal Distribution: PR, DPR, FS(AS)	No. of Pages: 1+7

Request for Support to the External Review of UN Police

Dy. No. 767
 Date: 23/11/15

1. Please find enclosed herewith Police Division, UNHQ E/Fax No 005472 dated 19 November 2015 requesting support for the external review of UN Police is enclosed herewith.
2. Police Division, UNHQ vide above mentioned E/Fax has intimated that as per the 2015 report of the Special Committee on Peacekeeping Operations, "the Police Division to introduce inclusive initiatives involving the larger membership in improving police capacity-building and stresses the importance of addressing capacity gaps by examining staffing." In September 2015, the Secretary-General then "instructed the Police division to undertake an external review of functions, structure and capacity, and to present results in my forthcoming report on UN policing."
3. Police Division, UNHQ has requested to nominate experts, having documented experience of interacting with the UN Police Division, whether in an operational role as part of the leadership team of a UN police component or in a domestic capacity in a police-contributing country or host state.
4. It is, therefore, requested to forward nomination of experts by 15 December 2015.

Best regards,

23/11

(Colonel DG Misra)
Military Advisor

50/PHK

23/11/15

United Nations



Nations Unies

DEPARTMENT OF PEACEKEEPING OPERATIONS

DEPARTMENT OF PEACEKEEPING OPERATIONS

DEPARTEMENT DES OPERATIONS DE MAINTIEN DE LA PAIX

DPK
GPA
NA

Recd. G. L. M. J. M. T. S. T.


2015 NOV 19 P 1:27

OUTGOING FACSIMILE

005472

Date: 19 November 2015

Reference:

TO: Permanent Mission to the United Nations ATTN: Police Adviser/ Focal Point	FROM: Stefan Feller Police Adviser DPKO/OKOJ.SI/PD United Nations Headquarters New York 
FAX NO: TEL NO:	FAX NO: (917) 367-2222 TEL NO: (917) 367-2609
SUBJECT: Request for support to the external review of UN Police Division	
Total number of transmitted pages including this page: 7	
<ol style="list-style-type: none"> The Police Division, Office of Rule of Law and Security Institutions, United Nations Department of Peacekeeping Operations presents its compliments to the Permanent Mission to the United Nations and has the honour to request support for the external review of Police Division. Please refer to the accompanying Terms of Reference for details. UN Police are a critically important component of peace operations as they bolster one of the host State's core functions through their support to national policing. But although police reform and development have been a core mandated task in every mission since 2003, Headquarters capacities to support this task have not kept pace. The 2015 report of the Special Committee on Peacekeeping Operations called for "the Police Division to introduce inclusive initiatives involving the larger membership in improving police capacity-building and stresses the importance of addressing capacity gaps by examining staffing." In September, the Secretary-General then "instructed the Police Division to undertake an external review of functions, structure and capacity, and to present results in my forthcoming report on UN policing." For the review to feed into the 2016 Secretary-General's report on United Nations Police, as requested in Security Council Resolution 2185 (2014), it has to be completed by May 2016. The review should examine the functions and responsibilities of the Police Division and result in clear and practicable recommendations on the future function, structure and capacity (including staffing and resources) of Police Division, as well as its relationship with and position vis-à-vis other DPKO/DFS offices and partners. 	

STATEMENT OF CONFIDENTIALITY: The information contained in this document is intended only for the addressee. If you are not the addressee, any disclosure, photocopying, distribution, or use of this information is strictly prohibited. If you have received this facsimile in error, please notify the sender by telephone immediately.

1/7

2

by the International Security Sector Advisory Team (ISSAT) at the request of the Permanent Mission of the United Kingdom to the United Nations, the secretariat for the PD review process by managing the team and providing training and logistical support, as well as offer its administrative infrastructure and network of experts.

5. The Police Division kindly requests Member State support in the following areas:
6. Firstly, Police Division requests the nomination of experts. Nominated experts should have documented experience of interacting with the UN Police Division, whether in an operational role as part of the leadership team of a UN police component or in a domestic capacity in a police-contributing country or host state. Experience in change management would be helpful. As the review team should represent the global nature of our PCCs, be multidisciplinary and maintain a gender balance, we welcome nominations from our largest contributors, as well as female experts. Details of the process, such as remuneration, travel expenses, etc., will be determined by ISSAT. We kindly request the nomination of experts from Member States by COB 15 December.
7. Secondly, Police Division would welcome offers by Member States to host or sponsor a meeting of experts, including covering the costs of facilities and other meeting expenses, as well as possibly DSA/accommodation and travel. This could also be a cost-sharing collaboration between a few Member States.
8. Third, Police Division encourages Member States to support ISSAT. While ISSAT's role as secretariat of the review will be funded through its core resources, additional costs of the panel will have to be covered through extra-budgetary funds.
9. Kindly submit nominations and other offers of support to Mark Downes at ISSAT (m.downes@dcaf.ch) and Annika Hansen (hansena@un.org) in Police Division.
10. The Police Division of the United Nations Department of Peacekeeping Operations avails itself of this opportunity to renew to the Permanent Mission to the United Nations the assurances of its highest consideration.

Drafted by:
 Ms. Annika Hansen
 Office of the Police Adviser
 DPKO/OROLSI/PD
 United Nations Headquarters
 New York
 Room S-1716
 E-mail: hansena@un.org

Through:

Authorized by:

STATEMENT OF CONFIDENTIALITY: The information contained in this document is intended only for the addressee. If you are not the addressee, any disclosure, photocopying, distribution, or use of this information is strictly prohibited. If you have received this facsimile in error, please notify the sender by telephone immediately.

2/7

19 November 2015
United Nations
Department of Peacekeeping Operations



External review of the functions, structure and capacity of the UN Police Division Terms of Reference

I. INTRODUCTION & BACKGROUND

1. As recognised in SCR 2185 (2014) and the report of the High Level Independent Panel on Peace Operations (HIPPO), UN Police are a critically important component of peace operations as they bolster one of the host State's core functions through their support to national policing. Police peacekeeping has undergone a significant evolution and now supports all the tools, which the UN brings to bear through peace operations in varying types of engagement, from operations to police reform and development, to more targeted advisory roles. In addition to the above, capacity and institution building are essential cornerstones for longer-term peacebuilding and development efforts in the political, economic and social spheres. In that way, UN Police contribute to preventing the re-lapse into conflict or future conflicts, an area, in which the report of the Advisory Group of Experts on the Review of the United Nations Peacebuilding Architecture (AGE) and the HIPPO report recommend concerted action.
2. Demands are continuously growing in new areas, such as conflict-related sexual violence or serious and organised crime, at the same time as operating environments are changing and becoming increasingly complex, frequently marked by protracted local or regional conflicts, the spread of serious and organized crime and fickle peace processes. For UN Police, this means providing support in an environment characterised by residual, or ongoing, conflict, a deficit in state legitimacy, weak or non-existent, or dysfunctional, institutions and a resulting lack of popular confidence in national police services.
3. But even though police reform and development have been a core mandated task in every mission since 2003, Headquarters capacities to support this task have not kept pace. The Special Committee captured this in its 2015 report, when it called for "the Police Division to introduce inclusive initiatives involving the larger membership in improving police capacity-building and stresses the importance of addressing capacity gaps by examining staffing." Similarly, the HIPPO report made a clear link between UN Police support to building host-state capacity and the need to review the roles and responsibilities of the Police Division. It recommended a review of the "organisational structure, staffing and capacity of the Police Division [...] to better meet new approaches to support national police." In his implementation report, the Secretary-General then "instructed the Police

Division to undertake an external review of functions, structure and capacity, and to present results in my forthcoming report on UN policing."

- 4. In line with the Police Division Multi-year Vision and Strategy, a key step being taken to support field components and non-mission settings is the finalisation and operationalisation of essential guidance under the Strategic Guidance Framework (SGF), which will strengthen coherence and consistency in the implementation of mandated tasks through policy and training. The Strategic Guidance Framework lays out a new approach to the implementation of police-related mandated tasks, including support to police reform and development. An independent review of the Police Division should therefore focus on the Headquarters functions needed to implement the SGF, as well as departmental priorities (see also below), and, on that basis, assess how the Police Division should be structured and staffed in order to deliver those functions.

II. OBJECTIVES

- 5. The objective is to review the functions and responsibilities of the Police Division and examine whether the Police Division is adequately configured, staffed and resourced in light of new demands, evolving mandates and mission environments. The review should result in clear and practicable recommendations on the future function, structure and capacity (including staffing) of Police Division, as well as its relationship with and position vis-à-vis other DPKO/DFS offices and partners.

III. KEY ISSUES AND SCOPE

- 6. A functional review must be predominantly based on two foundational documents: (1) the Secretary-General's Bulletin Organization of the Department of Peacekeeping Operations (ST/SGB/2010/1) [to be updated once revised SOB is approved], which outlines the functions of the Police Division and related cross-cutting functions; and (2) the DPKO/DFS Policy on UN Police (20014.01), which lays out the vision for the implementation of police-related mandated tasks. Additional important reference documents are the 2008 OIOS management of UN police operations (AP2007/600/01) report, that heavily influenced the current organisation and capacities in Police Division, and the 2015 OIOS Evaluation Report on the Standing Police Capacity (IED-14-002), which makes key recommendations on the SPC's future development.
- 7. The Police Division currently consists of the Office of the Police Adviser, three New York-based sections for Mission Management and Support, Selection and Recruitment and for Strategic Policy and Development. In addition, the Standing Police Capacity, based in Brindisi, forms part of the Police Division, as do police liaison officers placed in the Integrated Operational Teams in the DPKO Office of

¹ See also GA resolution on creation of SRS (A/RES/65/290).

Operations. The total number of Police Division staff is 98 with 61 in New York and 37 in Brindisi.

8. The starting-point for the review should therefore consider the current responsibilities of the Police Division, namely to:
- Support the UN Police components in the field;
 - Provide strategic and technical advice to the UN senior leadership on international policing; and
 - Keep Member States abreast of UN policing priorities, requirements and activities.
9. The Police Division carries out its functions within the context of the wider goals of DPKO and DFS to:
- Deliver effective and efficient support and improve service delivery to all United Nations field operations and other entities.
 - Continue to strengthen and professionalize capacity to meet ongoing strategic and operational challenges.
 - Increase the efficiency and effectiveness of United Nations field operations.
 - Strengthen the strategic and operational planning, deployment, management and transition of United Nations peacekeeping operations and special political missions.
 - Improve relation and partnership with Member States and other stakeholders on the future direction of UN peacekeeping.
10. The review team will develop its own detailed questions to guide its assessment. In order to arrive at concrete recommendations in line with the review's stated objective, the team will have to address the following fundamental questions:
- What functions must Police Division be able to perform in order to effectively fulfil its responsibilities?
 - What capacities and staffing are needed to perform those functions in terms of profiles and numbers? Is the Police Division adequately resourced?
 - How should it be organised to perform those functions?
 - How must Police Division cooperate with/be positioned in relation to its key partners within DPKO and beyond?

At the same time, the review is intended to provide an independent analysis of the structural, procedural and capacity matters that are crucial for the performance of Police Division functions. It should therefore not be limited by the above questions, but take into account any aspect that the team finds relevant, including the regulatory framework, the elaboration and implementation of policies, overall delivery of services, administrative support etc.

11. The review will feed into the 2016 Secretary-General's report on UN Police, as requested in SCR 2185 (2014). The SG Report will take up a number of issues, such as the need for better gap assessments of host-state capacity, for planning

9

that is based on a realistic appraisal of the UN Police capacity to deliver, as well as on an understanding of where and how UN Police can have the greatest catalytic effect and for frameworks for monitoring and evaluation of delivery and performance. The review will therefore contribute to consultations on what is desirable, possible and required to better craft mandates, resource their implementation and deliver effectively. In order to do so, the review has to be completed by May 2016 at the latest.

IV. IMPLEMENTATION

12. The review will be an external review, in order for it to be independent, transparent, objective and credible. With the concurrence of the Deputy Secretary-General, the review will be carried out by the International Security Sector Advisory Team (ISSAT) at the Geneva Centre for the Democratic Control of Armed Forces. ISSAT has closely cooperated with OROLSI in the past and has offered its administrative infrastructure and network of experts to the Police Division. Concretely, ISSAT will provide the secretariat for the PD review process, as described below, including drafting and analytical support. ISSAT's role will be funded through its core resources. Additional costs not met by ISSAT will have to be covered through extra-budgetary funds.
13. The core review team will consist of 5-6 members and be led by a senior professional UN experience, such as a former DSRSG or SRSG. The team will be multi-disciplinary -- not limited to those with law enforcement/security experiences, but with at least part of the team having worked with UN police components in the field and -- if possible -- HQ. It should strive to reflect the global nature of police deployments and the geographic diversity of police contributors, as well as maintain a gender balance. USC DPKO will appoint the core review team, drawing on a list of nominations from ISSAT, Police Division and police-contributing countries.
14. The review team will be assisted by a secretariat consisting of 2-3 persons that will provide drafting support, as well as manage and facilitate the team, for example convening meetings, aiding communications or arranging travel.
15. While a wider consultation process inside and outside the UN is essential, the core team must remain manageable and affordable. The review will therefore adopt an approach of concentric circles, where the core team participates in the field visits and is the main drafter of the review, but is guided by reference groups of key stakeholders:
 - a. To gain a good understanding of the concerns of police-contributing countries and to generate ideas on the future configuration of Police Division, ISSAT will convene and consult with experts nominated by police-contributing countries and independent academics.
 - b. To fully grasp the challenges of the field, ISSAT will draw on the experience and insights of serving Heads of Police Components.

6/7

- c. To ensure that the detailed knowledge on the daily work, challenges and history of Police Division and other relevant offices is available to the review team and to provide feedback on the credibility and practicality of recommendations, a reference group will be established comprising a representative each of Police Division, OROLSI, OMA, OO, DFS, DPA and UNDP. The reference group members should make themselves available to answer questions and/or provide documentation to the review team, as necessary.

V. METHODOLOGY

16. The review will make use of the following methods to collect info:
- Desk review of foundational documents, as well as earlier reviews of Police Division, budget submissions, C34 reports, SG reports related to policing, relevant Security Council Resolutions, etc.
 - Meetings/consultations among the review team and reference groups, including also regional organisations.
 - Interviews with staff in various parts of the UN system (especially UNDP, UNODC, OHCHR, UN WOMEN and others).
 - One or two mission/field visits.

VI. TIMELINE OF THE REVIEW

November 2015	<ul style="list-style-type: none"> • TOR finalised • PCC nominations and other support requested • Team leader and team members appointed by USG DPKO • Reference groups to support and guide the review team established
December 2015-April 2016	<ul style="list-style-type: none"> • Desk review, interviews, consultations and 1-2 field visits. • Continuous support by Police Division, as required. • Complete a draft review report by 30 April 2016.
May 2016	<ul style="list-style-type: none"> • Consult and revise report. • Finalize the review report by 31 May 2016.

VII. FUNDING

17. Voluntary funding and resourcing of the review team depends on its final size, composition and the scope of its activities. On behalf of ISSAT, the Police Division will solicit support from Member States in different forms:
- i. Provide the services of a senior expert to participate in the team, a reference group or attend an expert meeting.
 - ii. Host/sponsor a meeting, including covering the costs of the organisation, accommodation and meals for participants. Possibly also travel.
 - iii. Contribute voluntary funding to ISSAT.