

# Session 7

## Performance and Accountability



*'Performance and Accountability'*

# Session 7

**Topic: Performance and Accountability**

**Date and Time: 02 November (Wednesday) 11:00-12:30**

**Mode of Conduct: Physical and VTC**

**Moderator: Col (Retd) Mustafizur Rahman**

**Speakers:**

- 1. Maj Gen (Retd) Jai Sankar Menon - VTC**
- 2. Cdr Vladimir Jevtic**
- 3. Mr. Ata Yenigun - VTC**
- 4. Mr. Benjamin Bernard**

# Moderator



**Col (Retd) Mustafizur Rahman**

*'Performance and Accountability'*

# Session 7

## Performance and Accountability

Topic-1: *Mission Performance: Evaluation and Recommendations* - Maj Gen (Retd)  
Jai Sankar Menon – VTC, OPSP

Topic-2: *UN Military Performance Evaluation System: Expectations from the TCCs* -  
Cdr Vladimir Jevtic, OMA/DPO

Topic-3: *UN Police Performance Evaluation System: Expectations from the PCCs* -  
Mr. Ata Yenigun – VTC, Police Division, DPO

Topic-4: *The Integrated Misconduct Risk Management as an Important Element of Training and Preparing Personnel, Particularly Commanders, for Deployment* - Mr.  
Benjamin Bernard,

# Speaker 1

## Mission Performance: Evaluation and Recommendations

**Maj Gen (Retd) Jai Sankar Menon**

## Speaker 2

# UN Military Performance Evaluation System: Expectations from the TCCs

**Cdr Vladimir Jevtic**

# The UN Military Performance Evaluation System: Expectations from TCCs

26<sup>th</sup> Conference of the IAPTTC

02 November 2022

CDR Vladimir Jevtic, Chief MPET

[vladimir.jevtic@un.org](mailto:vladimir.jevtic@un.org)

# The Military Performance Management System

## Evaluation Cycle

O R A P R E P A R A T I O N

Evaluators (training)

UN Military Performance standards

UN Guidelines: conducting Self-certification exercises

Evaluators (training)

UN Military Performance Standards

Military Performance Data Tool

Military Skill Validations



Recognition of good performance (units)

Performance Improvement Plan (PIP)

Reporting/Analysis (FHQ-OMA)

Evaluators (training)

UN Military Performance standards

Military Performance Data Tool

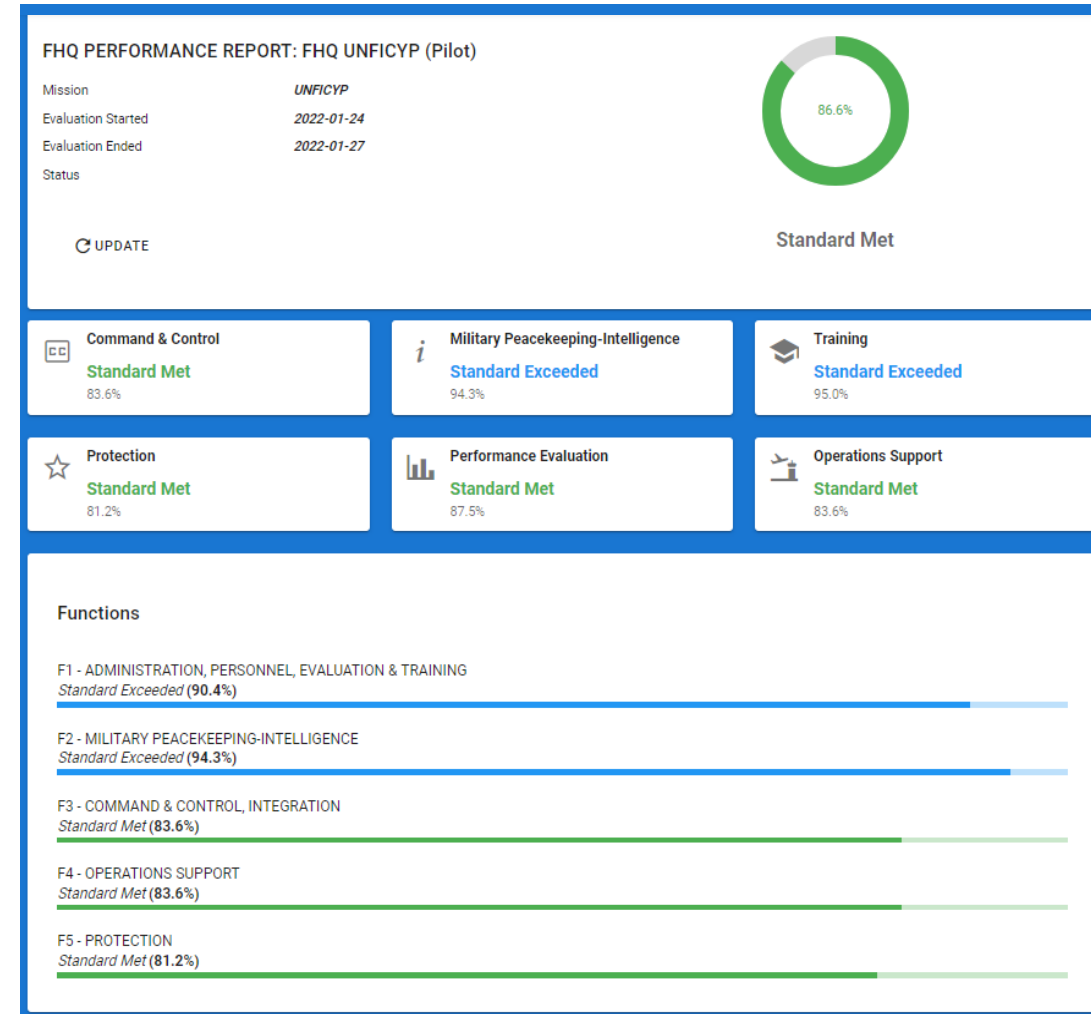
O R A D E L I V E R Y



# The Military Performance Management System

## Projects

- In-Mission Unit Evaluation
  - **Framework:** revised Standard Operating Procedures (SOP), TSIs, and online Tool (MUET) to collect and analyze data
  - Standards for Infantry Battalions and QRF now used by missions
  - Standards for specialized units published with UN guidance revisions
- Military Skills Validations (MSV)
  - **Framework:** Tasks Standards and Indicators (TSI), online Tool to collect and analyze data
  - MSVs mainly aimed at TCCs identified with shortfalls
- Deployed Military HQ Evaluation
  - **Framework:** SOPs, Functions Standards and Indicators, and online Tool to collect and analyze
  - Pilot evaluation conducted at UNFICYP, January 2022
  - Second pilot to be conducted at MINUSMA, December 2022
- UN Military Performance Evaluators
  - Training event in Tanzania 2021
  - Pilot course in Entebbe 21-25 March, TCCs and training partners

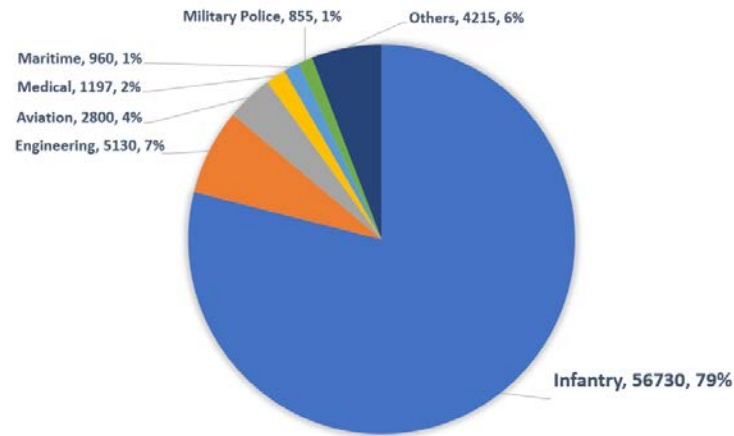


**Military Performance Evaluation Tool-  
FHQ Evaluation Dashboard**

# The Military Performance Management System

## Standards

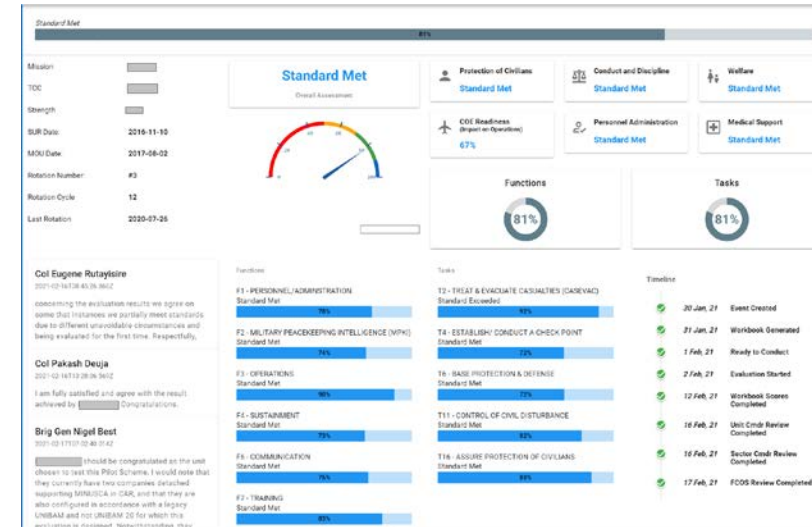
90% + of UN Military standards developed



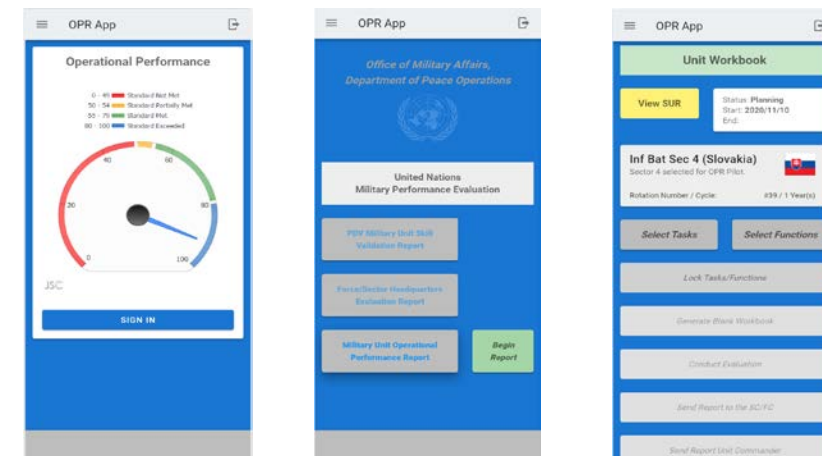
Military Skill validations



## Operational Performance Report (OPR)



## Military Performance Evaluation tool



# The Military Performance Management System

## Standards

### **UN Military Unit Performance standards (Completed):**

- Inf Bn,
- QRF Coy,
- UN Mil Engineer Unit ,
- UN Mil EOD,
- UN Mil Aviation,
- Mil Logistics.

These standards are used to evaluate units in-mission through the Military Unit Evaluation Tool (MUET).

### **UN Military Unit Performance standards (Under piloting):**

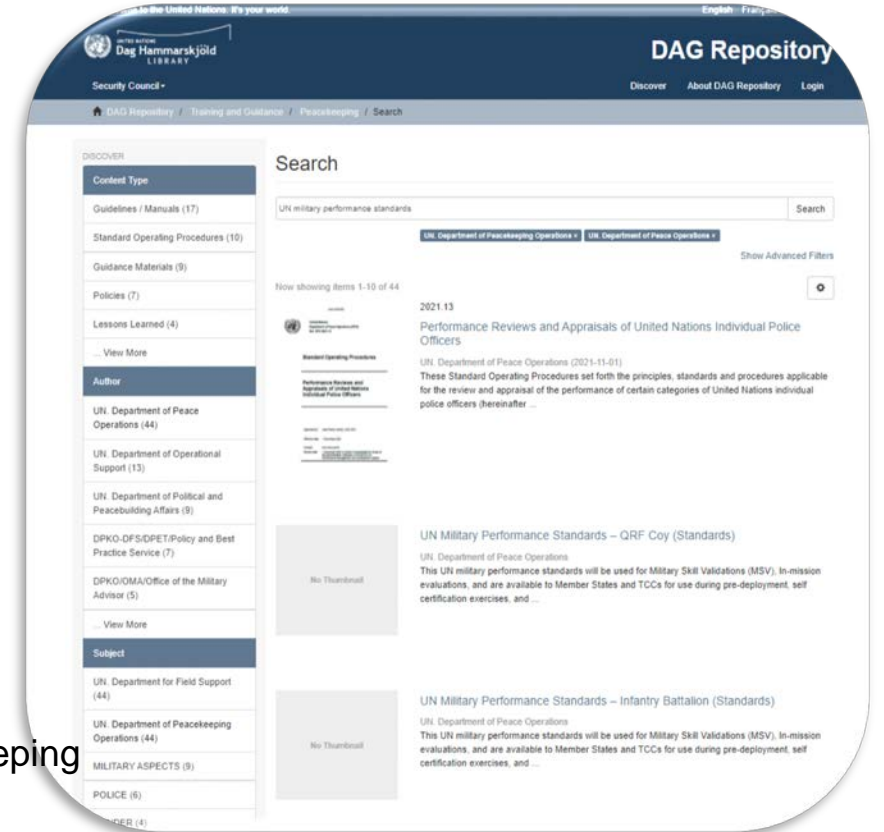
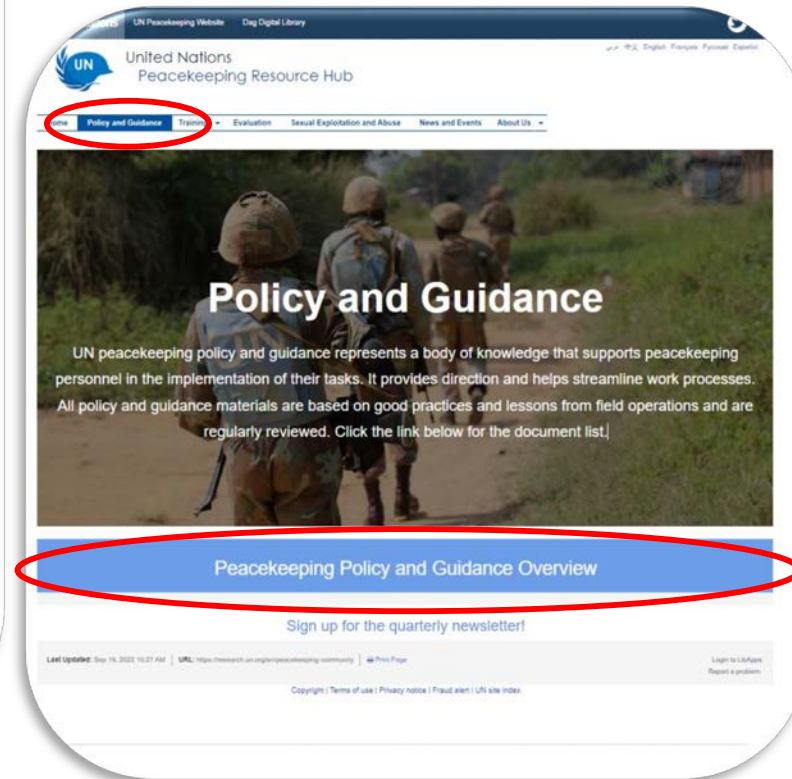
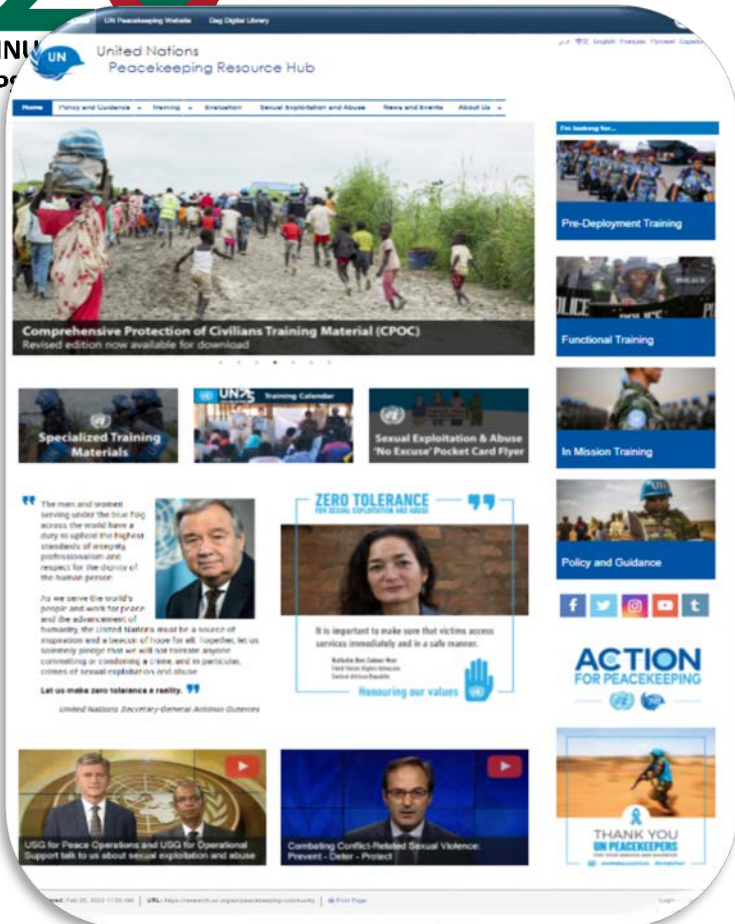
- UN PKISR
- UN Mil Signals

### **UN Military Unit Performance standards (Under development):**

- MTF
- MCTU
- UN Mil Special Operations Unit
- UN Mil Medical Units (Level II and III)

### **UN Military Unit Performance standards (to be developed):**

- UN Mil Police Unit
- UN Mil Riverine
- UN Mil CIMIC



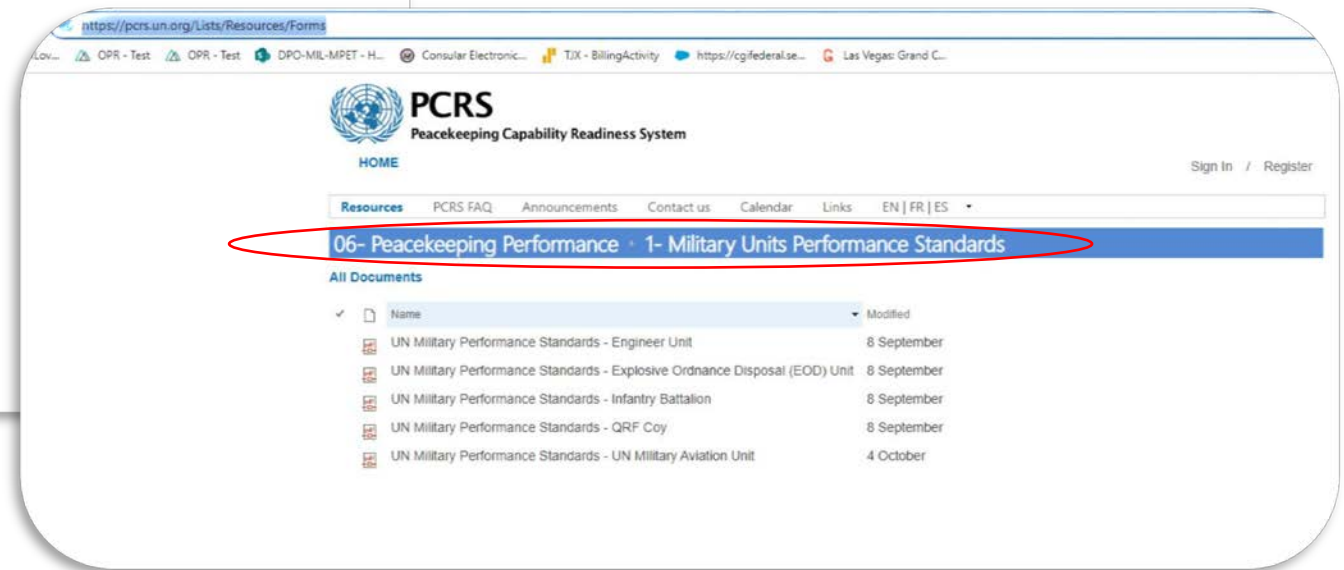
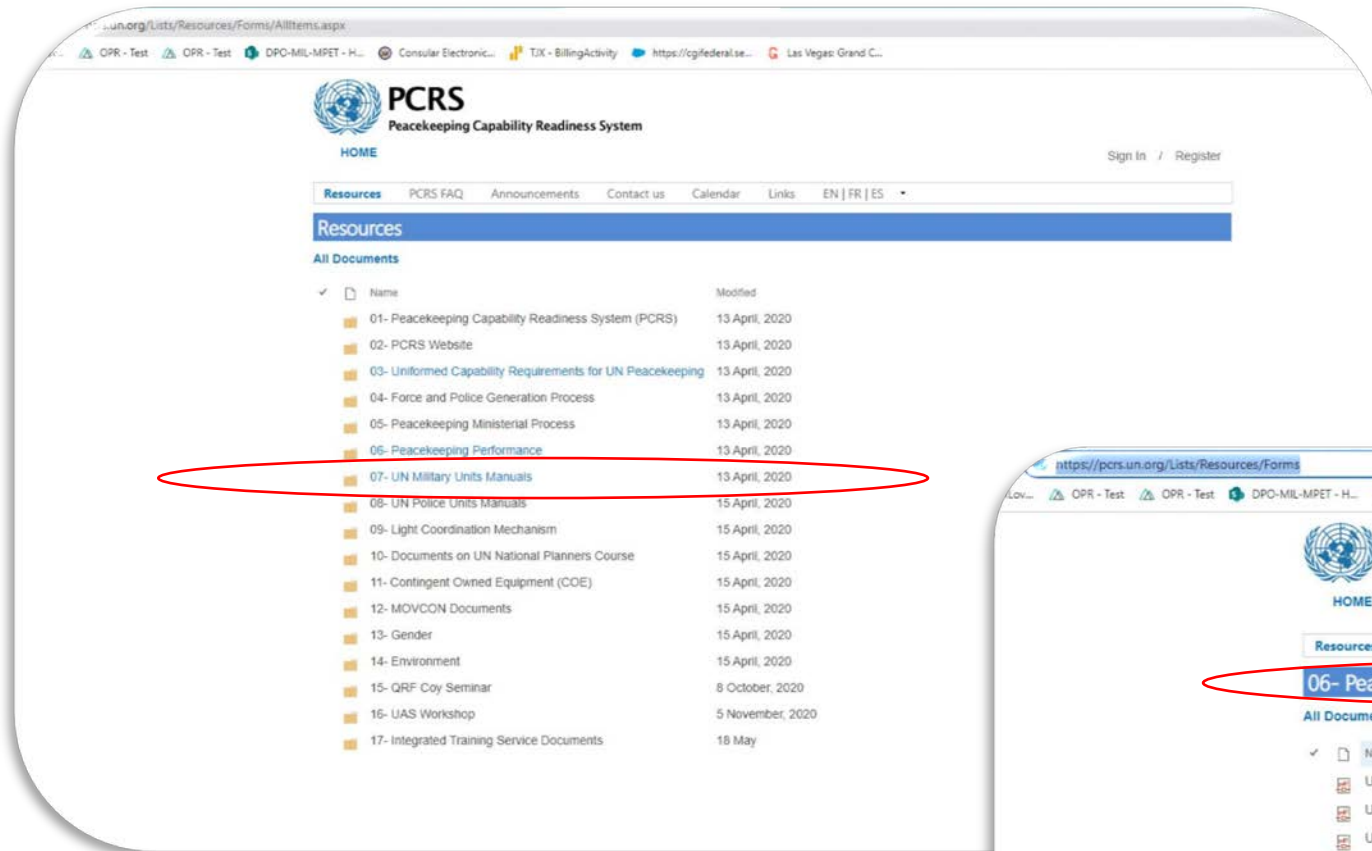
UN Military Performance standards can be found online at United Nations Peacekeeping Resource Hub (ongoing)

<https://research.un.org/en/peacekeeping-community/home>

# Resource Availability

<https://pcrs.un.org/Lists/Resources>

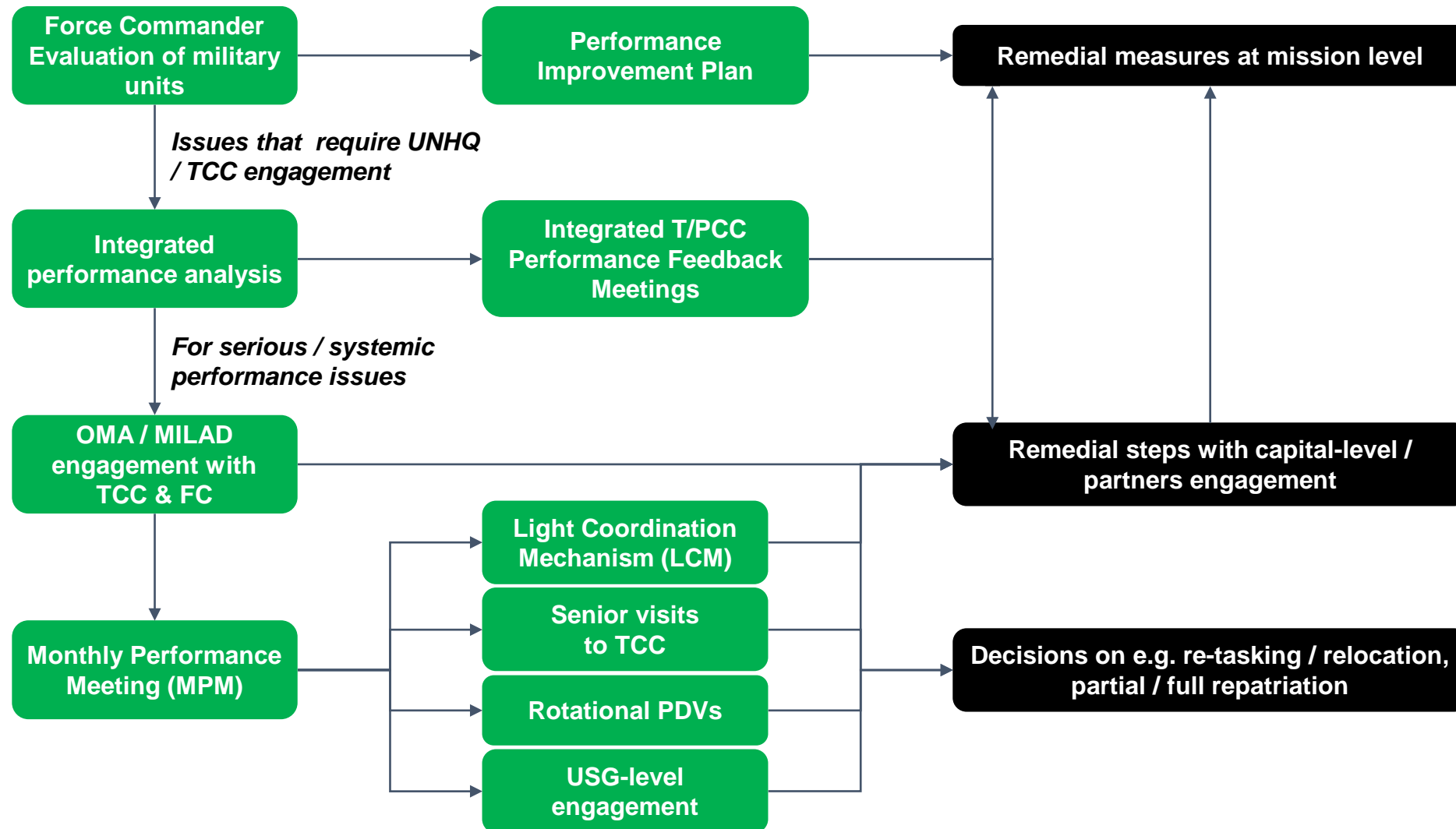
Then, go to “06-Peacekeeping Performance” and then select “Military Units Performance Standards”. All final standards are uploaded.





# Military Performance Evaluation System

## Process Diagram



# The Military Performance Management System

Expectations from TCCs

- **Ensure Compliance** with operational requirements and UN Military Standards, ahead of deployment
- **Get feedback on Performance** in support of Mandate implementation, while deployed
- **Work on Mindset**
- **Support development of pools of evaluators** through UN-provided training

# The UN Military Performance Evaluation System: Expectations from TCCs

26<sup>th</sup> Conference of the IAPTTC

02 November 2022

CDR Vladimir Jevtic, Chief MPET

[vladimir.jevtic@un.org](mailto:vladimir.jevtic@un.org)



## Speaker 3

### UN Police Performance Evaluation System: Expectations from the PCCs

**Mr. Ata Yenigun**



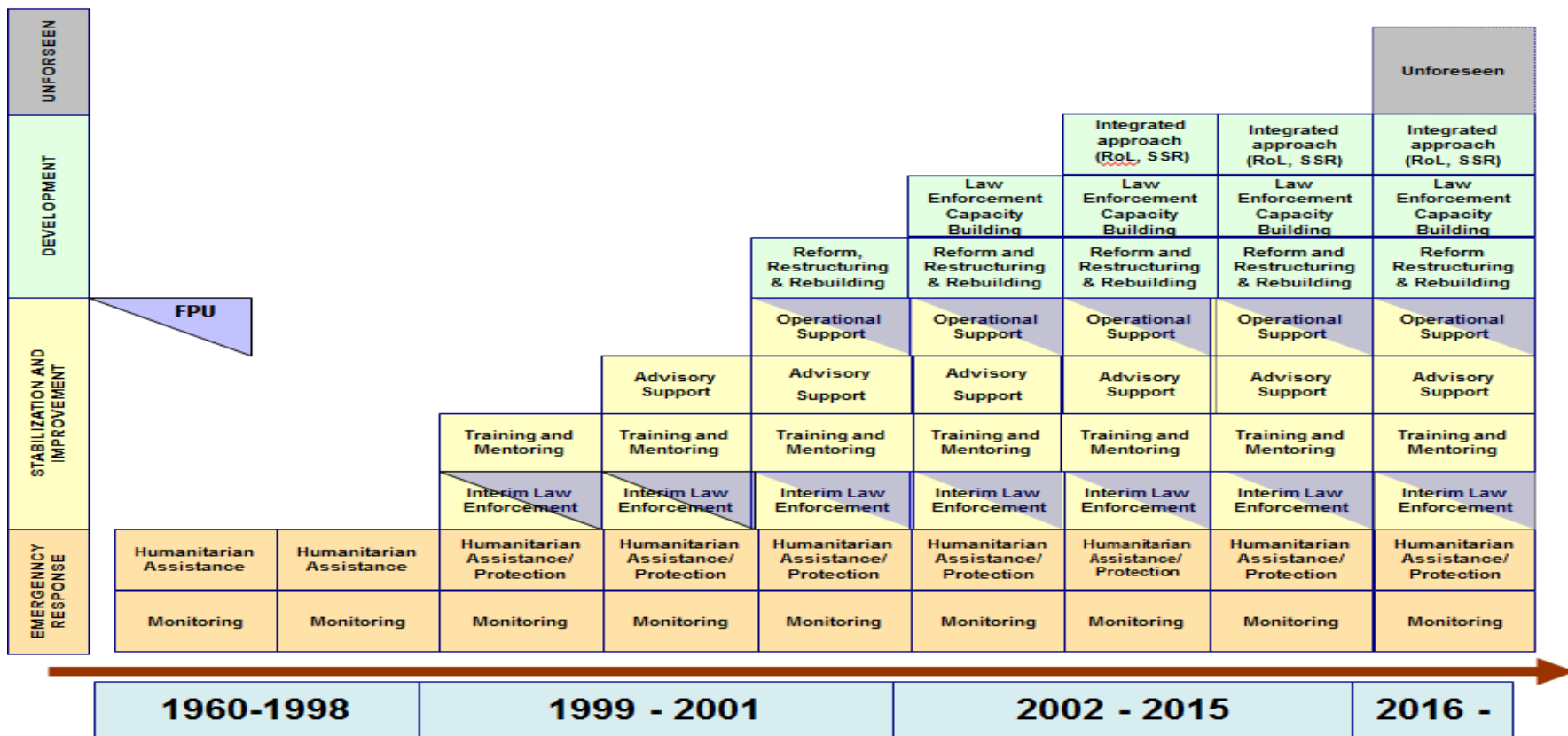
**ENHANCING THE PERFORMANCE OF UNITED  
NATIONS POLICE  
26TH ANNUAL CONFERENCE OF IAPTC**

# MISSION AND MANDATE

SUPPORTING THE REALIZATION OF THE ACTION FOR PEACEKEEPING PLUS (A4P PRIORITIES), OUR  
COMMON AGENDA, AND AGENDA 2030

- Mission
- The mission of the United Nations Police 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 (*S/2016/952*).
- Mandate
- United Nations Police build and support, or, where mandated, act as a substitute or partial substitute for, host-State police capacity to prevent and detect crime, protect life and property and maintain public order and safety in adherence to the rule of law and international human rights law.
- United Nations Police pursue community-oriented and intelligence-led policing approaches to contribute to the protection of civilians and human rights; address, among other things, sexual and gender-based violence, conflict-related sexual violence and serious and organized crime; and conduct investigations, special operations and electoral security.

# GROWING COMPLEXITY OF POLICE TASKS



# SYSTEM-WIDE SERVICE PROVIDER



# POLICE DIVISION FUNCTIONS

(SECRETARY-GENERAL'S BULLETIN ORGANIZATION OF THE DEPARTMENT OF PEACEKEEPING OPERATIONS  
ST/SGB/2010.1 & INTERNAL DIRECTIVE ON THE FUNCTIONS AND ORGANIZATION OF THE POLICE  
DIVISION 2006.19)

1. **Planning for the deployment** of UNPOL to UN peacekeeping and special political missions and other non-mission settings including via the Global Focal Point mechanism.
2. **Selection, recruitment, deployment and rotation** of UN Police personnel to UN peacekeeping and special political missions and other contexts. Recruitment for UNHQ, including SPC.
3. **Analysis and development of policy and guidance** on international police peacekeeping to ensure coherence.
4. Provision of **operational support, strategic advice**, management and guidance to field missions, including assessments and back stopping.
5. **Advocacy** with Member States, **coordination** including through the **UN Inter-Agency Coordination Group on Policing, partnership** building and consolidation and strategic **communications**.

# STRATEGIC GUIDANCE FRAMEWORK FOR INTERNATIONAL POLICING

**A robust, comprehensive and common approach to policing that is:**

- Developed with Member States, African Union, European Union, INTERPOL, International Association of Chiefs of Police, Organization for Security and Co-operation in Europe, academia and UN system partners through five regional consultative meetings.
- Supported by Security Council resolutions 2167 (2014), 2185 (2014) and 2382 (2017).
- In conformity with all international norms and standards in crime prevention and criminal justice. Human rights and humanitarian law compliant; gender responsive. evidence-based and field tested.



**Takeaway: Fostering greater strategic and operational coherence**

# UNITED NATIONS POLICE TRAINING ARCHITECTURE PROGRAMME

**45 participants thus far:**

- **Created to operationalize SGF**
- **Launched in April 2019**
- **Key UN partners:**
- **Office of the United Nations High Commissioner for Human Rights (OHCHR)**
- **United Nations Institute for Training and Research (UNITAR)**
- **United Nations Office on Drugs and Crime (UNODC)**
- **Regional and international organizations contributing to the Programme: AU, EU, INTERPOL, NATO and OSCE**

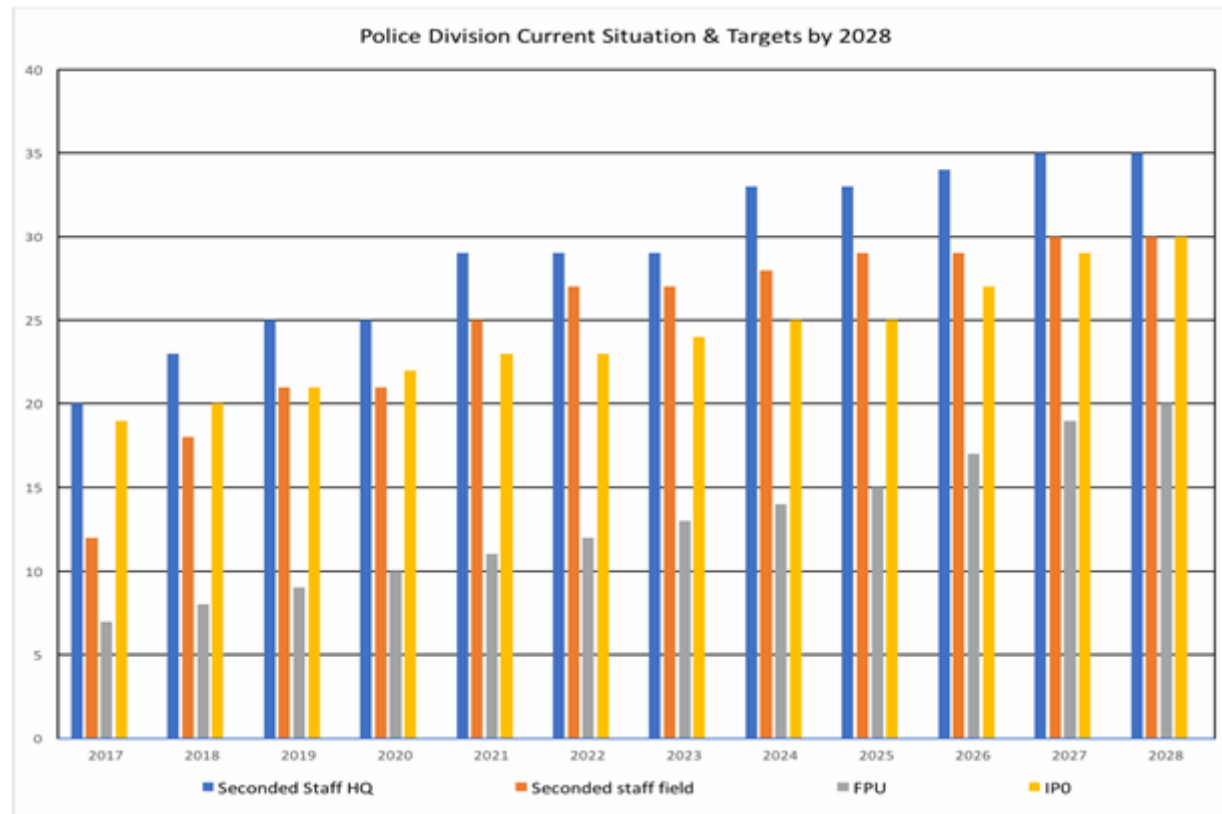
Australia	Ghana	Portugal
Bangladesh	Hungary	Russia
Belgium	Ireland	Senegal
Brazil	Italy	Sierra-Leone
Burkina Faso	Jordan	Slovakia
Canada	Lithuania	Spain
China	Madagascar	Sweden
Czech Republic	Mauritania	Timor-Leste
Dominican Republic	Mongolia	Tunisia
Egypt	Morocco	Turkey
Fiji	Namibia	Ukraine
Finland	Nepal	United Kingdom
France	Netherlands	USA
Gambia	Nigeria	Viet Nam
Germany	Norway	Zimbabwe



# GENDER PARITY EFFORTS



**Women Senior Police Officer  
 Command Development Courses  
 organized in Addis Ababa (with  
 the AU), Kuala Lumpur (with  
 ASEANAPOL), Dakar (also with  
 AU targeting Francophone  
 Member States) and Amman**



# POLICE DIVISION PERFORMANCE TASK FORCE

**Established** in June 2018 by the Department's Extended Senior Management Team and expanded in scope in 2019.

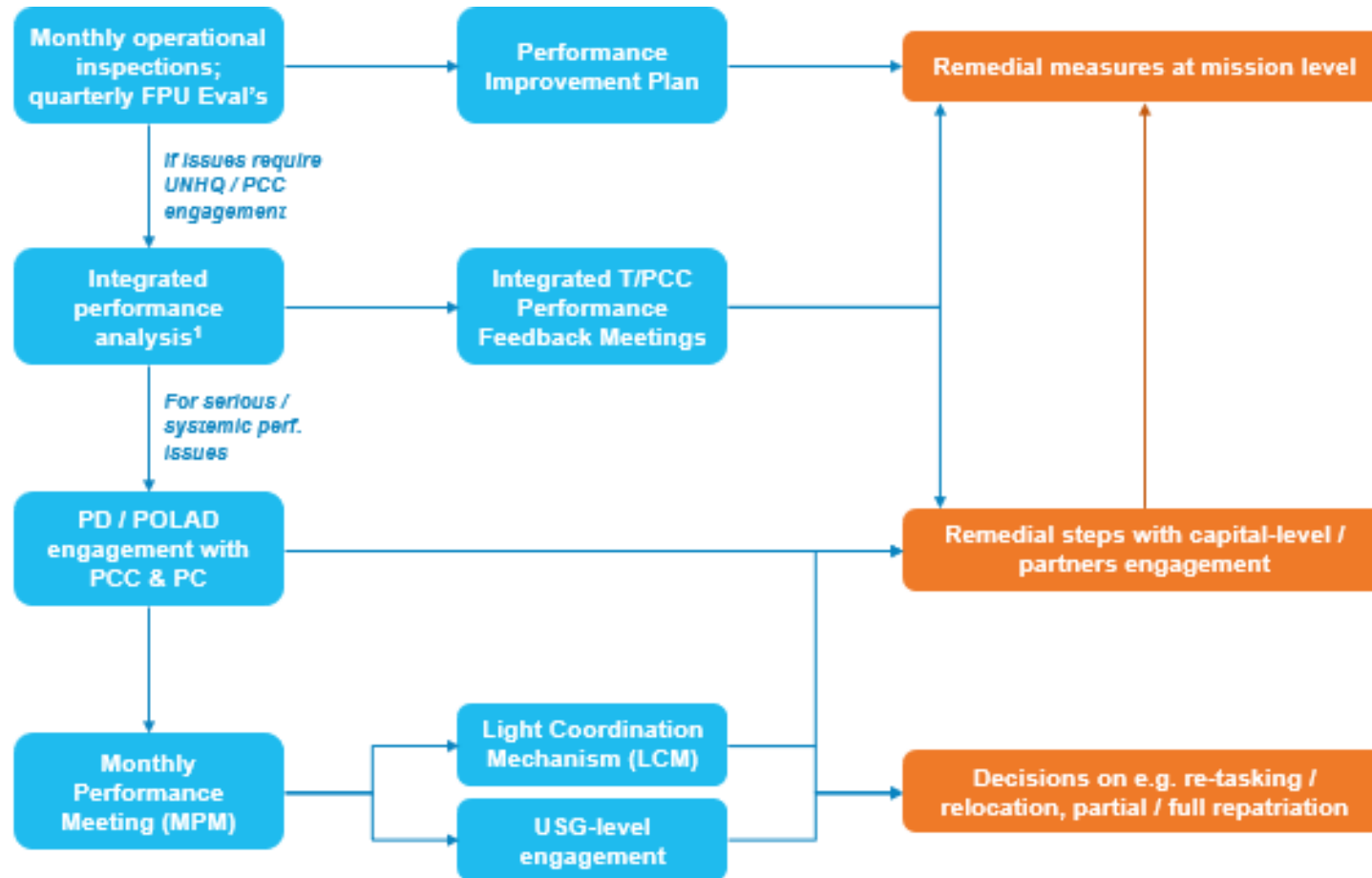
## **Objectives**

- Consider and advance the contribution of United Nations Police and the Police Division, as appropriate, to organizational performance to the planning, implementation, performance monitoring and reporting cycles.
- Monitor and support, as appropriate, United Nations Police Components' performance assessment and evaluation efforts.
- Oversee Police Division performance matters.
- Serve as a platform for two-way feedback and communications and contribute to the Peacekeeping Operations and Management Client Boards in line with A/74/19 and A/75/19.

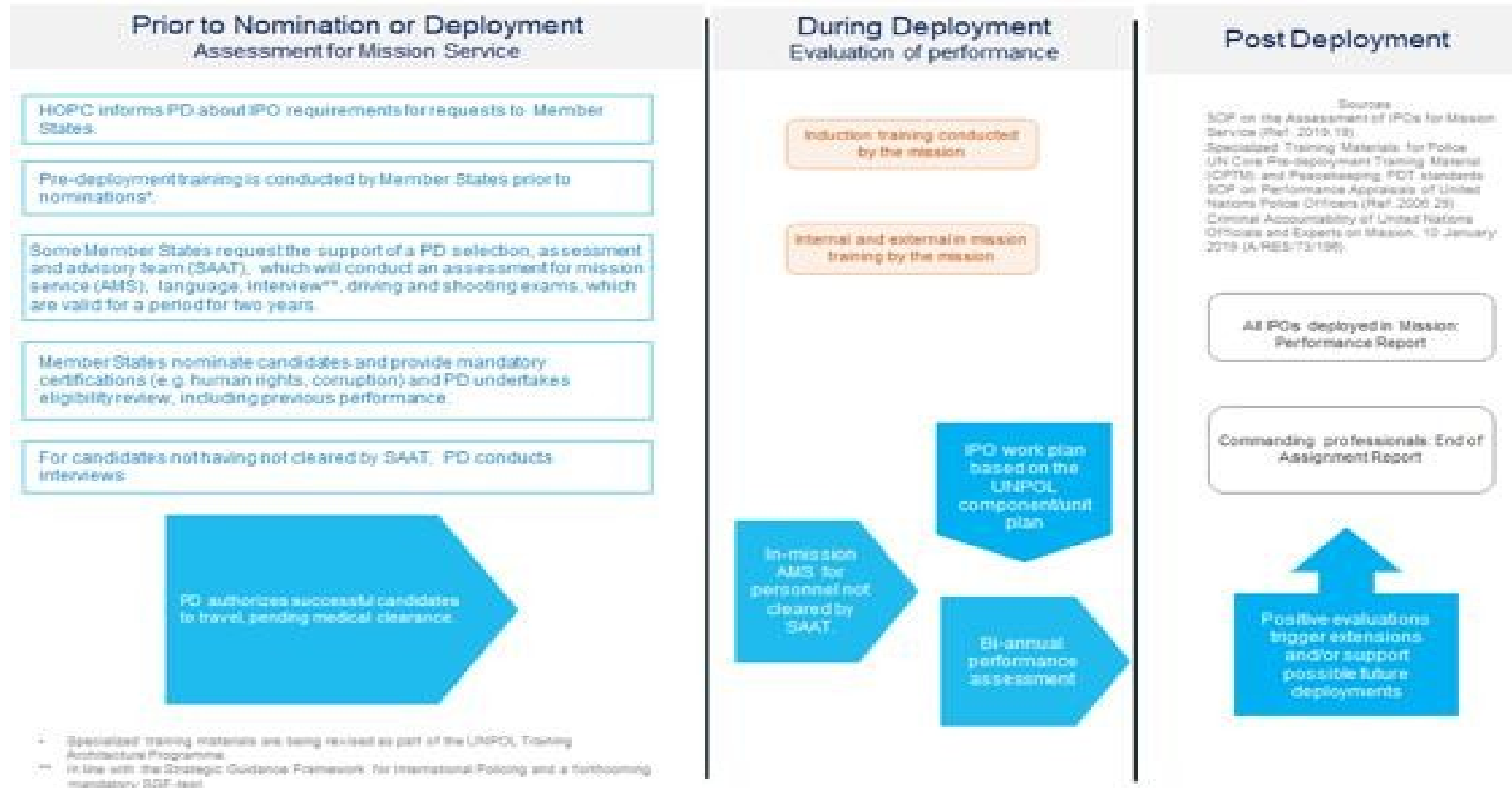
**Chair:** Deputy Police Adviser

**Members:** Police Division seniors and relevant subject-matter experts.

# PERFORMANCE ASSESSMENT AND EVALUATION PROCESS FOR FORMED POLICE UNITS



# PERFORMANCE ASSESSMENT AND EVALUATION PROCESS FOR INDIVIDUAL POLICE OFFICERS



# POLICE DIVISION SUPPORT TO PRE- DEPLOYMENT & IN MISSION TRAINING

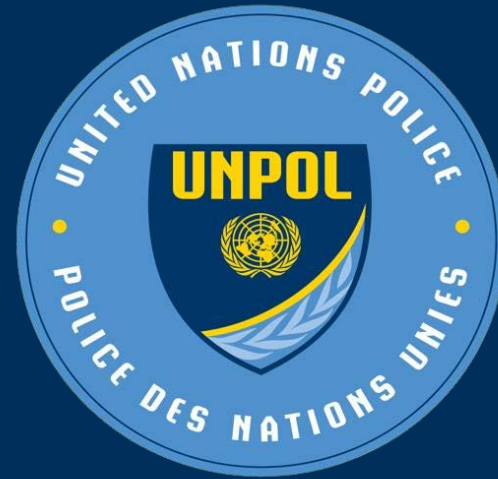
- **Ensuring consistency between pre-deployment training materials on operational readiness and requirements.**
- **Mission-specific briefings contain issues raised during periodic evaluations, inspections, performance audits, and after-action reviews.**
- **Facilitating accessibility of pre-deployment training materials for all Member States, as well as bi-lateral pre-deployment training support for identified police contributing countries requesting assistance.**
- **Strengthen in-mission training on performance-related aspects, including enhancing skills of FPU and IPOs in line with job-specific tasks.**
- **Supporting integrated and cross-cutting in-mission training initiatives to strengthen leadership, emergency response and crisis management skills, amongst others, as well as facilitate continuity amidst regular rotations.**

# ASSESSMENTS

- Performance Assessment and Evaluation Team visits in missions hosting Formed Police Units: MINUSCA (2021); MINUSMA, MONUSCO, UNMISS, MINUSCA (2022).
- Regular inspections to address issues of equipment serviceability and quarterly communications done with police contributing countries to address gaps in contingents' owned equipment. Statement of unit requirements continuously revised in response to mandate changes.
- Specialized Police Teams deployed in areas, including training and investigations.

# 2022 KEY ADVANCES TO FURTHER UNITED NATIONS POLICE PERFORMANCE

<p><b>Enhance Eval. Systems</b></p>	<ul style="list-style-type: none"> <li>Performance improvement plans (PIP) and performance assessment and evaluation team (PAETs) recommendations inform every FPU's performance assessment and evaluation reports (PAERs).</li> <li>Implementation of IPOs performance assessment SOP, including quarterly reviews and PIPs based on SGF-aligned criteria and individual workplans.</li> </ul>																									
<p><b>Strengthen Accountability</b></p>	<ul style="list-style-type: none"> <li>Contribution to IPPAF priority projects, CPAS, convening of the UN Police Commanders Course in Tampere.</li> <li>Implementation of the HRDDP handbook, the UN Police Environmental Framework, and the SEA prevention and accountability process. Heads of Police Components' performance workshop, Abu Dhabi.</li> </ul>																									
<p><b>Improve Support to PCCs</b></p>	<ul style="list-style-type: none"> <li>Assistance with PCCs' pre-deployment readiness efforts. Training and certification of trainers' courses on assessments of operational capabilities (AOC) and for mission service (AMS), Entebbe &amp; FPU Commanders and Coordinators Courses in Vicenza; all-women SAAT in Jordan and Nigeria.</li> </ul>																									
<p><b>Build partnerships</b></p>	<ul style="list-style-type: none"> <li>Operationalisation of the UN Police Training Architecture Programme including the curriculum on crime intelligence during a workshop in Avila; Operationalisation of the UN Inter-Agency Task Force on Policing chaired by DPO and UNODC; Preparing the third UN Chiefs of Police Summit (UNCOPS).</li> </ul>																									
<p><b>Refine guidance and standards</b></p>	<ul style="list-style-type: none"> <li>Finalising the review of the FPU Policy, SOP for Assessment of Operational Capability of FPU, SOP on FPU Performance Assessments, IPO Performance SOP, and SOP on recognizing outstanding performance.</li> <li>Review of statement of unit requirements to enhance capabilities.</li> </ul>																									
<p><b>Safety and security</b></p>	<ul style="list-style-type: none"> <li>Support the implementation of the SOP on accountability for crimes committed against peacekeepers and the Action Plan to Implement the Cruz Report: embedding SWATs in FPU; enhanced rapid deployment capabilities; coordination with host-State counterparts; prioritization of welfare-related aspects.</li> </ul>																									
<p><b>Increase women peacekeepers</b></p>	<table border="1"> <thead> <tr> <th></th> <th>2020 (target)</th> <th>2022 (actual)</th> <th>2025</th> <th>2028</th> </tr> </thead> <tbody> <tr> <td>FPU's</td> <td>10</td> <td>14.5</td> <td>15</td> <td>20</td> </tr> <tr> <td>IPOs</td> <td>22</td> <td>31</td> <td>25</td> <td>30</td> </tr> <tr> <td>P-Posts (field)</td> <td>20</td> <td>29</td> <td>25</td> <td>30</td> </tr> <tr> <td>P-Posts (HQ &amp; SPC)</td> <td>25</td> <td>37</td> <td>30</td> <td>35</td> </tr> </tbody> </table>		2020 (target)	2022 (actual)	2025	2028	FPU's	10	14.5	15	20	IPOs	22	31	25	30	P-Posts (field)	20	29	25	30	P-Posts (HQ & SPC)	25	37	30	35
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<p><b>Develop new initiatives</b></p>	<ul style="list-style-type: none"> <li>Leverage donor coordination to improve assistance to Member States and field missions on pre-deployment assessment assistance and in-mission evaluations &amp; environmentally responsive policing.</li> </ul>																									



Website

<https://police.un.org>

Twitter

United Nations Police @UNPOL

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United Nations Police @UnitedNationsPolice



## Speaker 4

**The Integrated Misconduct Risk Management as an Important Element of  
Training and Preparing Personnel,  
Particularly Commanders, for Deployment.**

**Mr. Benjamin Bernard**

# **The Integrated Misconduct Risk Management as an Important Element of Training and Preparing Personnel, Particularly Commanders, for Deployment**

**Conduct and Discipline Service**

Administrative Law Division

Department of Management Strategy, Policy and Compliance

26<sup>th</sup> Annual IAPTC Conference  
BIPSOT, Bangladesh

2 November 2022



# UN's 3-pronged strategy for misconduct risk management

## PREVENTION

- Training
- Public Outreach
- Vetting & Selection



## REMEDIAL ACTION/ VICTIM ASSISTANCE & SUPPORT

- Trust Fund
- Victim Assistance
- Paternity Claims



## ENFORCEMENT

- Investigations
- Disciplinary Process
- Criminal Accountability

Field missions should have a **misconduct risk management plan** that is tailored to the unique misconduct risks of the deployment location.

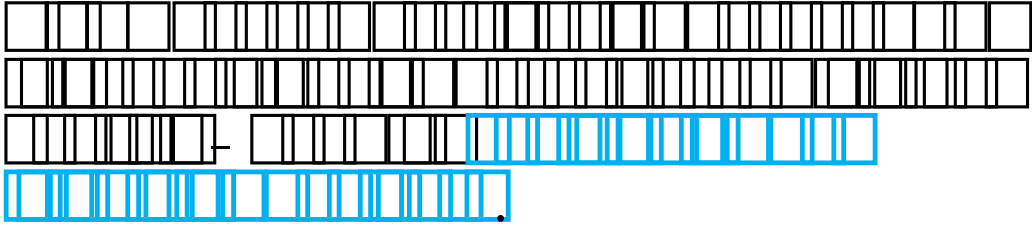
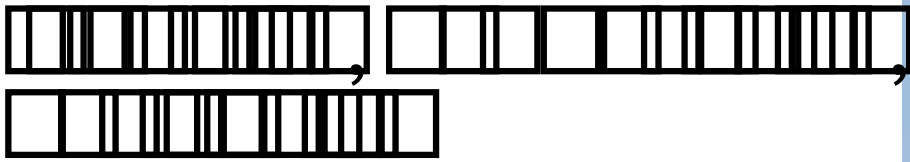
Not all deployments are the same, even within a single field mission.

Risk management planning must cover all forms of misconduct, even if SEA is a priority.

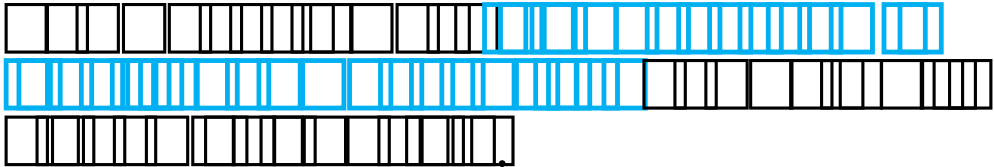
Commanders are responsible to engage and coordinate with the field mission (CDT and Force) to align risk management activities.







, particularly to managers and external relevant audience (local communities, community leaders, vendors...).

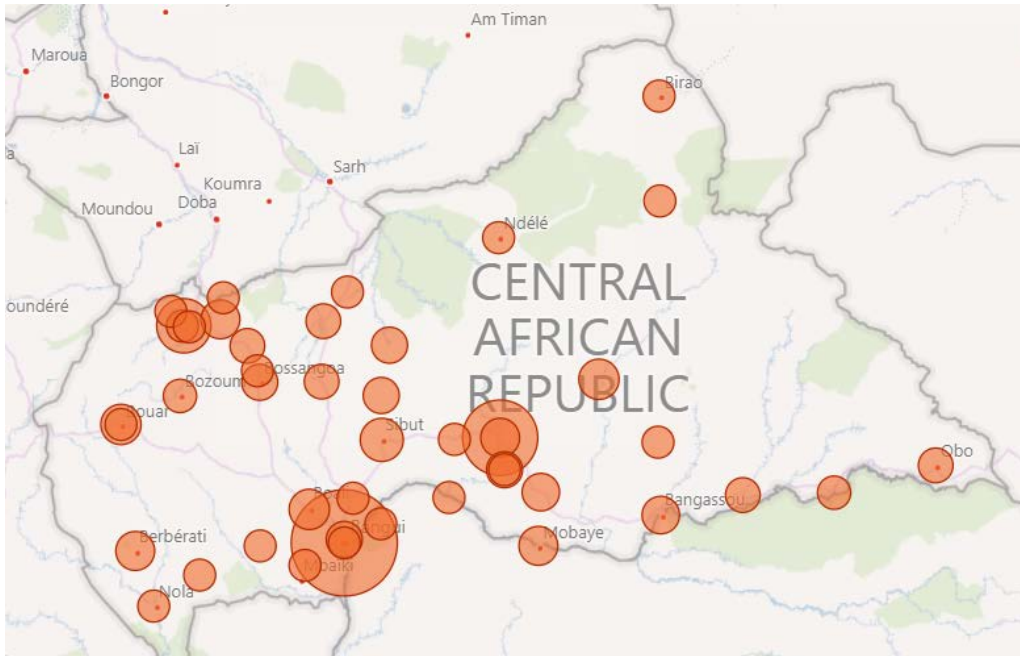


# Use of Data to Inform Misconduct/SEA Risk Management

**How can SEA data inform risk management?** Mission Conduct and Discipline Teams provide leadership with data analysis, such as these visualization examples, to help maintain visibility over historical and current SEA allegations and inform where emerging risks may demand reviewing prevention and mitigation efforts.

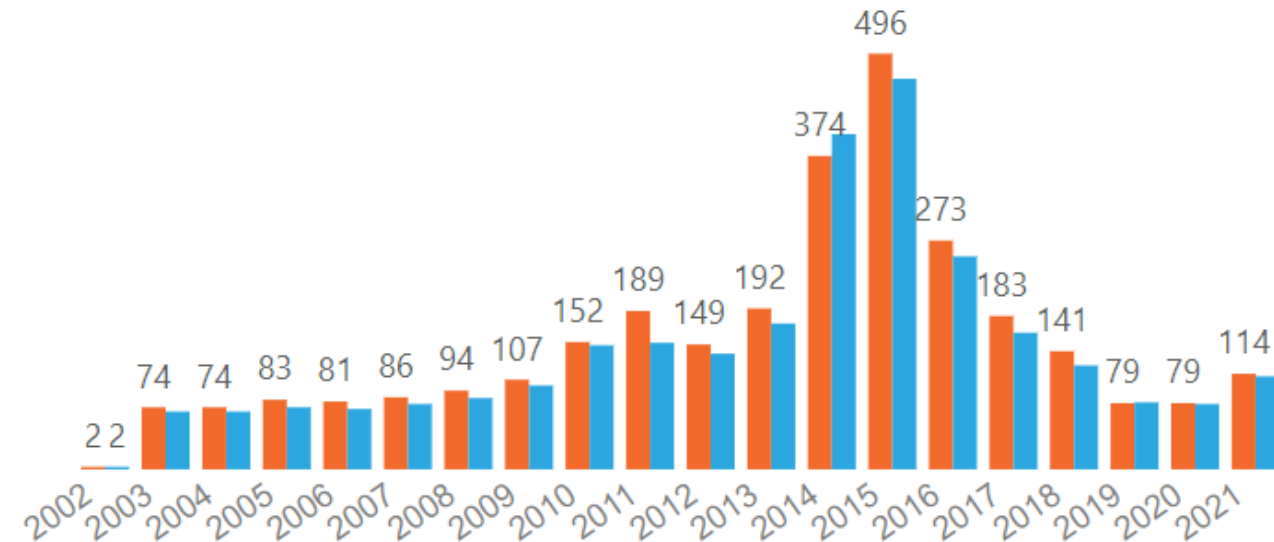
## Allegations by incident location

The size of the bubble represents the number of allegations



## Identified subjects/victims by year of incident

How many identified subjects and victims are related to the alleged acts of SEA each year? This graph shows actual scale and impact of SEA each year.



# Reinforcement Training Package (RTP) on Conduct and Discipline

The RTP is a **training tool** for Member States to deliver to commanders to support their leadership on conduct and discipline in the context of United Nations peacekeeping.

**Complementary** to the core pre-deployment training.

**Identify and address the challenges** of maintaining good conduct and discipline in a UN Peacekeeping environment.

Understand **how** commanders should take preventive actions against all forms of misconduct.

**Assess** which forms of misconduct contingent personnel are most likely to engage in.

Develop a **misconduct action plan** to prevent misconduct.

Equip commanders to better handle and report allegations of misconduct to the UN.

Be aware of how UN military contingent commanders and FPU commanders should **cooperate** with UN initial fact-finding activities and investigations into misconduct.



# Question/Answer Session



*'Performance and Accountability'*

# Thank You



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