Conduct and discipline have been integrated throughout the performance-related processes, which is an example of a holistic approach to performance. Conduct and discipline elements have been incorporated into the enhanced pre-deployment visit programme, the Force Commander and Police Commander evaluation processes and the Unit Performance Evaluation Review.

**Steps to ensure high performance**

1. Units are registered in PCRS and selected for AAUs
2. AAUs advise T/PCC on UN standards, policies & training requirements and give an accurate picture of preparedness and readiness
3. USG DPO decides on unit selection
4. PDVs, FPATs, and SAATs assess personnel against clear standards
5. Units deploy
6. Mission provides induction and additional trainings
7. T/PCC takes action, with support where needed (e.g. training & capacity support via LCM)
8. Regular in-mission assessment & monitoring of performance
9. T/PCC makes decisions to enhance performance
10. Units receive evaluation recommendations to enhance performance

**Outcomes of enhanced methods to strengthen performance evaluation**

**Concrete Changes Resulting from Pre-deployment Visits (PDVs)**

- Establishment of dedicated national training centers
- Revised national force generation process for upcoming rotations
- Improved training plans
- Replacement of unit leadership
- Inclusion of UN standards in national doctrine
- Enhanced in-mission training
- Delay of rotation to allow TCC to address immediate training shortfalls

**Deployment of Units from the PCRS**

In 2019, all selections for new military unit deployments originated from the Peacekeeping Capability Readiness System (PCRS), an increase from 2018. This has enabled more informed unit selections and supports a more rapid deployment of uniformed peacekeeping capabilities that are known to meet UN standards of training, equipment and preparedness.

**Light Coordination Mechanism (LCM)**

The LCM is coordinating and de-conflicting bilateral capacity building efforts. From 2017 to 2018, two Member States deployed a mobile training team each to five MINUSMA troop-contributing countries to train trainers on operating in an improvised explosive device environment, in line with Mine Action Service standards.

**Equipment**

Coordinated and intensified engagement with troop contributors has helped improve equipment performance.

**Impact of OPSP Independent Review**

Following OPSP investigation, UNMISS shifted towards a more mobile posture, enhanced the sharing of peacekeeping intelligence, and improved its casualty evacuation procedures.

**Safety and security**

**Action Plan on Improving Security of UN Peacekeepers**

Implementation of the Action Plan to Improve the Security of UN Peacekeepers contributed to a sustained decrease in uniformed peacekeeper fatalities due to violent acts.

- Since 2018, over 330 military unit evaluations have been received by the Secretariat, providing a view of unit strengths, enabling informed decision-making, targeted performance improvements and remedial measures where needed.
- Since 2016, over 330 military unit evaluations have been received by the Secretariat, providing a view of unit strengths, enabling informed decision-making, targeted performance improvements and remedial measures where needed.
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Women peace and security

Increase in Women Peacekeepers

Progressive increase in the number of female officers deployed as individuals or part of units due to coordinated efforts by the Secretariat, contributing countries and field missions.

Protection of civilians

MINUSMA: Enhancing Protection of Civilians

As part of operation Oryx, MINUSMA expanded the scope of its operations and increased its focus on the areas where civilians are most under threat, including Koro, Bandiagara and Bankass in Mopti region.

The deployment of units from Gao and establishment of temporary operating bases has enabled the Mission to increase its engagement with communities at risk. At least three companies have been continuously deployed in Mopti region with the support of Intelligence, Surveillance and Reconnaissance (ISR) and Quick Reaction Force (QRF) assets in order to prevent and deter violence against civilians.

MINUSCA: Reduced Conflict-related Sexual Violence

Number of Female Troops in MINUSCA by month

In CAR, women troops from MINUSCA have helped reduce the number of cases of conflict-related sexual violence.

UNMISS: Increased Female Participation in Revitalized Peace Process

In South Sudan, UNMISS police contributed to the increased participation of women in the revitalized peace process. From 2017-2018, UNMISS supported 4x increase of women participating in negotiations of the peace process - from (7) in 2017 negotiations to (28) during September 2018 negotiations of Revitalised Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS).

UNMISS: Adoption of An Agile/Mobile Posture

The protection posture of UNMISS is increasingly mobile, extending outreach and engagement to communities beyond the PoC sites while ensuring ongoing and appropriate security within the sites. For example, in Bor, following the signing of the R-ACRESS and in part due to the mediation and peacebuilding efforts of UNMISS and local partners, the security environment improved considerably. As a result, in April 2019, UNMISS reduced the static presence around the site to allow increased patrolling thus expanding its protective presence in adjacent communities.

Improved Force Posture

The deployment of Company and Battalion Commanders to UNMISS operating bases along South Sudan across increased interaction at the Sector and Force level with the leadership of the armed movements in the different areas increased situational awareness and thus the safety of uniformed peacekeepers.

Conduct and discipline

Allegations of Sexual Exploitation and Abuse

A rise in reported allegations in 2019 is concerning but also signals that efforts introduced to detect allegations across categories of personnel have led to an increase in reporting. We must continue putting efforts at prevention, enforcement and support to victims, and raising awareness among communities.

The Trust Fund in Support of Victims of Sexual Exploitation and Abuse

Through the Trust Fund in Support of Victims of Sexual Exploitation and Abuse we are making a difference in the lives of victims and their communities. We continue to focus on risk management and awareness-raising activities. Numbers of allegations however are but a partial measure of the effectiveness of our actions and our aim is to continue to sustain our efforts.


In June 2018, MONUSCO documented severe human rights abuses, including conflict-related sexual violence (CRSV), perpetrated by local armed militia groups, including that led by commander “Kokodikoko” in Shabunda territory, South Kivu. To respond, MONUSCO adopted the Shabunda Action Plan bringing together civilian and uniformed components, Congolese authorities, the UN and NGO partners. With support from MONUSCO and partners, Congolese military justice authorities arrested “Kokodikoko” and members of his group. He was convicted last November to life imprisonment for war crimes and crimes against humanity.

The Action Plan also contributed to a decline in CRSV in Shabunda territory.

Number of CRSV incidents in Shabunda territory and South Kivu