Strengthening United Nations Senior Leaders' Engagement on Security Sector Reform and Governance

- **Brief description of the project**

Security sector reform & governance (SSR&G) is fundamentally a political process that requires the highest-level strategic support by in-country UN leaders, guiding governments towards building integrity into security governance arrangements. Given the prerequisite of sustained engagement at leadership level, it is critical that our senior leaders fully understand and feel comfortable addressing SSR.

To this end, the Security Council has tasked the Secretary-General's Special Representatives, Special Envoys and UN Resident Coordinators "to fully take into account the strategic value of security sector reform (SSR) in their work, including through their good offices"[1] and stressed the need to "assist relevant senior United Nations management to understand how to deliver mandated security sector reform tasks"[2]. Then, in 2022, the independent review of United Nations support to SSR in peace operations stressed the need to "provide better support to senior mission leaders to deliver on SSR mandated tasks"[3], including executive coaching, guidance and knowledge. At the same time, as confirmed during a range of interviews with senior leaders (at SRSG, DSRSG and RC levels) concluded in early 2023, senior leaders themselves have been calling for more knowledge, guidance, mentoring and coaching on SSR&G. As such, in April 2023, the Secretary-General and his Executive Committee requested OROLSI to "accelerate implementation of the system-wide Programme of Action on SSR&G by developing a range of important tools for senior leaders".

Note: This project is a core component of the United Nations Programme of Action (PoA) on SSR. The PoA is a system-wide, multi-year (2022 – 2025) effort to implement the new United Nations vision on SSR (as outlined in S/RES/2553 (2020) and the Secretary-General's most recent Report on SSR (S/2022/280)). The PoA is grounded in the 'Call to Action for Human Rights', as well as the agendas for sustainable development, women, peace and security, youth, peace and security, and action for peacekeeping+. The PoA also follows in the footsteps of the Common Agenda and considers the current 'five-alarm global fire', including the worsening climate crisis and diminished peace and security.

- **Expected Outcomes, Outputs and Proposed Activities**

Outcomes	Outputs	Proposed Activities
Strengthened senior leader engagement on SSR&G at the country-level	i) One set of performance indicators for relevant senior leader compacts/ performance frameworks. ii) One dedicated portal for senior leaders on the new internal UN Knowledge SSR&G Hub. iii) One report or guidance note supporting senior leader engagement on SSR&G. iv) One executive coaching product for senior leaders.	Year One • Develop performance indicators, knowledge hub and senior leader portal, guidance note, executive coaching product and mentoring system in consultation with senior leaders. • Deliver one update to the SG, Deputy Committee and Executive Committee.

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[1] S/RES/2553 (2020).
[2] S/RES/2151 (2014)
[3] 220121_-_towards_better_security_governance-learning_from_the_road_travelled_final.pdf (un.org)

	v)	One mentoring system for senior leaders.	Year Two • Roll out performance indicators, knowledge hub and senior leader portal, guidance note and mentoring system to relevant senior leaders. • Roll out mentoring and executive coaching products to ten relevant senior leaders. • Deliver one update to the SG, Deputy Committee and Executive Committee.

o **Implementation timeline**

Two years from January 2024 to December 2025. This project is for Phase One in 2024: development. Phase two: roll-out, will take place in 2025.

• **Explain how the project will further the implementation of the A4P+ priorities**

By strengthening senior leadership engagement on SSR&G, this project will help to further implement five A4P+ priorities and, thereby, strengthen impact of peace operations and RCOs. The five priorities are: collective coherence behind a political strategy; strategic and operational integration; capabilities and mindsets; strategic communications; and cooperation with host countries.

• **How have gender aspects been included in the design and implementation of the project? How does it help the Department implement its women, peace and security and gender parity commitments?**

The project will support Member States advance the implementation of the WPS agenda by developing tools for gender-responsive senior engagement on SSR&G. The project also supports mainstreaming gender in all forms of United Nations support for security sector reform.

• **Brief explanation of any risks that the implementation of the project may face and how to mitigate them.**

Nil.

• **Proposed budget**

Item	Brief Description	Total Amount
Staff costs (one P-4)	Developing and rolling out tools, as well as updating the SG, Deputy Committee and Executive Committee	$256,425.00
Consultant	Developing one executive coaching tool	$50,000.00
Communications	Launching and communicating tools	$10,000.00
Other costs	Staff operational costs	$17,860.00
Programme Support Costs (13%)		$43,457.05
	Total:	**$377,742.05**