



Taking Leadership to the Next Level: UN Peace Operations 2020

Challenges Forum Workshop

Hosted by the Peacekeeping and Stability Operations Institute, in partnership
with the Geneva Centre for Security Policy, Carlisle, 28 February-1 March 2017

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Impact of Leadership on UN Peace Operations – The What

Check Against Delivery

Dear Host and all Organizers,
Ladies and Gentlemen,

All protocol observed,

Thank you very much for the invitation to attend this Challenges Forum Workshop *Taking Leadership to the Next Level: UN Peace Operations 2020*, to our host, the Peacekeeping and Stability Operations Institute (PKSOI), to the Geneva Centre for Security Policy (GCSP), to the Center for Creative Leadership (CLL) and to the International Forum for the Challenges of Peace Operations, Folke Bernadotte Academy, in the person of Annika Hilding Norberg. It is a big honor for me to be here today with all of you, to be able to share some of my experiences, thoughts and to have the chance to learn from such a qualified high level of experts, all of you! Particularly, a word of appreciation to my former SRSG and USG Ms Ameerah Haq, from who I learned so much and had the chance to serve along. Of course, it is a pleasure to be here with Ian Martin, General Maqsood, Gabriela Seymour and my good friend General Robert Gordon.

The United Nations Police (UNPOL) is present with 18 peace operations and is composed of around 13 000 police officers from 89 countries all over the world. In my case, I was privileged to serve five times as UNPOL Officer, being Police Commissioner in three missions – what a wonderful experience. In terms of what brought us here, I would make a small introduction about the Police. The Police, as an institution, is the most visible face of the state in terms of contact with the public.

What is good leadership in a UN mission?

In my view, it is to be strategically oriented in order to reach the “end state”. In a country/territory where a peace operation exists the goal is always, or should be, to reach the “end state”. The so called “end state” is the moment that the host country is able by itself to provide the basic needs of the population: security, justice, political guidance, education and economic development, amongst other things. In this sense, the success of a peacekeeping mission or peace operation is the closure/end of the peacekeeping mission or peace operation. When the host Police along with other state forces is able to provide security, we could reach the moment to leave. In my view, a Police Commissioner needs to have this spirit always present in a perspective of rule of law and law enforcement.

In terms of leadership it is important to take in to consideration the person, the group and the task. I would split it in three different parts in my approach: the people, the mandate and the motivation (to make sure that the “end state” is reached).

Concerning the people, in a UN mission, we are talking about:

- The people of the host nation. It is essential to have the acceptance and to always consult. The perception and the expectations of the host nation is always almost impossible to meet. I remember in a mission I served, the day after the mission was set-up, the population was already questioning why all the criminals were not arrested.
- The people within the mission:
 - The National Staff;
 - The International Staff;
 - The Military (different setups: UNMIT, MINUSTAH, MINUSCA); and
 - The UNPOL personnel:

- Individual Police Officers (IPOs);
 - Formed Police Unit Officers (FPUs);
 - Civilian Advisers/Professional Posts (an excellent initiative in UNMIT: there is an evaluation report of the use of civilian experts to support capacity building in National Police); and
 - National Staff
- The international community (Diplomatic, Donors, Humanitarian Country Team, UN Country team, NGOs etc.)

In terms of Police, the Police Division developed and approved several standard operating procedures (SOPs), which are in place to assess the language and driving competency and also weapons handling and shooting skills of police officers. For senior leadership, a roster exists. There is an SOP on the vacancy management and succession planning; and training is being developed for senior Police Commanders, which is essential. Further in this field, Police-Military cooperation is particularly important and the ability to integrate the civilian oversight and the spirit of working together to the same goal. Command and control (an SOP exists) clear understanding is essential.

Speaking about the mandate, we have to consider several dimensions:

- *Stricto sensu* – the Resolutions that set the direction of the Mission;
- *Lato sensu* - the other regulations. The national legislations that sometimes collide with the international standards in terms of policing and all the justice system;
- The international principles that UN always abides for, the unconditional respect for Human Rights, particularly the Human Rights Upfront Initiative and also the Human Rights Due Diligence Policy; and
- The Police Division itself and UN Department of Peacekeeping Operations (DPKO) as a whole have developed doctrine on Police and Policing, e.g. the Strategic Guidance Framework (Capacity Building and Development, Police Operation, Police Administration, Command and Control) and all the other SOPs in the matter.

The UNPOL usually has the responsibility:

- From one side: operations. It means to restore and maintain public order, particularly in missions where the UN assumes executive functions. It includes also all the wide range of police tasks, like protection of civilians, community policing, criminal investigation, addressing cases of sexual gender based violence, election security, amongst others.
- At the same time: capacity-building. Of the national institutions, notably the Police, judicial entities and also political and local municipal authorities. In a strategic perspective, it could entail the conception of a joint plan, with common achievable goals, measurable benchmarks with particular focus on Reform, Restructure and Development of the national security services or forces.

Finally, and above all, the motivation (commitment):

- The Police Contributing Countries (PCCs) need to see that it is a major advantage to send police officers to peace operations, it is a win-win operation. The police officers bring expertise, and at the same time, when they go back home they also bring experiences and expertise that will enrich the national security forces and the countries as a whole. It has a major importance with the recent fluxes of refugees worldwide.
- The Mission Leadership play a key role in this dimension. The Police is an institution that needs oversight, both formal and informal oversight.

Of course, training is essential, not only the pre-deployment training before the mission, but also as soon as the UNPOL officers arrive in the mission, as well as the induction training during the mission and the in-service training and after the mission. This will be essential in order to capture, learn and share the experiences from UNPOL officers (at all levels), which will benefit the others and the missions.

Gender mainstreaming is particularly important. From a formal point of view it is desirable to have more female police officers. Informally, it is also important to have female police networks at a national and international level. In terms of enhancing the mechanisms of leadership choice in peace operations, there were several initiatives that merit to be discussed and constitute milestones for peace operations: the Brahimi Report, the Report of the United Nations High Level Panel on Peace Operations (HIPPO report), chaired by President Ramos-Horta and co-chaired by Ameerah Haq, present here today as well as Ian Martin, and also the External Review of the Functions, Structure and Capacity of UN Police Division.

The one million dollar question is: What is good leadership and what is required to better select, prepare, support and evaluate Senior Leaders, Mission leadership teams, and Middle Management pre-deployment and in-mission?

In a nutshell, the answer is people highly qualified, trained and properly motivated deployed in a mission with an achievable mandate, so that the “end state” is reached. To succeed is always a question of good management. UN has its own style with excellent core values, namely integrity, professionalism and respect for diversity. We need to be guided by values and principles. For UNPOL, the stand-by rosters and the Standing Police Capacity play a vital role to fill the vacuum of expertise in peace operations missions.

Welfare and discipline of personnel play a key role to any UN leader. Always implement zero tolerance on Sexual Exploitation and Abuse. We set the example to our national counterparts, so it is essential for peace operations credibility and for the credibility of the UNPOL. The challenges are big, however, and there are extraordinary people in all peace operations and people waiting to be deployed in the PCCs. So the future could only be better and there is always scope for improvement. The UNPOL counts on the PCCs to overcome some of the actual challenges, just to name a few. Some profiles and good candidates may never be nominated, some good candidates may lack language proficiency, limited availability of senior qualified officers for UN leadership position and the process is lengthy at national and international level.

I am looking forward for the discussions ahead of us and for the contributions for better peacekeeping, particularly for better *policekeeping*.

Thank you.