



Horizontal Evaluation of the Canadian Police Arrangement - International Police Peacekeeping and Peace Operations Program

Evaluation Report

National Program Evaluation Services
November 2025



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Table of Contents

	Slide #
Executive Summary	3
Approach and Overview	4
Key Findings: Planning and Coherence	9
Key Findings: Data Management, Performance Measurement and Outcomes	14
Key Findings: Operations and Support	24
Conclusion	35
Recommendations	37
Management Response and Action Plan (MRAP)	38
Appendices	41

Executive Summary

Context

The Canadian Police Arrangement (CPA) is a partnership between the Royal Canadian Mounted Police (RCMP), Global Affairs Canada (GAC) and Public Safety Canada (PS). CPA partner departments collaborate to deliver the International Police Peacekeeping and Peace Operations (IPP) Program which seeks to support the Government of Canada's commitment to building a more secure world through Canadian police participation in international peacekeeping and peace support operations.

Canada has a long history of international police peacekeeping, deploying over 4,500 police personnel to peace missions in over 33 countries since 1989. Since 1995, approximately 50 provincial and municipal police services have participated in the CPA-IPP program to complement RCMP deployments. Police personnel can have many roles in mission, including training, mentoring and monitoring, responding to humanitarian crises, and investigating grand corruption, war crimes, and crimes against humanity.

Evaluation objective and scope

The objective of the evaluation was to examine the relevance, effectiveness and efficiency of the CPA-IPP program in accordance with the Treasury Board *Policy on Results*. The evaluation included CPA-IPP program activities undertaken by CPA partners – RCMP, GAC, and PS – between April 1, 2020 and March 31, 2025 (five years).

The evaluation focused on four questions:

1. How has the program adapted to the changing international geo-political landscape?
2. Has the program achieved its international peace and security objectives?
3. How has the program implemented efficient data management practices and leveraged performance data to inform decision-making?
4. Has the program put in place sufficient operational supports to deliver on its mandate/achieve program objectives.

Key Takeaways

Overall, the evaluation found that the CPA-IPP program has adapted program priorities and mission activities in response to ongoing geo-political changes. However, ongoing barriers continue to hinder proactive planning, performance measurement efforts, and operational supports.

- Faced with a new global context for police peacekeeping, the CPA partners demonstrated limited strategic planning, reactive decision-making, and gaps in domestic coherence.
- The absence of centralized and standardized data management tools and practices presented challenges to program efficiency.
- While some performance measurement tools and practices exist, gaps in data collection presented a barrier to capturing long-term program impacts.
- Inefficiencies, inconsistent messaging, and perceived imbalances in financial policies and practices led to operational barriers or challenges for deployed personnel and support teams.
- Ongoing releasability challenges presented barriers to both internal and external recruitment.
- While some wellness supports are available, gaps in longer-term wellness support presented a risk to currently and previously deployed personnel.

Despite these challenges, CPA-IPP contributions are relevant, impactful and well-respected by international partners, particularly work undertaken to promote human rights and gender equality.

The evaluation resulted in four recommendations focusing on: 1) improving strategic planning by reviewing existing engagement mechanisms and updating approaches to coherence; 2) demonstrating program impact by updating and developing new tools and processes to collect, manage, report and leverage data; 3) enhancing existing financial authorities and internal financial policies and practices; and 4) developing a recruitment strategy that better reflects evolving mission needs.



Approach and Overview

Objective and Scope

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Methodologies

INTERVIEWS	SURVEY	DOCUMENT REVIEW
65 interviews with a total of 95 individuals were conducted in-person and over video conference, including: - senior leadership and strategic personnel - operational personnel (program coordinators, support and logistics) - mission personnel (contingent members) - domestic partners - international partners	A mental health and wellness survey was developed for previously deployed personnel in the CPA-IPP program. The survey was sent to 148 potential respondents who had been deployed abroad between January 2022 and January 2025. The survey was active for three weeks from January 22 to February 17, 2025, and concluded with a 62% response rate (92/148).	Approximately 500 internal and open-source documents were reviewed, including: - relevant directives, policies, and standards - operational reports - briefing notes - studies, evaluations and reviews - media articles and other publications
DATA ANALYSIS	SITE VISITS/OBSERVATIONS	OTHER METHODS
Available RCMP performance and financial data as well as external survey data was collected and analyzed, including: - Civilian Police/Individual Tri-Annual Report (CIVPOL/ITR) survey data (2020-2025) - financial data (2020-2025) - deployed personnel information (2020-2025)	The evaluation team travelled to the United States in February 2025 to conduct a mission site visit to the United Nations Headquarters in New York (Permanent Mission New York). The evaluation team travelled to Europe in March/April 2025 to conduct mission site visits in Poland [Canadian Police Mission in Ukraine (CPMU)], England [International Anti-Corruption Coordination Centre (IACCC)], and Switzerland [United Nations Institute for Training and Research (UNITAR)].	Information was collected on alternative re-integration and wellness programs within the RCMP, some domestic police forces and the Canadian Armed Forces. Key areas of comparison included mandate, governance, resourcing, scheduling, best practices, and challenges. A wellness continuum, which tracked the program's mental health and wellness support from pre- to post-deployment, was created. (see Appendix A) An analysis of the Women Against Transnational Corruption Hub (WATCH), a Gender-Based Analysis Plus (GBA Plus) initiative housed in the IACCC, was compiled. (see Appendix B)

Limitations

LIMITATION	MITIGATION
PERFORMANCE MEASUREMENT DATA	
Lack of information on project outcomes in the performance data was noted in previous evaluations.	The evaluation team included targeted performance questions in the key informant interviews.
COMPLEXITY OF HORIZONTAL INITIATIVE	
Complexity of the management of the program (and by extension the evaluation) could lead to challenges with multiple organizations and management levels contributing a broad mix of input.	The evaluation team facilitated close collaboration with CPA partner departments to ensure perspectives were well-balanced and reflected in deliverables.
TIMELINES FOR CONDUCTING THE EVALUATION	
Timelines are relatively short for a horizontal evaluation.	- The evaluation team leveraged existing data rather than collecting new data where possible. - The evaluation team focused on addressing key questions and information gaps identified through extensive consultation during the planning phase. - Timelines were known in advance and tracked throughout to help mitigate delays.
MEASURING LONGER TERM OUTCOMES AND ATTRIBUTION OF RESULTS	
- The activities might generate intermediate and long-term outcomes that could be difficult to measure or attribute to the CPA-IPP program. - There are numerous contributing factors influencing a sovereign country's stability and fragility, including its own governance structures, domestic reasons for the state of security, and the role of other foreign actors including international organizations and foreign governments.	- The evaluation took into consideration multiple sources of information. - The evaluation team leveraged contextual data and information where available, as well as context provided during interviews with key stakeholders and experts.
ROTATIONAL AND TRANSITIONAL NATURE OF DEPLOYMENTS	
As Canadian police officers return to their municipal and provincial police organizations across Canada, interviewees may be difficult to identify and schedule. This may hamper continuity of observations for the evaluation.	- The evaluation relied on the program to identify key individuals and provide contact information for external partners. - The evaluation leveraged program personnel that have current and historical knowledge on the specific files over the reference period of the evaluation.

Program Overview

The CPA refers to the broader program partnership between the RCMP, GAC and PS, while IPP refers to the operational program administered by the RCMP's International Peace Operations team. With unique but integrated roles, the CPA partner departments collaborate to deliver the program – the RCMP is the lead on operations, GAC is the lead on Canadian foreign policy, and PS is the lead on domestic security benefits.

- Canada has a long history of international police peacekeeping, deploying over 4,500 police officers to peace missions around the world in over 33 countries since 1989. Since 1995, approximately 50 provincial and municipal police services have participated in the CPA-IPP program to complement RCMP deployments. The Government of Canada approved the CPA-IPP program in 2006, and it was renewed in 2011, 2016 and 2021.
- The goal of the CPA-IPP program is to support the Government of Canada's commitment to build a more secure world through Canadian police participation in international peacekeeping and peace support operations.
- Requests to deploy Canadian police officers come from multi-lateral organizations, such as the United Nations (UN), as well as from the governments of other countries. While the majority of deployments consist of active serving police officers, civilian law enforcement experts may be deployed as well.
- Decisions about where to deploy Canadian police personnel are made via the CPA partnership. Canadian police personnel are deployed to locations around the world to assist in building and strengthening law-enforcement capacity in fragile and conflict-affected states, including Ukraine, Palestinian Territories, Democratic Republic of Congo (DRC), Haiti, and Kosovo. See **Appendix C** for a snapshot of CPA-IPP deployments.
- Personnel have many roles depending on the mission, including training, mentoring and monitoring, responding to humanitarian crises, and investigating grand corruption, war crimes, and crimes against humanity. They can also work on and lead specialized teams that focus on areas such as community policing and sexual and gender-based violence. Increasingly, the CPA-IPP program deploys experts for shorter durations to complement ongoing missions.





Planning and Coherence

FINDING 1

In response to the changing international geo-political landscape, the CPA-IPP program has been flexible in its application of the CPA mandate and has adapted through shifts in program priorities and mission activities.

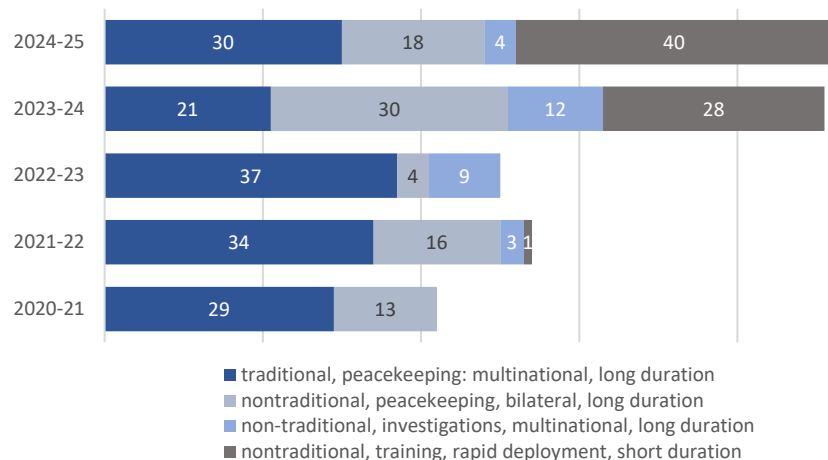
Changing environment

The changing geo-political landscape has generated a new global context for police peacekeeping operations. Growing unrest, driven by organized crime, climate change and geo-political competition, have led to greater fragility and insecurity. As a result, some peacekeeping settings have transformed from post-conflict states to higher conflict, non-permissive environments. A 2024 independent study commissioned by the UN Department of Peace Operations suggests that the scope, scale, and structure of peace missions have evolved, particularly as peacekeepers are more frequently deployed into intrastate armed conflicts. CPA-IPP program data complimented these studies. Survey data (2024-25) noted that 43% of deployed personnel felt a heightened threat to their personal security while in mission. Locations identified with a heightened threat included Ukraine, Palestinian Territories, Haiti and DRC, all of which are currently in a state of war or unrest.

The distinction between peacekeeping and peace enforcement has come under considerable strain when host governments want UN peacekeepers to help them defeat local insurgents or violent extremist groups rather than support political engagement or the implementation of a peace process.

Data source: Excerpt from The Future of Peacekeeping, New Models, and Related Capabilities (October 2024)

Figure 1 – Types of missions by fiscal year



Data source: Program data 2020-21 – 2024-25

Changing missions

In the post-Covid era, the CPA-IPP program is slowly rebuilding its peacekeeping presence. However, declining cooperation between member states has reduced or ended some UN missions. Document and interview data noted that current peacekeeping models are no longer realistic, and the UN is working to better define what the future of peacekeeping will look like, specifically exploring alternatives to large peacekeeping missions.

Interview data noted that, with the downsizing of UN peacekeeping operations and the associated reduction in potential UN positions, it is difficult to envision the CPA-IPP program sending large Canadian contingents to UN missions in the future. Instead, the CPA-IPP program is exploring new mission types, shifting away from mass police peacekeeping efforts to more non-traditional, targeted engagements involving fewer personnel in more places. **Figure 1** was developed for the purposes of this evaluation. Leveraging program data from 2020-21 to 2024-25, active missions were grouped into four categories based on different characteristics (**Appendix B**). Traditional, multilateral, long-duration missions comprised the bulk of CPA-IPP deployments from 2020-21 to 2022-23. However, the introduction and expansion of some non-traditional missions in 2021-22 has led to an overall increase in these types of deployments overtime.

Changing roles in mission

The recent increase in non-traditional short-term deployments, as well as those missions focussed on investigations, aligns well with the current shift in deployment approaches and is reflected in the changing roles of deployed personnel in mission.

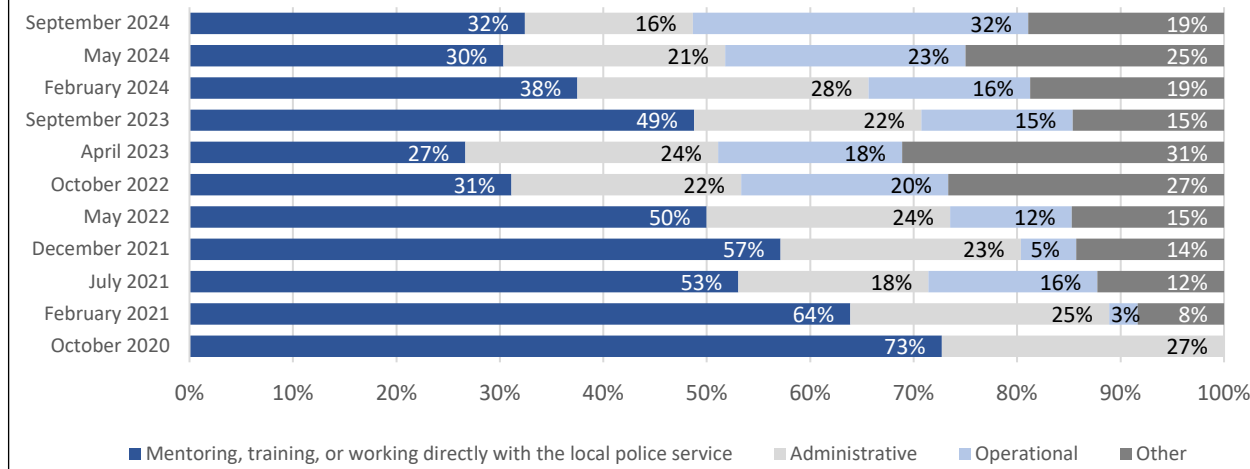
Survey data (**Figure 2**) indicated that in-mission job functions have changed over the last five years, with fewer deployed personnel “mentoring, training or working directly with the local police service” and more taking on “operational” or “other” roles involving collecting and building intelligence capacity, participating in multinational investigations into crimes, facilitating relationships, as well as analysing, liaising, and advising.

Alignment with mandate

Foundational CPA-IPP program documents clearly defined the CPA partnership, its mandate and key program objectives. Program reporting and interview data validated these documents, highlighting CPA-IPP mission activities which promoted peace, security, stability and respect for human rights.

Nevertheless, interview data suggested that the changing nature of CPA-IPP missions and their environments has necessitated a more flexible application of the CPA mandate. In some respects, the CPA mandate could be updated as some mission activities reflect more peacemaking rather than peacekeeping objectives. However, the CPA mandate is broad, and the program continues to be in service of a more stable world and supports Canada’s foreign policy objectives. Therefore, regardless of the noted shifts, CPA deployments continue to largely align with existing program priorities and objectives.

Figure 2 – In-mission job functions have changed over the last five years.



Data source: ITR survey data 2020-21 – 2024-25

“The program has had to be a little creative. Current deployments are not as in-line with the mandate as in the past.”

Data source: Quote from interviewee



Why it matters

The changing geo-political environment has led to a pivot in the CPA-IPP program’s approach to international police peacekeeping missions. Increasingly fragile mission locales and evolving mission types and activities stretch the existing CPA mandate and present a potential risk to mandate alignment going forward.

FINDING 2

Faced with a new global context for police peacekeeping, the CPA partners demonstrated limited strategic planning, reactive decision-making, and gaps in domestic coherence.

Limited strategic planning

Foundational CPA-IPP program documents indicated that the three CPA partners collaborate to make decisions for the program. Interview data noted that consultations and planning meetings generally occur at all levels, either regularly or on an as needed basis. Results from these formal and informal discussions, however, are described as siloed with decisions and rationales not always being well documented or communicated across all levels or partners.

There appears to be a lack of a clear strategic vision for Canada's police peacekeeping presence overseas. The evolving geo-political landscape has impacted the program's ability to plan for and respond to growing pressures. The program's approach to decision-making is described as more reactive than proactive, changing quickly depending on program capabilities and operational environments. Interview data suggested that senior management sometimes make decisions without a fulsome understanding of the operational processes required to realize those decisions, leaving some personnel *"in the dark."*

The evaluation found that there is no evidence of a) ongoing assessments identifying emerging trends, risks and threats to the program, or b) regular internal reviews and/or consultations to inform decision-making and planning. For example, there has been no successfully coordinated effort to initiate or update strategic plans to improve program efficiency. Annual reporting and planning exercises have also not been fully implemented.

Domestic coherence in the field

Gaps in domestic communication and coordination were also echoed in operations in the field, where some CPA deployed personnel are experiencing challenges leveraging partnerships with local Canadian embassies and staff. Specifically, there is no formalized relationship with the embassies, and in some cases deployed personnel do not feel welcome or supported onsite. Going forward, a "Team Canada" approach at home and abroad is required to help build trust, provide unified support and shape a common operating picture.

Opportunities to improve strategic planning and coherence

Interview data indicated that enhanced coordination at the strategic level is required to address ongoing gaps, including a perceived lack of synchronicity across the different CPA partner objectives and a lack of routine strategic planning. Going forward, there is an opportunity for more formalized engagements and regular communication at all levels. Consideration to include other vested parties such as program coordinators and partner police departments (at senior levels) in strategic planning could help leverage mission expertise and institutional strengths.



Why it matters

A lack of clear strategic vision, compounded by gaps in communication and information sharing across CPA partners at all levels, impedes long-term planning and informed decision-making, presenting a risk to future deployments and overall program prosperity.

FINDING 3

There have been disagreements among CPA partners on the determination of risk and response; however, duty of care practices were aligned with current authorities and were generally well-received by deployed personnel.

Responsibility for Duty of Care

The RCMP is responsible for the duty of care of personnel deployed through the CPA-IPP program. Foundational CPA documents describe the application of these authorities and responsibilities including initial and ongoing assessment, as well as decisions involving potential personnel withdrawal. Upon identifying a potential peacekeeping deployment locale, the RCMP will conduct a reconnaissance mission to gather specific information on the intended operating environment, which will inform the RCMP’s determinations of the appropriate standard of care for all deployed personnel in that mission. The RCMP will consider the regional security setting, local healthcare systems (i.e., hospitals, pharmacies, dentistry services, etc.), conditions of offices and accommodations, and health and safety factors such as pollution and infectious diseases. The RCMP has repatriated or relocated deployed personnel because of growing health concerns and deteriorating security situations in missions. In multilateral missions, the duty of care is shared with the host organization, for example the UN. However, under the *Canada Labour Code*, an employer (i.e., the RCMP) may intervene and remove employees from an unsafe third-party premise.

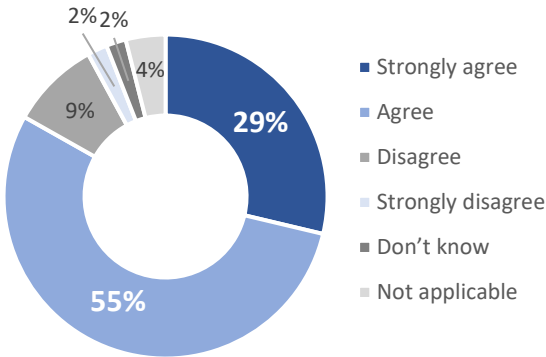
Application of Duty of Care

Duty of care supports are generally well regarded in mission. Survey data (2020-2024) noted that the majority of deployed personnel agreed that, given the current state of security measures in their area, they felt safe (**Figure 3**).

The evaluation found that tension exists within the program on the application of duty of care. Interview data revealed mixed opinions; some interviewees noted the program can be overly risk-averse leading to delays and missed opportunities, while others suggested there may be unrealistic expectations for the program to operate in conflict zones.

Interview data noted that, in response to new mission settings and associated risks, the program is making efforts to identify the right balance between delivering on its international commitments while also keeping personnel safe and in a position where they can still have an impact in-mission.

Figure 3 – The majority of deployed personnel felt safe in mission.



Data source: ITR Survey (2020-2024)

The missions in which respondents felt the least safe (in order) included:

BINUH (Haiti)
MONUSCO (DRC)
MINUSMA (Mali)
EUPOL COPPS / OP PROTEUS (Palestinian Territories)



Why it matters

The changing geo-political landscape presents new and evolving risks to the safety and success of international police peacekeeping missions. The CPA-IPP program’s current approach to duty of care has generated diverging opinions which highlight potential risks to either deployed personnel or mission impacts.



Data Management, Performance Measurement and Outcomes

FINDING 4 The absence of centralized and standardized data management tools and practices presents a challenge to program efficiency.

Existing data management tools and practices

Interview data indicated that data management tools and practices have been an ongoing challenge for the CPA-IPP program. While there are computer-based tools and processes in place, there is a lack of efficiency with recording and managing data. Functional teams at the RCMP [i.e., selections, training, kit and clothing, program coordinators, International Health Services (IHS)] work in silos, using a mix of shared folders, electronic and hard-copy files, and various Excel spreadsheets.

There is no central repository tracking individual personnel from selection to reintegration or capturing mission-specific information such as mission objectives, financial resources, and in-mission activities. Interview data noted that the program is developing an electronic document management software to help bridge this gap.

Interview data also suggested that a lack of continuity in, and resources for, administrative support, compounded by gaps in data management expertise, have deepened existing challenges for the program.



Opportunities to improve data management

Interview data suggested that the CPA-IPP program would benefit from a program-wide platform that is accessible and searchable by all program personnel. This platform could capture common data across personnel and missions, including an activity log to track recent mission activities. One proposed approach has been to move away from individual file folders towards a shared access management solution with centralized tracking (e.g., SharePoint). Mission and support staff could set credentials and provide access to CPA partners based on specific access requirements. The program would also benefit from technical experts in data management to help build the task management and coordination tool to harmonize all program data on a single platform. Dedicated administrative resources could help maintain better data management practices, which would allow mission and functional teams to focus more on operational roles and activities.



Why it matters

Gaps in data management tools and practices can lead to missed information and reactive responses, contributing to less efficient operations. A lack of timely, accurate and complete data presents an ongoing risk to the CPA-IPP program in terms of results tracking, program planning and informed decision-making.

FINDING 5

While some performance measurement tools and practices have been developed and used, there are opportunities to better leverage them and develop new approaches to capture program impacts.

Existing performance measurement tools and practices

Interview data noted that the RCMP's International Analysis, Reporting and Coordination Unit (IARC) undertakes a mix of activities to support the CPA-IPP program, including research, data collection, analyses, written briefings, and database management. Further to a recommendation from the previous horizontal evaluation (2020), CPA partners have developed performance measurement tools, including a logic model and a performance measurement framework (PMF); however, it is unclear if or how these tools are being updated or leveraged to effectively assess program impacts. While some missions are collecting limited performance data, others have yet to develop and/or track performance metrics. Interview data suggested that, in some cases, mission objectives are too broad and there are no specific indicators for mission success. Some after-action reports have been written, but lessons learned are not consistently documented and reported. Finally, while a post-deployment survey was developed to measure the benefits deployed personnel bring back to their home police services, survey dissemination has been paused.

Performance data is essential to illustrating the value and impact of a program. Some CPA-IPP performance information, success stories and operational reporting have been used for briefing senior management, promoting the program and ensuring internal awareness. However, it remains unclear how performance information is rolled up or used for program planning and senior-level decision-making.

Opportunities to enhance performance measurement

Interview data indicated that current performance measurement tools (i.e., logic model, PMF) could be updated, approved by all CPA partners, and more actively used to contribute to better performance reporting. New and existing survey tools – including the paused post-deployment domestic benefits survey, the longstanding ITR survey and the recently developed Mental Health and Wellness Survey - could be revitalized and leveraged to collect relevant and ongoing performance data. The program could also explore new ways to better understand and articulate in-mission impacts. Examples include establishing a working group to develop mission-focussed data collection tools and using technology to modernize and standardize operational reporting. Further liaison between the IARC unit and operational program staff could be bolstered to enhance mission-level performance reporting.



The program should “strengthen its performance measurement approach to better capture outcomes and lessons learned at both the program and mission levels. Performance measurement objectives should be identified, and subsequent data should be systematically collected, analysed, reported and leveraged for continuous program improvement.”

Data source: Recommendation from the horizontal evaluation of the CPA-IPP Program (2020)



Why it matters

Gaps in performance measurement tools and practices hinder the CPA-IPP program's ability to fully articulate actions and capture impacts. In the absence of consistent and ongoing data collection, analysis, reporting and usage, there is a risk that the program lacks both a fulsome understanding of program progress and the information needed to fully inform planning and decision-making.

FINDING 6 CPA-IPP contributions have been relevant and impactful, though there were challenges capturing and reporting longer-term impacts.

Valued contributions

CPA-IPP activities are cross-cutting and deliver on a variety of mission objectives including contributing to multilateral peace support operations, supporting international efforts to advance transitional justice, and enhancing the capacity of multilateral organizations and police contributing countries to effectively advance goals. Program documents and interview and survey data suggested that overall CPA-IPP mission activities were relevant and aligned with program objectives. Program contributions were valued by local authorities and international partners and generated immediate impacts through various activities, including capacity building, engagement and coordination, awareness and advocacy, advice to leadership, and support to international investigations.

Capacity Building

Capacity building is a key tenet across many CPA missions. CPA deployed personnel develop, design and deliver training and technical expertise to various police services and other clients to help build capacity in areas such as community policing, investigative techniques, use of force, school safety, use of specialized equipment, cyber security, etc.

Engagement and Coordination

To help identify individual partner needs and improve coherence, CPA deployed personnel play a liaison role in mission, building relationships, engaging with clients, and coordinating efforts between the mission, local authorities and international partners.

Awareness and Advocacy

CPA deployed personnel are highly regarded for promoting human rights and gender equality in mission. Ongoing CPA-IPP GBA Plus and human rights initiatives continue to enhance capacity and build awareness in local communities and institutions.
(See Finding 7 for more information)

EXAMPLE

UNITAR

Documents and interview data indicated that CPA deployed personnel have contributed to UNITAR’s improved approach to training design and delivery, building rigour, consistency and accountability through the development of standardized training packages. Deployed personnel have conducted outreach, built relationships and delivered training in areas such as Pre-Assessment for Mission Selecting Testing and Training, instructional development and leadership (Train the Trainer), cyber security, and community policing. Interview data noted these contributions were highly regarded by the UN in contributing to its mandate on Security Sector Reform.

CPMU

A primary objective of the CPMU is capacity building with local authorities. Interview data indicated that, in support of their significant training efforts, CPA deployed personnel have engaged regularly with local authorities to identify their specific training needs and to deconflict on existing policing and legal divergences. Deployed personnel have also coordinated with international partners to improve coherence, share best practices and deconflict on training offerings. These efforts have been essential to informing on local realities, identifying the pertinent requirements of local authorities and ensuring minimal duplication across partner providers.

Mission de l’Organisation des Nations Unies pour la stabilisation en République démocratique du Congo (MONUSCO)

CPA personnel deployed to MONUSCO are involved in various pillars of the mission. Those deployed to the Specialized Police Team (SPT) are specifically dedicated to capacity building on issues related to sexual and gender-based violence (SGBV). Documents and interview data indicated that CPA deployed personnel have led the SPT, with support from partners from Sweden and Tanzania, and have conducted outreach and awareness sessions with various groups including the judiciary, youth in schools, women’s groups and community members.

New and growing contributions

Further to Finding 1, the evolution of CPA missions has led to new and growing opportunities to engage with international partners and share Canadian policing expertise. For example, since the previous horizontal evaluation of the CPA-IPP program (2020), the program has increased its capacity in missions like the International Criminal Court and the IACCC. Interview data notes that there has been a growing interest in these types of investigative missions, both from the program and partners. An ongoing area of interest identified in this evaluation would be having more Canadian police personnel deployed to targeted senior police peacekeeping roles to enhance Canada's influence and impact in missions.

Advice to Leadership

CPA deployed personnel hold key strategic positions in multiple missions, providing advice to senior leadership and/or mentorship to local authorities, in areas such as security sector reform, security coordination, rule of law, accountability, human rights and gender.

Technical and Investigative Support

CPA deployed personnel lead and contribute to international investigations on behalf of the International Criminal Court and the IACCC. Employing their investigative skillsets and technical expertise, deployed personnel work to advance investigations related to war crimes, crimes against humanity and grand corruption.

EXAMPLE

Permanent Mission New York

CPA personnel are deployed to the UN Headquarters in New York City in key strategic positions to participate in and contribute to the UN's peace and stability efforts. Deployed personnel have taken on different roles in support of various initiatives and strategic objectives, including engaging with partners, policy development, and advising leadership. Interview data suggested that the CPA deployment of Canada's Police and Corrections Advisor has allowed for greater visibility, access and influence in UN activities. Canada's representative plays a key role in coordinating Canada's police participation in UN peace operations and is positioned to provide strategic advice and analysis to the UN on police issues, while ensuring that Canadian policing interests are visible within the international organization.

IACCC

At the IACCC, CPA deployed personnel are members of a multinational law enforcement team that focusses on identifying and responding to incidents of grand corruption in countries around the world. To date, the IACCC has identified billions of dollars that were previously unidentified as missing. Leveraging their investigative expertise, CPA deployed personnel have responded to requests from other countries, shared intelligence, and assisted in anti-corruption investigations. CPA deployed personnel have also delivered training and workshops in areas such as bribery and corruption awareness and conducting financial crime investigations. Interview data suggested that Canada's presence and significance in the IACCC has grown exponentially since the Centre's establishment in 2017. CPA deployed personnel have been recognized within the IACCC for their commitment to, and expertise in, the mission.

Canada’s police peacekeeping “brand”

Interview data indicated that CPA deployed personnel are well respected and are known for their professionalism. Experts in their fields, they are adaptable and relatable, utilizing various language profiles that are applicable in multiple regions. It was highlighted that Canadians have a good reputation internationally which can help “open doors” in places where countries whose histories are tied to colonialism are not as well received.

UN representatives noted that Canada is a constructive actor whose robust standards are needed to help inform the UN system. Canadians are seen as strong candidates for UN roles, with a growing interest in senior positions within the UN apparatus. These opportunities for the CPA-IPP program are seen as building towards a larger impact at the highest levels.

“Canada brought in expertise and is providing guidance to many countries. They leverage contacts and are able to reach back as needed. There’s lots of different skillsets coming from Canada.”

Data source: Quote from IACCC representative

“One Canadian police officer is worth ten others from other countries.”

Data source: Quote from UN representative

Challenges capturing long-term, sustainable impacts

Overall, the CPA-IPP program has been working toward achieving expected outcomes through the many training courses delivered, outreach initiatives undertaken, policies developed, investigations supported, and relationships fostered. Survey data further highlights these contributions; many deployed personnel agreed that local police services have applied what they have learned through CPA-IPP training (**Figure 4**), and almost half agreed that they observed progress in local police service reform and/or development (**Figure 5**).

Nevertheless, there are significant challenges associated with demonstrating long-term program impacts in different types of missions, particularly with regard to shaping multilateral mission objectives, collecting independent data, and measuring CPA-specific impacts. Further to Finding 5, the evaluation noted opportunities to enhance the program’s approach to performance measurement tools and practices, with a continued focus on collecting, analysing, reporting and leveraging relevant program data to inform next steps and demonstrate the program’s key successes and impacts.

Figure 4 – I feel that local law enforcement has applied what they have learned or gained from our assistance to enhance their operations.

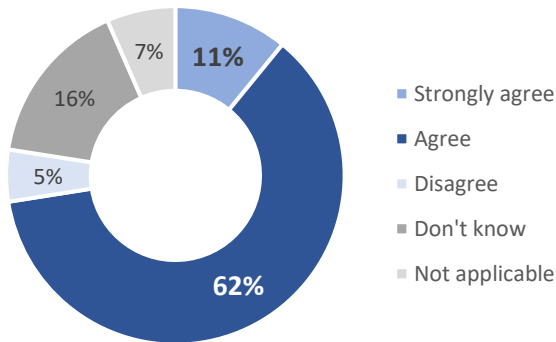
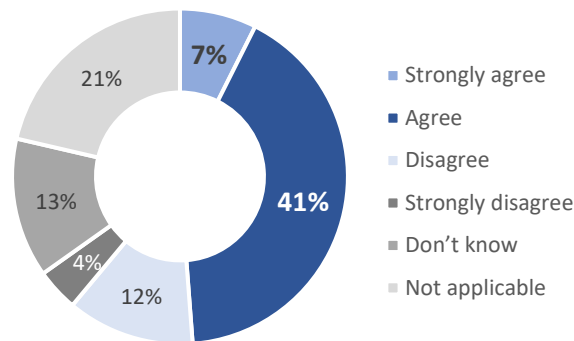


Figure 5 – I observed positive progress in the reform/development of the local police unit or section within which I work.



Data Source: ITR survey (average across 2020-24, 2024-25)



Why it matters

CPA-IPP program activities continue to represent relevant and impactful contributions to police peacekeeping efforts around the world. However, gaps in the accessibility, validity and reliability of some outcome data present a barrier to capturing longer-term impacts and impede the program’s ability to demonstrate the sustainability of its efforts.

FINDING 7

The CPA-IPP program successfully applied Women, Peace, and Security principles and directly supported Canada's commitments through its international police peacekeeping operations and missions.

GBA Plus in the CPA-IPP program

Foundational and internal program documents, along with interview and survey data, indicated that promoting gender equality and increasing diversity at all levels is a priority for the CPA-IPP program. A GBA Plus lens was consciously applied as part of ad hoc strategic planning discussions with implications reflected in planning documents, including decision-making for mission selection. GBA Plus considerations were also embedded in program delivery, including candidate recruitment and selection, pre-deployment training, and mission activities and initiatives.

Existing performance measurement tools reflected a GBA Plus lens, positioning the program to collect a variety of information on gender and human rights, and highlighting initiatives which align with Canada's Women, Peace and Security (WPS) commitments. Program data was compiled and shared including the percentage of deployed personnel in mission by gender and in-mission participant training metrics (ratio of male/female participants).

WPS commitments

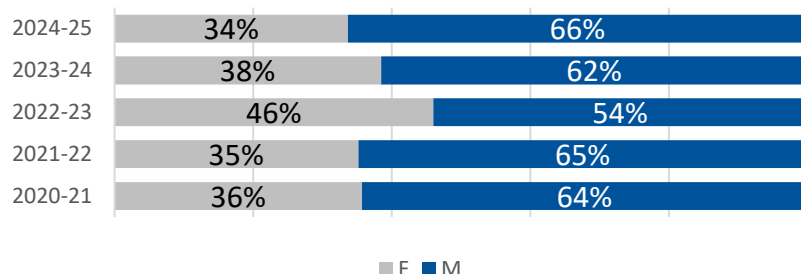
CPA deployments have consistently met or exceeded the UN target of 30% for the deployment of women police officers (**Figure 7**), and the program continues to explore more opportunities to reduce barriers for women's participation across different peace operations. Further to Finding 1, the evaluation noted that evolving mission needs can require more short-term targeted deployments, as individuals with specialized skillsets have become a growing priority in different areas (e.g., Emergency Response Teams in the Palestinian Territories). Nonetheless, Canadian women police officers are deployed across different types of missions (**Figure 8**) and often hold leadership positions within missions, such as contingent commanders and advisors to senior leaders (e.g., gender advisors).

Figure 6 – Gender of CPA deployed personnel by mission duration

	Less than 3 months (%)	3-6 months (%)	7-12 months (%)	Over 12 months (%)
Male	66%	56%	68%	45%
Female	34%	44%	32%	55%

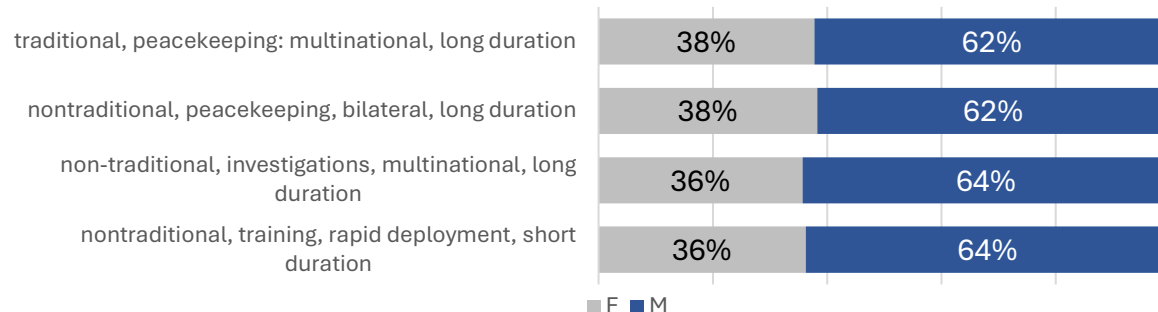
Data Source: Program data (2020 - 2025)

Figure 7 – Gender of CPA deployed personnel by fiscal year (all mission durations combined)



Data Source: Program data (2020 - 2025)

Figure 8 - Gender of CPA deployed personnel by mission type



Data Source: Program data (2020 - 2025) (see Appendix D)

WPS commitments in action

Canada's WPS commitments were well reflected in CPA-IPP mission activities including training, mentoring, modeling, developing policies and promoting gender awareness and integration. Some examples of CPA-IPP WPS-focussed initiatives include:

Women Against Transnational Corruption Hub (WATCH) London, England

The WATCH, housed in the IACCC and led by a Canadian woman police officer since 2023, aims to strengthen anti-corruption agencies by empowering women practitioners through training and mentorship, and connecting them to a global network of resources. See **Appendix B** for further details.

SPT on SGBV Democratic Republic of Congo (DRC)

Canada's contribution to MONUSCO included leading the SPT on SGBV, supporting local law enforcement efforts to counter SGBV among vulnerable populations by delivering training sessions and awareness initiatives to local authorities and community members.

Pre-Selection Assessment Assistance Training (Pre-SAAT) Various locations

Canadian deployed personnel deliver Pre-SAAT in various countries around the world (e.g., Rwanda) to assist women police officers from other police services to be successful in their applications to serve in UN police peacekeeping missions. Skills learned include improved language, shooting and driving.

UN Office of the Special Coordinator on Improving the UN Response to Sexual Exploitation and Abuse (OSCSEA) New York, USA

Through a gratis position within the UN OSCSEA, deployed personnel have worked to update victim investigative standard operating procedures to reflect a victim-centered approach. Canadian personnel have also made efforts to secure more women in UN committee roles.



Why it matters

CPA-IPP program efforts to deploy women police officers in various roles across missions has contributed to Canada's WPS commitments. Representation and ongoing CPA-IPP-driven GBA Plus initiatives have helped to position Canada as a leader in gender awareness and human rights advocacy in international police peacekeeping efforts.



FINDING 8 In-mission activities are believed to support the professional development of deployed personnel and Canadian interests more broadly.

Program documents and some interview data indicated that improved domestic policing capacity and enhanced security in Canada are primary CPA-IPP program objectives. As noted in Finding 5, CPA partners have developed a post-deployment survey to measure the extent to which deployed police officers are acquiring transferrable skills that may benefit their home police service. The survey seeks to identify emerging themes that might feed into a trend analysis and reporting on program results. Interview data noted, however, that due to a lengthy review process and some logistical barriers, dissemination of the survey has been delayed. While limited information regarding domestic benefits continues to be collected via the ITR survey and anecdotally from deployed personnel, this ongoing gap limits the program's ability to collect, analyse and report on tangible domestic benefits associated with CPA deployments.

Benefits for deployed personnel

Interview and survey data indicated that deployed personnel generally describe their participation in a CPA mission as a valuable experience both personally and professionally. Deployed personnel hone existing and/or develop new competencies. Some take on supervisory and decision-making roles, compelling them to take the initiative, then adapt to and manage conflict. These individuals are often operating at a higher rank, which can lead to promotion in their home organization. Conversely, a few deployed personnel indicated that they did not feel challenged in-mission and instead leveraged existing expertise rather than gaining new skills or knowledge during their deployment.

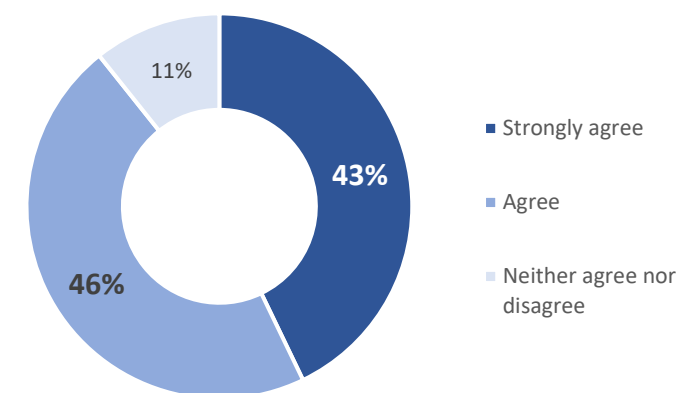
Benefits for domestic police services

Survey data (2024-25) confirmed that most CPA-IPP deployed personnel felt that the skills and competencies they acquire during deployment will contribute to enhanced post-deployment competencies in their work at their home police service (**Figure 9**). Examples of competencies and skills enhanced or acquired during deployment include communication and collaboration, relationship building and networking with partners, leadership, management, training, and team building.

Interview data suggested that collaboration and coordination with international partners in mission can help to establish ongoing and future networking connections when deployed personnel return to Canada, including improved information sharing and new partnership opportunities.

Program documents and interview data suggested that CPA-IPP deployments allow for an immersive cultural experience that can help build stronger cultural competencies for deployed personnel. These experiences and aptitudes can be applied post-deployment to assist in strengthening relationships at home in local communities.

Figure 9 – Skills gained in-mission will contribute to post-deployment competencies



Data Source: ITR survey (2024-25)

Benefits for the security of Canada



When the world is more secure, Canada is more secure.

Canadian police efforts to support local police in fragile and conflict-affected states can help to prevent criminal activities from spilling across borders into other countries, including Canada. Examples of these activities include smuggling, fraud, and trafficking of humans, drugs or weapons.



Helping to build inclusive and accountable institutions helps to advance Canadian interests worldwide.

Canadian police officers have held key advisory roles within various missions, generating opportunities to actively participate in setting mission objectives and planning actions that reflect Canadian values, principles, and foreign policy goals.



CPA-IPP in-mission activities can translate to real-time gains.

Some CPA-IPP activities have a direct link to issues that matter to Canadian communities and align well with political priorities and Canadian interests. For example, at the IACCC, Canadian police officers support grand corruption and asset recovery cases around the world. Through these efforts, deployed personnel have identified Canadian or Canada-linked assets, persons and entities connected to corruption activities. This information has been shared with Canadian authorities and investigations are underway.

“The impacts of sending out CPA ambassadors all over the world has a benefit for Canada. Police officers break barriers and build favorable rapport on a professional level. They facilitate introductions between Canada and international partners and informally can develop sources and gather information.”

Data source: Quote from interviewee

“This mission helps build contacts and capacity of other countries from which people come to or travel to Canada, and it can impact and advance Canadian interests.”

Data source: Quote from Interviewee



Why it matters

Deploying police personnel to missions around the world can produce domestic benefits which the CPA-IPP program seeks to prioritize. However, in the absence of consistent data collection, measuring domestic benefits remains a challenge and underscores various missed opportunities for the program in areas such as program promotion, recruiting, planning and accountability.

A close-up photograph of a person's hand typing on a laptop keyboard. The image is overlaid with a digital network graphic consisting of glowing blue and white nodes connected by thin lines, creating a sense of connectivity and technology. The background is dark and blurred, focusing attention on the hand and the digital overlay.

Operations and Support

FINDING 9

Challenges associated with some existing financial authorities and procurement processes have hindered timely access to training equipment and other training supports in-mission.

Current CPA financial authorities

Traditionally, the UN has provided the majority of training equipment required in police peacekeeping missions. However, with more CPA bilateral missions underway, there has been an increased need for the CPA-IPP program to procure its own training equipment. Foundational documents describe CPA funding authorities as siloed within partner departments. RCMP financial authorities cover the payment of salaries, employee benefits and operations and maintenance spending. GAC financial authorities cover incremental costs of deployments to support activities undertaken by deployed personnel in support of CPA objectives. Other funding options include requests through GAC for programming funding (Vote 10 - grants and contributions), though these funds are not managed by the CPA program and involve requests to separate GAC divisions outside of CPA authority.

Barriers associated with CPA funding

Interview data indicated that some missions have been more dependent on Vote 10 funding options to procure training equipment. However, this process has been described by operational staff and deployed personnel as complicated, bureaucratic, time consuming, and lacking in transparency. Survey data (2024-25) also suggested that acquiring adequate training equipment in the field presented a challenge. A few survey respondents noted that operational budgets can be extremely small, and while some equipment is *“ordered through Ottawa, it does make the process more complicated.”* A few survey respondents noted that they collaborated with partners in-mission to acquire much needed equipment for local efforts.

Interview data also noted that some existing funding restrictions prevent items and equipment from remaining in the field following a training session or at the end of a mission. This stipulation challenges the usefulness and sustainability of some specialized training, specifically that which involves introducing new equipment to a local police service.

Challenges and opportunities

The previous horizontal evaluation (2020) noted that CPA financial authorities were unclear and encouraged CPA partners to clarify roles and responsibilities. Interview data for this evaluation found that there continue to be different perceptions and interpretations surrounding CPA spending authorities. Some data indicated that requests for Vote 10 funding was the only viable option to procure additional training equipment in mission. However, given that Vote 10 funding falls outside the authority of the CPA-IPP, the program has little to no direct influence on decisions and allocations which can result in complicated processes, high level approvals and long delays. Other data noted that existing financial authorities falling within the program under the CPA partners could be used to procure training equipment in mission, thus streamlining the process and expediting support to deployed personnel in mission. Going forward, there is a need to clarify financial authorities between the CPA partners to better inform and facilitate procurement efforts. Interview data also noted that financial authorities could be reprofiled to generate more flexibility and a more efficient procurement process.



Why it matters

Different perceptions and applications of some existing financial authorities and procurement processes have resulted in administrative complications and operational delays which have negatively impacted the ability of some deployed personnel to deliver training and/or services in mission.

FINDING 10 **There are opportunities to address inefficiencies, inconsistent messaging, and perceived imbalances in the financial policies and practices currently in place to support the program.**

Financial Services

Survey and interview data indicated that current CPA-IPP financial policies and processes at the RCMP have led to inefficiencies and perceived imbalances in the compensation provided to deployed personnel. Some survey respondents (2024-25) described the personal financial claim process as overly complicated, time consuming, and burdensome. Interview data echoed these sentiments, highlighting that the lack of clarity and resulting back and forth has been stressful for some program coordinators and deployed personnel, pulling them away from operational activities. Some barriers identified involved inconsistent messaging and imbalances with respect to:

Tax Exemptions/Hardship Pay

Some deployments are tax exempt or offer hardship pay, while others are not.

Compensation for Overtime

Policies and procedures can be inconsistent across missions.

Number of Paid Trips Home

Trips depend on family status and the type of deployment, not the duration or location of the mission.

Decisions on Flights

Policy requires the cheapest flights with no cancellation or change options, leaving personnel to assume the financial risk if plans change.

Large Out-of-Pocket Housing Deposits

Advances can be denied and personnel take-on financial debt to secure accommodations.

Local Travel Expenses

There can be challenges securing financial support for basic local travel expenses (e.g., transit pass).

Reimbursement for Phone Bills

Claims for reimbursement for calls made/required for work can be denied.

VISAs and Passports

There can be limited support when securing travel documents prior to and during deployment.

Opportunities to enhance financial support and services

Interview data suggested that the CPA-IPP program would benefit from a clear and more balanced financial framework for compensation and benefits for internationally deployed personnel. More efficient claims processes and tools (e.g., online tools) including more real-time, consistent, service-oriented administrative guidance would improve support to deployed personnel. Consistent information and guidance/support should be made available prior to deployment, for example through more fulsome instruction and advice during International Peace Support Operations Training (IPSOT).



Why it matters

The inconsistent application of financial policies and provision of financial support negatively impacted personnel and missions, affecting the mental health and wellness of staff and the ability to efficiently manage valuable time while in mission. Additionally, the negative experiences of some deployed personnel could deter potential candidates from taking part in future missions.

Figure 11 – Did you encounter any issues when submitting expense claims?

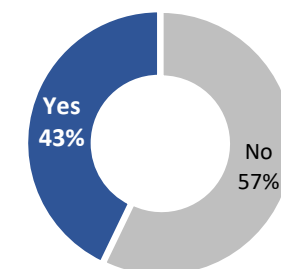
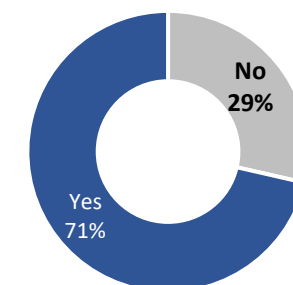


Figure 12 – Were you reimbursed in a timely manner?



Data source: ITR Survey data (2024-25)

FINDING 11 **Shifting priorities and approaches have led to heavy workloads, unpredictable demands, gaps in information sharing, and staff turnover.**

Information sharing and workload

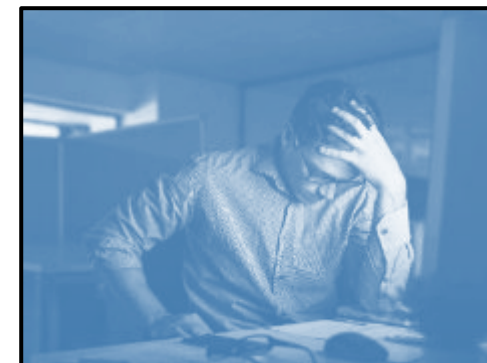
Changes to CPA-IPP deployments, specifically the increase in the number of different missions and locales compounded by shorter mission durations, have increased the workload of operational personnel at the RCMP including program coordinators, training staff, selections, and IHS. Interview data indicated these roles have grown in complexity and teams have had to continuously adapt processes to meet expanding and diversified needs. Burnout and staff turnover have been growing concerns for these teams.

Across operational teams, there have been gaps in communication, information sharing and coordination. For example, interview data noted that roles and processes have been unclear, with teams working in silos and sometimes receiving taskings but failing to deconflict with others. Information sharing from management to the various operational teams has not always been timely nor fulsome, challenging operational teams' abilities to adapt to new strategic decisions.

Opportunities to mitigate operational pressures

Interview data indicated that the CPA-IPP program could benefit from additional human resources to help support the expanding workload associated with new and expanding deployments. A few interviewees suggested that when program coordinator positions are staffed, competencies such as working independently, multi-tasking abilities, and in-mission experience should be prioritized.

The CPA-IPP program could consider convening regular all-staff meetings and consistently sharing and publishing records of decision from management meetings to help improve the timeliness of information sharing across different levels. Standard operating procedures could also be developed, shared and reviewed regularly to help facilitate better coordination and clarify roles and responsibilities, particularly in response to staff turnover.



Why it matters

A growing workload, changing operational requirements, and potential resourcing concerns present a risk to effective program delivery. Gaps in communication and information sharing increase the potential for error and impact the program's ability to meet the needs of deployed personnel.

FINDING 12

While the CPA-IPP program has been able to staff key mission positions, there are opportunities to mitigate barriers associated with releasability.

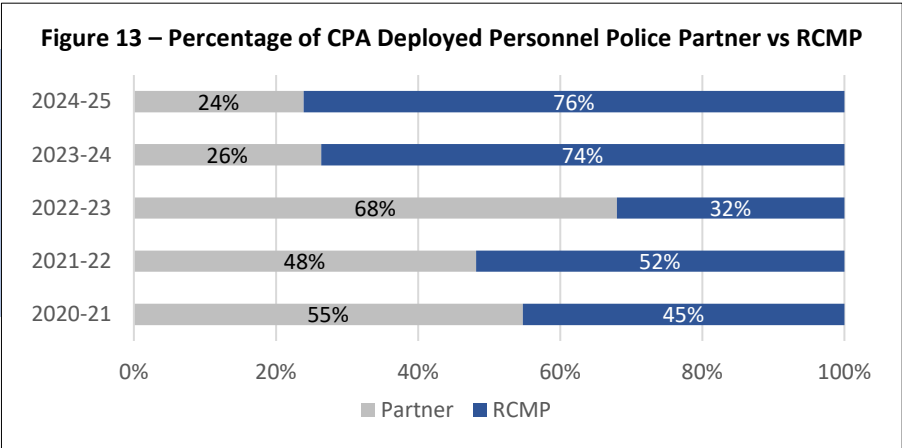
Qualified candidates and releasability

Overall, the program has been able to staff key mission positions; however, ensuring a continuous pool of qualified candidates has been an ongoing struggle. The success of the CPA-IPP program depends heavily on the willingness of partner police services and other RCMP areas to release their personnel for deployment. Given existing challenges associated with police recruitment and staffing in Canada, RCMP Commanding Officers (COs) in the divisions and leaders in partner police services have not had the capacity and/or have been reluctant to release their personnel for CPA deployments. Recently, the CPA-IPP program has sought to encourage and facilitate greater releasability by increasing the frequency of recruitment bulletins and reducing the duration of some deployments.

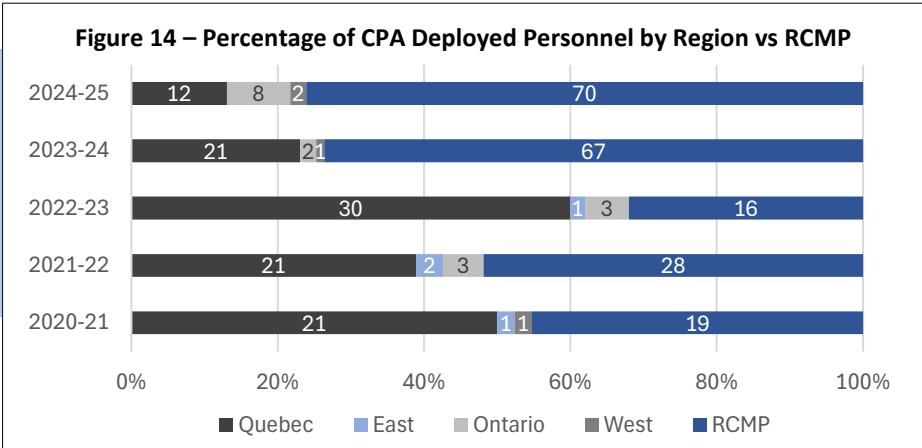
Evolution of participation

Survey data (Figure 13) indicated that from 2020 to early 2023, partner police services contributed over half of all deployed personnel. Quebec-based police services represented the majority of those deployments (Figure 14). Interview data noted that recently priorities have changed for some partners, with more of a focus on a stronger local police presence rather than international engagement. Survey data reflected this change, with a significant reduction in participation from some Quebec-based police services in 2023-24 and again in 2024-25. Some interview data noted, however, that this does not reflect a lack of interest in or support for the program on behalf of partners.

Separately, interview and program data also indicated that short-term deployments, involving specialized skills and at times requiring a quick turnaround, have been increasingly part of the CPA-IPP approach to deployments. However, these positions can take longer to fill and in the absence of a good-fit candidate, CPA partners are not always able to fulfill commitments they would like to make.



Data source: Program Data (2020-2025)



Data source: Program Data (2020-2025)

Opportunities to mitigate releasability challenges

Improved internal RCMP engagement could help promote a more efficient approach to releasability. Interview data indicated that the CPA-IPP program could engage more with senior executives, including the Commissioner, who can influence and direct the RCMP approach to releasability. The creation of both a candidate pool, in which the program can invest, and a bridging program or agreement to backfill positions while members are deployed, could help foster strong candidates and promote their unobstructed availability for deployment. Currently, COs have the final authority on candidate releasability; however, the program could expedite the process by securing an agreement with divisions for line officer approval for release on deployments of less than a month (i.e., rapid deployments).

“The CPA brand is good. We don’t have a recruiting challenge. We have a releasability challenge.”

Data source: Quote from interviewee

Increased external engagement could help encourage more participation and identify new sources of recruitment. Interview data suggested that the CPA-IPP program could engage regional and municipal police association decision-makers at the highest levels, for example Chiefs of Police. Through these efforts, the program could build buy-in and gain access to a broader base of police partners, including non-traditional partners.

Prioritizing and investing in recruitment efforts could help address personnel shortages. Given the growing workload identified by operational and support teams, the CPA-IPP program could enhance current and/or acquire new dedicated resources to bolster recruitment and selection efforts to identify the best candidates for deployments. Interview data noted that having access to the right candidates is critical when selecting personnel to represent Canada abroad. The program should continue to focus on recruiting individuals who demonstrate resilience, leadership and other character-based competencies.

Prioritizing and updating program “marketing” tools and practices could help better promote the program and encourage participation. The CPA-IPP program could deliver information sessions and improve online campaigning. Promotional pieces could focus on the benefits to Canadian communities, provide examples of police partner participation, and avoid using government jargon. Interview data noted that images and social media could be leveraged more; however, existing RCMP restrictions on images (e.g., uniform nonconformity) continue to limit the program’s ability to share its stories.

“We’re not being allowed to tell our story. The program cannot use many of our photos because we’re not in uniform, but we’re not allowed to wear our uniforms, so it’s a very backwards approach.”

Data source: Quote from interviewee



Why it matters

Challenges with releasability present a risk to program delivery, specifically the program’s struggle to recruit a sufficient number of Canadian police personnel to meet deployment needs. A reduced Canadian presence in international police peacekeeping efforts potentially impacts Canada’s ability to meet commitments, promote Canadian foreign policy, contribute to security sector reform and engage with international partners.

FINDING 13

Wellness supports were available and generally met the needs of deployed personnel, both before and during deployment, though there are opportunities to enhance their experiences.

Mental health and wellness of deployed personnel

As the nature of missions change, the health needs of deployed personnel change as well. Interview data noted that the IHS team at the RCMP works to understand the complexities of each mission, updates policies and approaches, and pivots quickly to support the health of deployed personnel. As part of the RCMP's duty of care responsibilities, the role of IHS is to prepare candidates for deployment, support them in mission, and ensure that they are healthy for their return to their home police service post-deployment.

Existing resources before deployment

CPA-IPP candidates are medically and psychologically screened by IHS prior to deployment. As part of the IPSOT curriculum, the program's in-house psychologist and representatives from areas such as Sensitive and Specialized Investigative Services provide training sessions on health and wellness which focus on recognizing signs and symptoms of stress and trauma, building resilience and enabling strategies to help manage and mitigate impacts.

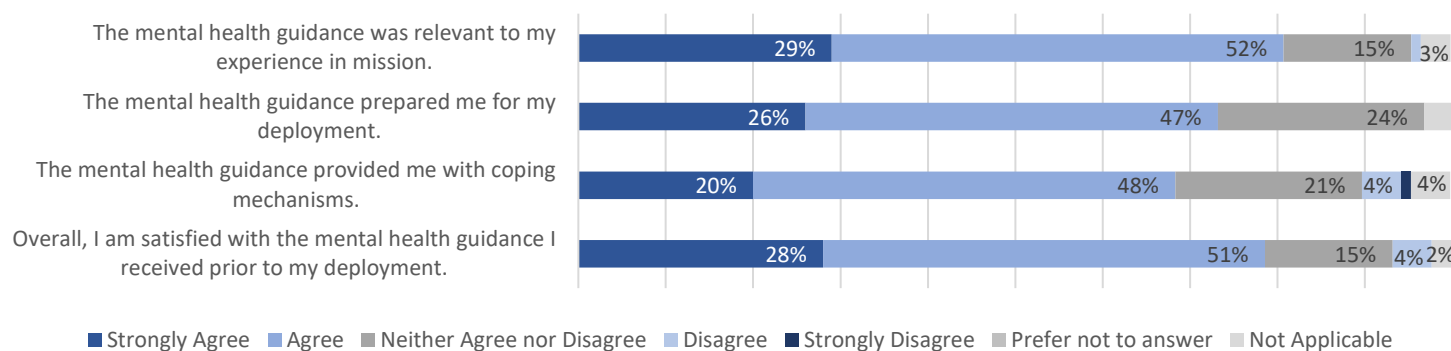
The *During the Mission: Guide for Deployed Police Officers* provides advice and practical tips for managing difficult experiences in-mission. Similarly, the *International Health Services Contingent Commander Guide* emphasizes the importance of the leadership role and outlines key concepts on mental health first aid as they apply to an international mission setting. Both guides are given to candidates pre-deployment and encourage personnel to reach out as needed.

Survey data indicated that previously deployed personnel were satisfied with the mental health guidance they received prior to deployment (**Figure 15**). They agreed that the guidance received in training was relevant to their experience in mission, provided them with coping mechanisms, and prepared them for their deployment.

Opportunities to enhance support before deployment

To enhance the pre-deployment wellness experience, interview and survey data suggested increasing IHS contact and support for candidates. Contact could be more consistent, and the program could consider assigning a dedicated wellness contact for individual personnel. Candidates would also benefit from more specific information on their individual missions, such as debriefs from current or previously deployed personnel which focus on lessons learned and realistic deployment expectations.

Figure 15 - Satisfaction with mental health guidance provided before deployment



Data source: Mental Health and Wellness Survey (2025)

Existing resources during deployment

Interview and survey data indicated that deployed personnel face a number of challenges in mission which impact their overall wellness, including high-risk situations, isolation, a sense of helplessness, a sense of lack of impact or purpose, and loneliness. IHS staff reach out to deployed personnel one to two months into mission and send check-in emails throughout a deployment. The in-house psychologist is also available for consultation as needed. Further to **Appendix A**, a few police partners and their deployed personnel also noted providing and receiving support in addition to RCMP efforts while in mission. Deployed personnel can also access the services of an external Canadian mental health practitioner virtually while in mission. Survey data (**Figure 16**) indicated that many deployed personnel agreed that wellness checks were relevant, and most felt that they could contact the in-house psychologist as needed. Many deployed personnel found the mental health and wellness guidance accessible and almost half found it timely.

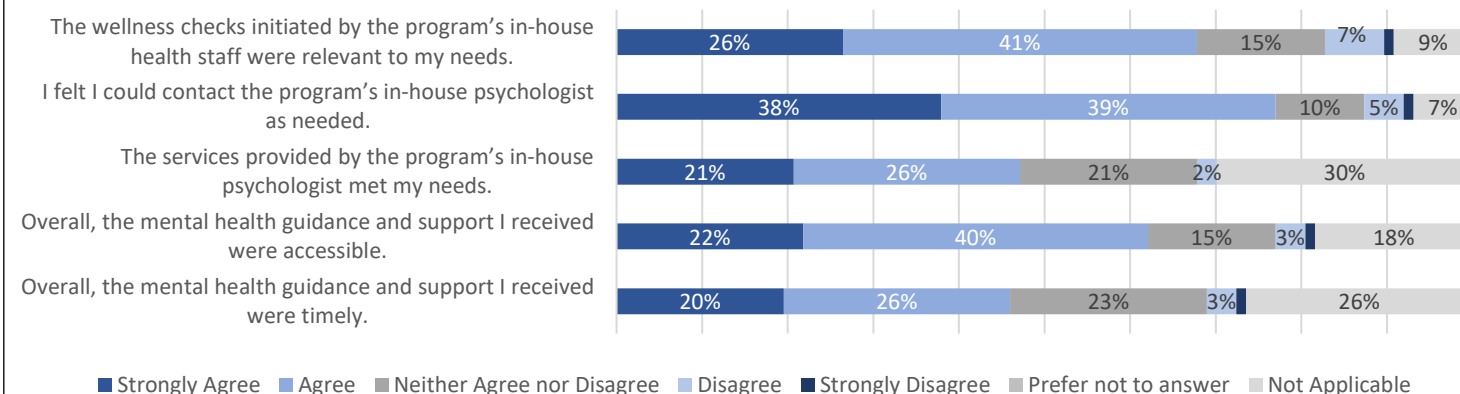
Challenges during deployment

While not all deployed personnel felt that they needed additional wellness support, some gaps were identified. Some deployed personnel indicated that there was inconsistent and/or insufficient outreach from IHS. A few deployed personnel from partner police services also noted an inability to access RCMP emails for check-ins. As stated in Finding 10, many deployed personnel noted that time consuming interactions and decisions about personal financial claims caused them stress while in mission. Finally, some deployed RCMP personnel cited the unknowns surrounding post-deployment job assignments as a growing stressor towards the end of their deployments.

Opportunities to enhance support during deployment

To enhance the deployment wellness experience, interview and survey data suggested that IHS and/or CPA-IPP operational teams conduct more proactive check-ins via telephone or virtually with deployed personnel and their families. Further to **Appendix A**, a few police partners noted that the reassurance of consistent and accessible support for families at home contributed to the wellness of deployed personnel in-mission. Interview data also noted that closer program collaboration with Contingent Commanders could better assist them in supporting the wellness of their team. Interview and survey data indicated that clarifying financial compensation policies and enhancing the client-service approach would better support deployed personnel. Finally, engaging deployed RCMP personnel a few months before their return would help initiate reintegration planning for both personnel and the organization.

Figure 16 - Satisfaction with mental health guidance provided during deployment



Data source: Mental Health and Wellness Survey (2025)



Why it matters

Wellness supports available before and during deployment have been well received; however, addressing existing gaps would help mitigate wellness related risks associated with new and evolving mission pressures.

FINDING 14

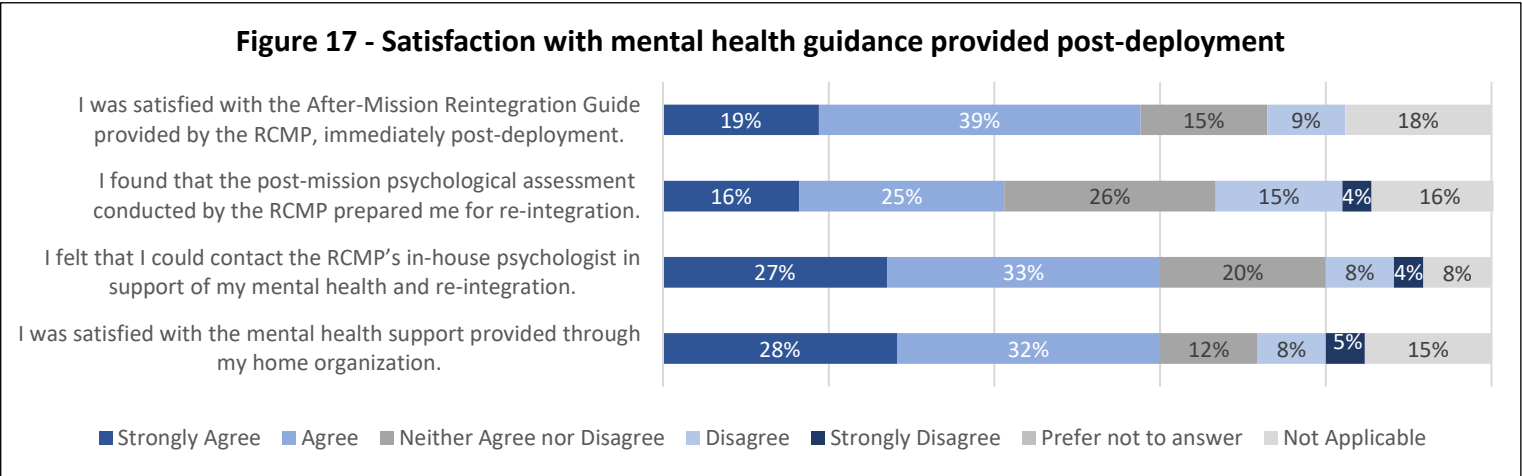
Upon return from mission, some previously deployed personnel felt their efforts overseas were not fully recognized and identified opportunities to address gaps in longer-term wellness support.

Existing resources post-deployment

Towards the end of their deployment, deployed personnel are given the *After the Mission: Reintegration Guide for police officers and their families*, which provides advice and helps to prepare personnel and their families for post-deployment realities.

Upon their return, deployed personnel meet with an external health provider to determine if they are fit for return to duty. However, some conflicting data suggested that there may be a misunderstanding as to the purpose of the post-mission psychological assessment. For example, a few previously deployed personnel noted that the post-deployment assessment was “ingenuine” and insufficient in preparing personnel for re-integration.

Survey data (Figure 17) indicated that many previously deployed personnel were satisfied with the *After-Mission Reintegration Guide* and agreed that they could contact the in-house psychologist as needed. Many previously deployed personnel also agreed that they were satisfied with the mental health support provided by their home organization (i.e., RCMP and other partners). However, survey data (Figures 18 and 19) from returned personnel indicated that the majority of respondents, from both the RCMP and partner police services, did not access mental health resources through their home organization as a result of their deployment.



Data source: Mental Health and Wellness Survey (2025)

Figure 18: RCMP mental health resources accessed post-deployment

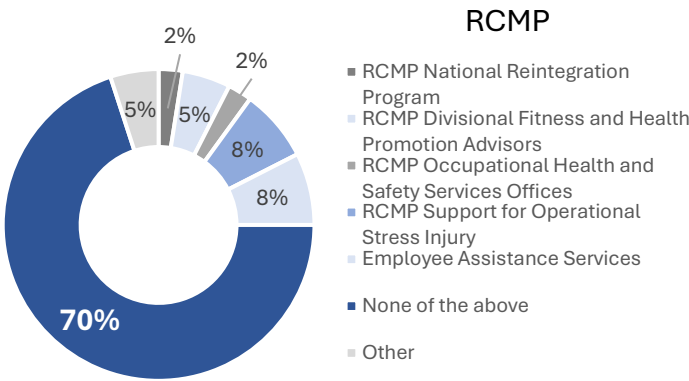
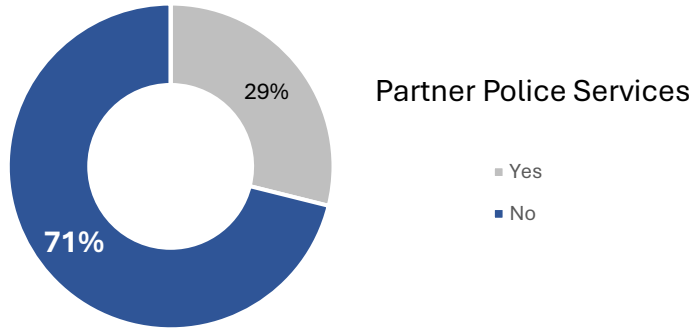


Figure 19: Did you access mental health resources through your home organization as a result of your deployment?



Data source: Mental Health and Wellness Survey (2025)

Opportunities to enhance support post-deployment

Interview and survey data indicated that upon return from deployment, some deployed personnel felt a lack of recognition or respect for their work in mission. Others felt they were not well received by their home unit or other colleagues, noting the misconception that a deployment is akin to a vacation. Where feasible, the program could ensure that returning personnel are greeted at the airport and presented with a token of appreciation to recognize their contribution to the CPA-IPP program. Additionally, broader promotion of the program (as noted in Finding 12), could help to build awareness and sensitize colleagues to the realities of CPA deployments.

Considering perceived gaps in the post-deployment psychological assessment, an additional post-mission discussion focusing on the mental health and wellness of returned personnel could be included to ensure personnel are heard, help evaluate existing supports and identify areas for improvement.

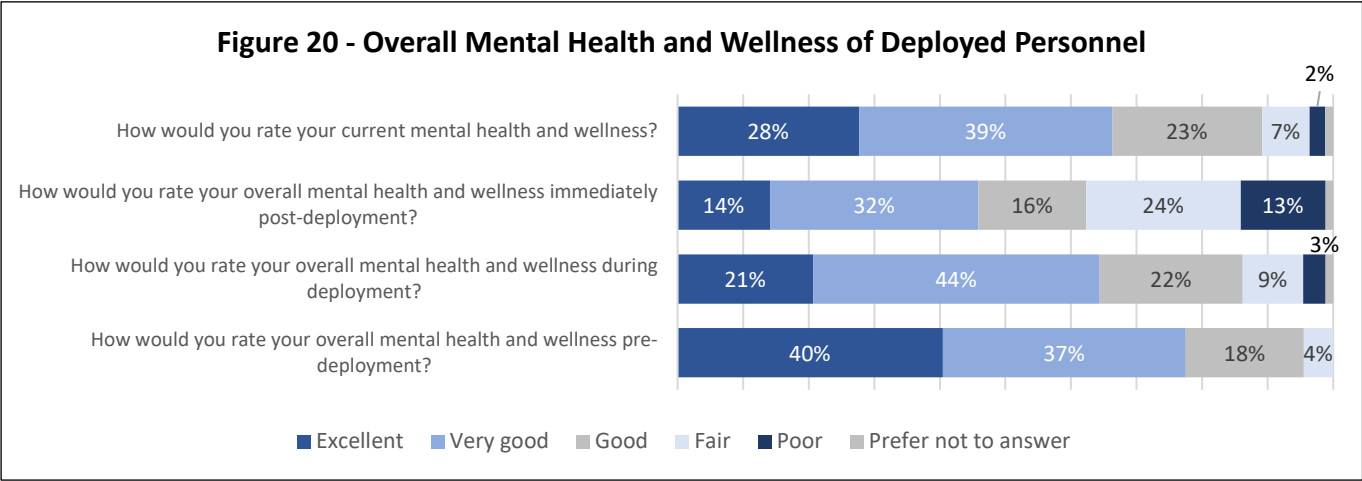
Mental health impacts associated with difficult experiences in mission may manifest months or years after deployed personnel have returned and reintegrated into their home and work life. Post-deployment check-ins at designated intervals (e.g., every three months) could help to assess the mental health and wellness of returned personnel, indicate if additional support is required and identify gaps in support for future improvements.

Upon return from mission, deployed personnel continue to be covered by the CPA-IPP program’s health insurance for 10 days, after which they resume coverage under their home department. While returning RCMP police officers fall under longer-term benefits with Veterans Affairs Canada, police officers from partner services do not. Going forward, the program may wish to engage partners on this issue and explore options to address gaps in longer-term insurance coverage.

Evolution of wellness

Survey data (Figure 20) indicated that the mental health and wellness of deployed personnel is highest pre-deployment, decreases during deployment and is lowest immediately post-deployment.

In February 2025, the RCMP staffed the position of Reintegration Coordinator, who will focus on the mental health and wellness of personnel during and post-deployment. Key priorities include outreach during deployments and enhancing recognition upon return. Other areas of focus include building a peer-support system for families, readying post-deployment job placements, and routine wellness follow-ups post deployment. To fully realize this strategy, efforts are underway to formalize expectations, secure human resources, and engage a senior management champion.



Data source: Mental Health and Wellness Survey (2025)



Why it matters

The program has taken important steps to improving its support for the mental health and wellness of deployed personnel. Nevertheless, gaps in post-deployment support present a risk to the long-term health and wellness of personnel, with potential impacts for program recruitment and new pressures for wellness supports in home police services.

FINDING 15 Training was generally relevant and well-received, though there may be opportunities to include more mission-specific guidance as part of pre-deployment preparation.

Pre-deployment training

Overall, pre-deployment training coordinated by the RCMP has been well-received. Interview and survey data (**Figure 21**) indicated that many deployed personnel felt that the training they received was relevant to adequately prepare them for deployment. Survey data (**Figure 22**) also noted that most deployed personnel were satisfied with the kit and clothing provided by the RCMP during pre-deployment training.

Challenges with pre-deployment training

Further to Finding 11, training staff also indicated that evolving program priorities and a lack of communication have presented challenges when planning for and delivering IPSOT sessions. For example, last-minute adjustments to the course curriculum and candidate mission assignments, along with rescheduling accommodations and guest speakers, require quick pivots and flexibility for both organizers and participants.

Opportunities to enhance the training experience

To enhance the pre-deployment training experience, interview data suggested that the CPA-IPP program could consider using more virtual options to deliver some content. For example, readings or modules could be disseminated prior to IPSOT for completion before in-class training.

Interview data also suggested a need for more mission-specific information to help prepare candidates for in-mission day-to-day realities. These types of discussions would help support candidates from both a planning and a wellness perspective.

Figure 21 - Pre-deployment training was relevant

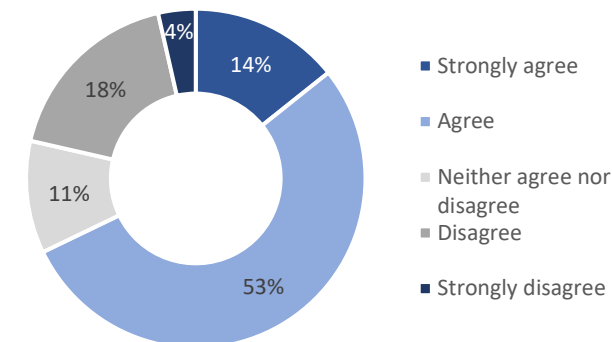
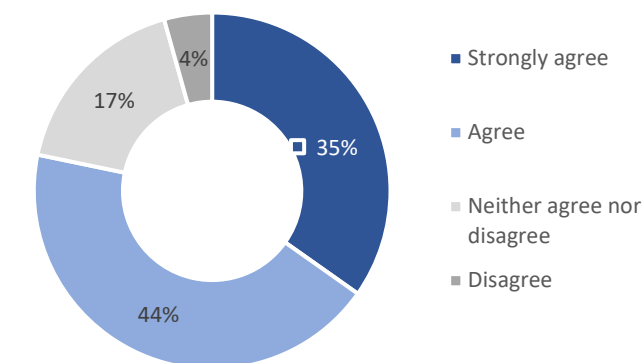


Figure 22 – Kit and clothing were satisfactory



Data source: ITR Survey (2024-25)



Why it matters

Improved communication and coordination would help to bolster the integrity of IPSOT delivery and ensure that personnel are given the time and space to prepare for deployment. Additions and updates to pre-deployment training would help address the needs of deployed personnel, better preparing them for a successful mission.

Conclusion

Since the pandemic, the CPA-IPP program has worked to restore its presence in police peacekeeping missions around the world. The program's approach to police peacekeeping has been adapted to respond to the evolving geo-political environment, in particular a shift from mass deployments to the more targeted positioning of fewer personnel in more missions. As a result of these changes, the program will need to address new and ongoing challenges that are impacting the efficiency of program delivery and impeding the achievement of program outcomes.

A lack of a clear strategic vision linked to the changing global context has reduced the CPA program's ability to define objectives and priorities and resulted in barriers to informed decision-making. There is an opportunity to augment strategic planning activities and create more reliable mechanisms to systematically share information across CPA partners and internally at all levels.

Gaps in data management and performance measurement tools and practices have impeded the CPA program's ability to manage program information, track results, demonstrate impacts and inform decision-making. The program is working to establish a common data management tool to store, govern and capture data across personnel and missions. There are opportunities to develop, update and leverage performance measurement tools to better support program planning.

Evolving mission types have generated new and/or increased mission demands for operational supports and workloads. Barriers with existing financial authorities and the inconsistent application of financial policies have led to operational delays. There are opportunities to update and enhance policies and tools to better meet the operational needs of the program. There are also opportunities to build on existing recruitment strategies to address barriers to enlisting sufficient police personnel to meet deployment needs.

Recommendations and MRAP



Recommendations

The findings of this evaluation and recommendations reflect the period of April 1, 2020, to March 31, 2025. The evaluation concluded at a moment of significant change for Canadian domestic and international priorities with the March 2025 federal election and the government's subsequent emphasis on identifying cost-effective savings. Although the evaluation concluded on the ongoing relevance of the CPA-IPP program as a foreign policy tool and provided evidence of notable performance in meeting Canadian international objectives, the significant program challenges related to a rapidly changing geopolitical landscape with fewer UN peacekeeping missions, the increasing costs and security concerns when pivoting to deploying experts bilaterally to more active conflict zones, and the challenges associated with domestic police forces being able to release personnel for missions should be leading considerations for the program going forward.

Given the current political and financial climate, it is recommended that the application of the following recommendations consider emerging domestic priorities and operational efficiencies identified through strategic planning exercises. Additionally, actions undertaken should ensure that future deployments are positioned to achieve Canadian foreign policy objectives and demonstrable domestic benefits for Canadians.

Strategic Planning and Coherence

Recommendation #1 – In response to the evolving geo-political landscape, the CPA partners should ensure that existing engagement mechanisms are being leveraged regularly to inform decision-making, support strategic planning, and improve deconfliction efforts across CPA partners. Additionally, individual CPA partner departments should ensure consistent communication and information sharing across relevant program areas and functions at all levels.

Data Management, Performance Measurement and Outcomes

Recommendation #2 – The RCMP should establish a consistent and efficient approach to data management, including relevant tools and resources that are accessible to CPA program areas. Additionally, CPA partners should update performance measurement processes, including the program's Performance Measurement Framework and existing reporting tools, to ensure relevant information is collected across all missions with an objective to inform decision-making and demonstrate impact.

Operations and Support

Recommendation #3 – The CPA partners should explore opportunities to revise existing financial authorities to ensure they are responding to mission needs and maximizing program impacts. Additionally, the RCMP should ensure that internal financial policies and practices of relevance for the CPA-IPP program are clearly communicated and consistently applied.

Recommendation #4 – The RCMP should develop a recruiting strategy that better reflects evolving mission needs. This should include improved internal and external engagement, along with updating recruiting tools to attract candidates with relevant skills sets and encourage wider participation across domestic police services.

Management Response and Action Plan (1/3)

NOTE: Acknowledging the changing global context and current political and financial climate, the program is encouraged to consider emerging realities when implementing the MRAP.

Recommendation	Program Responses	Planned Action(s)	Diary Date
1. In response to the evolving geo-political landscape, the CPA partners should ensure that existing engagement mechanisms are being leveraged regularly to inform decision-making, support strategic planning, and improve deconfliction efforts across CPA partners. Additionally, individual CPA partner departments should ensure consistent communication and information sharing across relevant program areas and functions at all levels.	GAC, PS, RCMP	1.1 Present updated strategic direction for the CPA-IPP to the Ministers of Foreign Affairs and Public Safety and seek their approval for multi-year deployments.	2026-06-30
	RCMP, GAC, PS	1.2 Schedule biannual DG Steering Committee meetings. Take meeting minutes for Records of Decisions.	2025-09-30
	RCMP IPO Admin Team GAC	1.3 Schedule in-person and virtual CPA Working Group meetings on a quarterly basis. At least two of the meetings must be in-person. All partners to update the working group on outcomes of department meetings.	2025-12-31
	RCMP IPO Admin Team GAC	1.3.1 At least one of the in-person meetings will be a Strategic Planning exercise, with proposed strategic plan created to present to DGs for approval.	
	RCMP IPO Admin Team GAC	1.4 Biweekly Directors' meetings. Records of Decision from these meetings should be disseminated to the working level.	2025-09-30
	RCMP IPO Admin Team	1.5 Schedule internal RCMP IPO full team meetings biannually. Include all areas within the program. Minutes of these meetings will be produced and distributed.	2025-12-31

Management Response and Action Plan (2/3)

Recommendation	Program Responses	Planned Action(s)	Diary Date
2. The RCMP should establish a consistent and efficient approach to data management, including relevant tools and resources that are accessible to CPA program areas. Additionally, CPA partners should update performance measurement processes, including the program’s Performance Measurement Framework and existing reporting tools, to ensure relevant information is collected across all missions with an objective to inform decision-making and demonstrate impact.	RCMP	2.1 Implement secure, scalable, and intuitive data management tools that are readily accessible to CPA program areas and deployed personnel. These tools will enable seamless support across all phases of the deployment lifecycle—including recruitment, selection, pre-deployment training, operational deployment, in-mission support, post-deployment reintegration, and performance reporting—ensuring consistency, interoperability, and data-driven decision-making.	2026-12-31
	CPA Working Group IARC	2.2 Modernize the CPA’s program’s performance measurement processes by updating the Performance Measurement Framework (PMF) and enhancing existing reporting tools to enable real-time visualization and analytics with mission-specific data collection across all deployments and make use of reporting from multilateral partners where possible to avoid duplication and situate Canada’s contribution alongside other nations.	2026-09-30
	RCMP and GAC	2.3 Require Results-Based Management (RBM) training for Contingent Commanders and deputies, as well as introductory RBM training for all deployees and RCMP IPO personnel.	2026-12-31
	RCMP and GAC	2.4 Seek to engage with Development/RBM section at embassies in countries where bilateral missions exist and missions where possible.	2026-12-31

Management Response and Action Plan (3/3)

Recommendation	Program Responses	Planned Action(s)	Diary Date
3. The CPA partners should explore opportunities to revise existing financial authorities to ensure they are responding to mission needs and maximizing program impacts. Additionally, the RCMP should ensure that internal financial policies and practices of relevance for the CPA-IPP program are clearly communicated and consistently applied.	RCMP	3.1 Initiate a comprehensive review of existing financial authorities and funding mechanisms to identify opportunities for increased efficiency, responsiveness, and alignment with operational realities of each mission and with existing government regulations.	2026-12-31
	RCMP IPO (Advisory NCO, FPRM and Training)	3.2 Develop policies and standard operating procedures to ensure that financial policies and practices are clearly communicated and consistently applied. (internal RCMP for deployees)	2026-12-31
	RCMP, GAC, PS	3.3 Ensure that deployed personnel understand procurement authorities, processes and challenges within the CPA. (difference between Vote 10 and Vote 1).	2026-12-31
4. The RCMP should develop a recruiting strategy that better reflects evolving mission needs. This should include improved internal and external engagement, along with updating recruiting tools to attract candidates with relevant skills sets and encourage wider participation across domestic police services.	NCO i/C IRSS with support from: Advisory NCO, IHS, Wellness Team, and Public Safety (for domestic benefits aspect, PS deployment placemat)	4.1 Develop a targeted outreach strategy strengthening internal engagement at the RCMP executive level to promote a more efficient and effective approach to releasability.	2026-09-30
		4.2 Develop a targeted outreach strategy strengthening external engagement with regional and municipal Chiefs of Police associations at the highest levels.	2026-09-30
		4.3 Implement a coordinated national recruitment initiative targeting police agencies across Canada, designed to attract and mobilize candidates whose skill sets align with the evolving demands of international peacekeeping missions.	2026-09-30
		4.4 Modernize program information and recruitment materials: Revamp all peacekeeping recruitment collateral – including brochures, booklets, reports and digital content – to ensure materials are current, compelling, and aligned with the program’s strategic objectives.	2026-09-30

Appendix A – Wellness Continuum

Appendix B – Women Against Transnational Corruption Hub (WATCH)

Appendix C – Snapshot of CPA-IPP Deployments

Appendix D – Types of CPA-IPP Missions

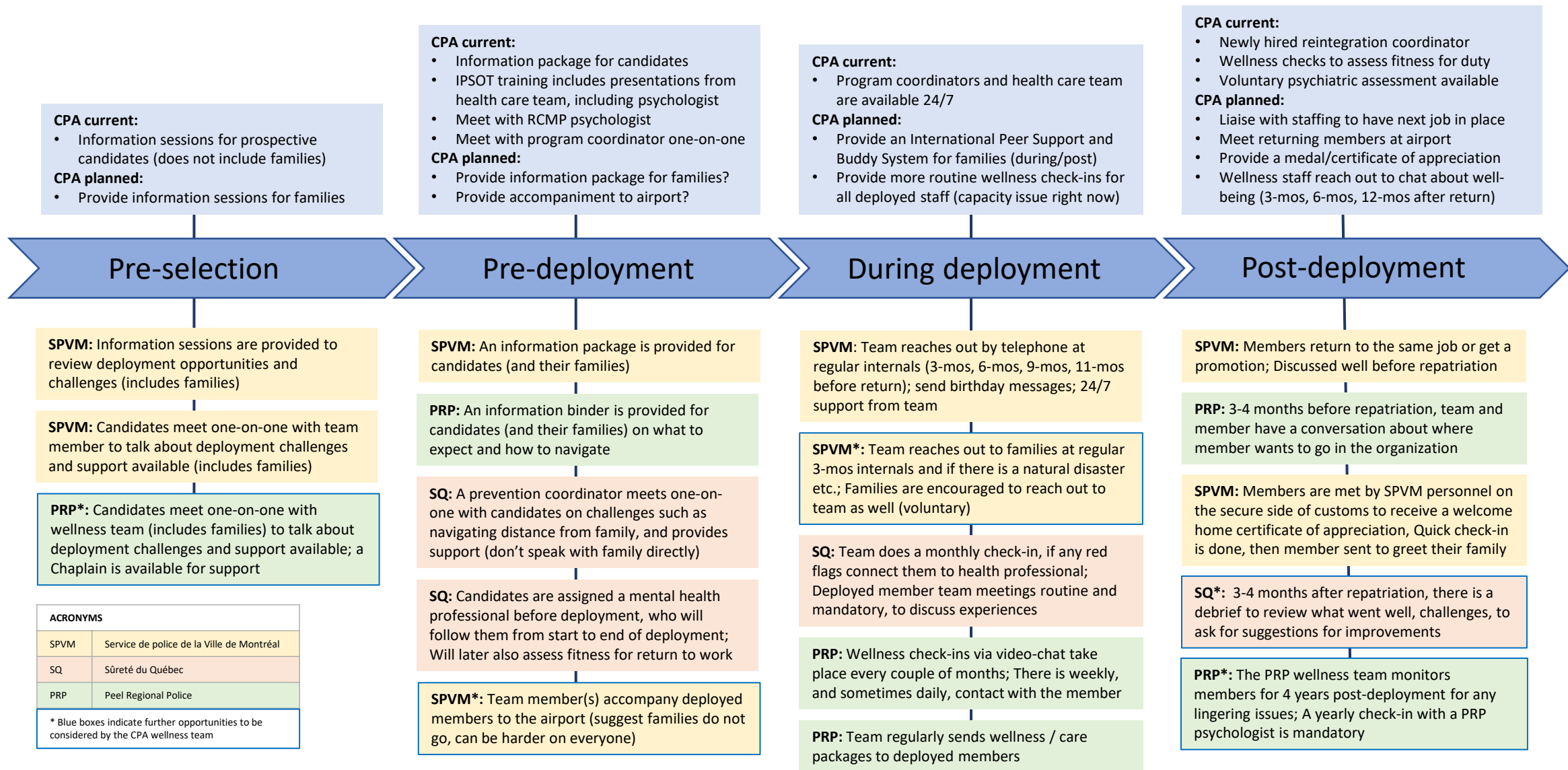
Appendix E – CPA-IPP Program Financial Information

Appendix F – Acronyms

Appendix G – Scale of interview and survey responses

Appendices

Wellness Continuum – Examples of Best Practices by Partner Organizations



NOTE: Each international deployment liaison team is comprised of formerly deployed staff. These teams follow their members throughout their deployment. The team is stable with little rotation, as continuity is important.

Women Against Transnational Corruption Hub (WATCH)

Background

The WATCH was established in 2017 when members of the International Anti -Corruption Coordination Center (IACCC) found that there was insufficient support for women investigators within the field of anti-corruption investigations and a lack of representation in capacity building spaces. In 2023, a Canadian woman police officer, deployed through the CPA, was assigned to lead the WATCH and in 2024 wrote the first strategic plan which highlighted priorities, an action plan, and budget proposals.

Objectives and activities

The WATCH aims to strengthen anti-corruption agencies by empowering female practitioners through case-based support, training and mentorship, and connecting women to a global network of resources.

In addition to attending international conferences and appearing on panels to discuss gender issues and anti-corruption efforts, the Canadian lead has spearheaded various training and mentorship initiatives on behalf of the WATCH, including:

- Mentoring and sponsoring the attendance of the Director General of Asset Recovery from Ethiopia (a woman) to the OECD Law Enforcement Network meetings in Mauritius.
- Coordinating the secondment of two women financial analysts from the Cayman Islands to Malta for financial investigation training.
- Mentoring and sponsoring the professional development and training plan of a woman financial investigator from Mauritius.
- Planning, coordinating and delivering a financial investigators course for women in law enforcement in Botswana (2025). Attendees included prosecutors and investigators, totalling 18 women participants.

CPA-IPP participation in the WATCH represents part of the program's contribution to overall deployment efforts at the IACCC.

"By empowering women within the anti-corruption agencies we support, we strengthen those agencies and help to tip the balance of power from corrupt politicians to the law enforcement agencies that are investigating them."

Data Source - Canadian Lead, WATCH at IACCC

Snapshot of CPA-IPP Deployments (2020 to present)

Mission	Location	Total Number of Deployed Personnel (FY 2020-21 – 2024-25)	Number of CPA Deployed Personnel (current as of April 15 th , 2025)
BINUH - United Nations Integrated Office in Haiti	Haiti	7	0
Caribbean Presence - Liaison Officers, ISACG, and TLOs for Haiti	Jamaica, Turks & Caicos, Miami	52	7
CPMU - Canadian Police Mission Ukraine	Ukraine (via Poland)	47	7
EUAM Ukraine - European Union Advisory Mission Ukraine	Ukraine	2	0
EUCAP Sahel Mali - European Union Capacity Building Mission Sahel Mali	Mali	1	0
EUCOPPS - European Union Coordinating Office for Palestinian Police Support	Palestinian Territories	3	0
EUPOL COPPS - European Union Police Coordinating Office for Palestinian Police Support	Palestinian Territories	3	2
ICC - International Criminal Court	The Netherlands	27	6
IACCC - International Anti -Corruption Coordination Center	England	4	2
MINUSMA - United Nations Multidimensional Integrated Stabilization Mission in Mali	Mali	34	0
MONUSCO - United Nations Organization Stabilization Mission in the Democratic Republic of Congo	DRC	58	3
Operation PROTEUS	Palestinian Territories	41	10
Pacific Island Chief of Police	New Zealand	1	1
Pre-SAAT - Pre-Selection Assessment Assistance Training	Rwanda	10	Intermittent
SME Training and Instructors	Haiti, Jamaica, Ukraine, Zambia	22	Intermittent
SWAT Instructors	Palestinian Territories	5	Intermittent
UNITAR - United Nations Institute for Training and Research	Switzerland	7	2
UNMIK - United Nations Interim Administration Mission in Kosovo	Kosovo	2	1
UN NY - United Nations New York	USA	3	1

Types of CPA-IPP Missions

Focusing on CPA-IPP missions active during the evaluation period, the evaluation team grouped the missions based on characteristics including nature (multilateral, bilateral), activities/objectives (training, investigations) and duration (long* or short**).

Traditional peacekeeping (multi-national, long duration)	Non-traditional peacekeeping (bilateral, long duration)	Non-traditional investigations (multi-national, long duration)	Non-traditional training (rapid deployments, short duration)
- MONUSCO (DRC) - UNMIK (Kosovo) - BINUH (Haiti) - MINUSMA (Mali) - Op Proteus (Palestinian Territories) - EUAM (Ukraine) - EUCAP (Mali) - EUCOPPS (Palestinian Territories) - EUPOLCOPPS (West Bank) *Long duration refers to deployments lasting approximately one year. Historically, long durations have been the standard approach to CPA deployments.	- CPMU Ukraine - UN NY (PRMNY, OSC SEA) - UNITAR (Geneva) - Pacific Islands Chief of Police (New Zealand) - Caribbean Liaison Officers, ISACG, and TLOs for Haiti (Jamaica, Turks & Caicos, Miami)	- IACCC - ICC	- Pre-SAAT (Rwanda) - UN leadership training (Zambia) - SME training coordinators and instructors (Haiti, Jamaica, Ukraine) - SWAT instructors (Palestinian Territories) - Technical assistance (Haiti) **Short duration refers to deployments lasting a few weeks to a few months. These deployments are a more recent approach to CPA deployments and have specific objectives with short-term timelines (e.g., training courses)

CPA-IPP Program Financial Information

- The CPA-IPP program is funded through the Peace and Security Pool of the International Assistance Envelope (IAE). RCMP funding has been allocated to the RCMP reference levels from the International Assistance Envelope (IAE). Before 2016, incremental funding for GAC was made available through the Global Peace and Security Fund (GPSF) on a cost-recovery basis. The Peace and Stabilization Operations Program (PSOPs) replaced the GPSF in 2016.
- Over the five years, a total of \$186.86 million including Incremental Funding was approved and \$146.73 million was expended.

Total IPP program funding by partner department 2020-21 to 2024-25

Partner	Approved (\$M)	Expended (\$M)	Variance (\$M)	Variance (%)
RCMP	134.26	112.90	21.36	- 15.91
GAC	52.60	33.83	18.77	- 35.68
PS				
Total (\$M)	186.86	146.73	40.13	- 21.48

Data Source: RCMP Internal Reporting (year-end authority allotments), and GAC Peace Operations Policy and Deployments Division (ICS)

IPP program expenditures for 2020-21 to 2024-25

\$M	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Salary and operating (RCMP)	17.38	24.23	20.86	25.06	25.40	112.90
Rapid deployment costs (RCMP)	00.00	00.00	00.00	00.00	00.00	00.00
Incremental costs (GAC)	4.37	6.57	4.79	8.1	10.0	33.83
Total	21.75	30.79	25.65	33.16	35.40	146.73

Source: Approved Spending as per RCMP Internal Unit (Year End Authority).

Actual Expenditures: SAP The official Financial System (TEAM) (FSR and CART report) actual line-item Report.

Variance between IPP program approved spending and expenditures 2020-21 to 2024-25

\$M	Approved spending				Expenditures				\$ Variance (A-B)	% of approved spending (B/A)
	Salary and operating	Rapid deployment	Incremental costs	Total (A)	Salary and operating	Rapid deployment	Incremental costs	Total (B)		
2020-21	24.11	00.0	11.4	35.51	17.38	00.0	4.34	21.73	13.78	61%
2021-22	20.48	00.0	11.4	31.88	24.23	00.0	6.57	30.79	1.09	97%
2022-23	32.22	00.0	11.4	43.62	20.86	00.0	4.79	25.65	17.97	59%
2023-24	32.63	00.0	9.3	41.93	25.06	00.0	8.10	33.16	8.77	79%
2024-25	24.82	00.0	9.1	33.92	25.40	00.0	10.0	35.40	-1.48	104%
Total	134.26	00.0	52.60	186.86	112.69	00.0	33.83	146.52	40.34	78%

Source: Approved Spending as per RCMP Internal Unit (Year End Authority).

Actual Expenditures: SAP The official Financial System (TEAM) (FSR and CART report) actual line-item Report.

Acronyms

CIVPOL/ITR	Civilian Police/Individual Tri-Annual Report
CO	Commanding Officer
CPA	Canadian Police Arrangement
CPMU	Canadian Police Mission in Ukraine
DRC	Democratic Republic of Congo
GAC	Global Affairs Canada
GBA Plus	Gender-based analysis plus
IACCC	International Anti -Corruption Coordination Center
IARC	International Analysis, Reporting and Coordination
IHS	International Health Services
IPP	International Police Peacekeeping and Peace Operations
IPSOT	International Peace Support Operations Training
ITR	Individual Tri-Annual Report
MONUSCO	Mission de l'Organisation des Nations Unies pour la stabilisation en République démocratique du Congo
MRAP	Management Response and Action Plan
OSCSEA	Office of the Special Coordinator on Improving the UN Response to Sexual Exploitation and Abuse
PMF	Performance Measurement Framework
PS	Public Safety Canada
PRE-SAAT	Pre-Selection Assessment Assistance Training
RCMP	Royal Canadian Mounted Police
SGBV	Sexual and Gender-Based Violence
SPT	Specialized Police Team
UN	United Nations
UNITAR	United Nations Institute for Training and Research
WATCH	Women Against Transnational Corruption Hub
WPS	Women, Peace and Security

Scale of interview and survey responses

Descriptor	Meaning
All	Findings reflect the views and opinions of 100% of interviewees and/or survey respondents.
Most	Findings reflect the views and opinions of at least 75% but less than 100% of interviewees and/or survey respondents.
Many	Findings reflect the views and opinions of at least 51% but less than 75% of interviewees and/or survey respondents.
Half	Findings reflect the views and opinions of 50% of interviewees and/or survey respondents.
Some	Findings reflect the views and opinions of at least 25% but less than 50% of interviewees and/or survey respondents.
A few	Findings reflect the views and opinions of at least two respondents but less than 25% of interviewees and/or survey respondents.