

Action for Peacekeeping+ Plan

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ACTION
FOR PEACEKEEPING

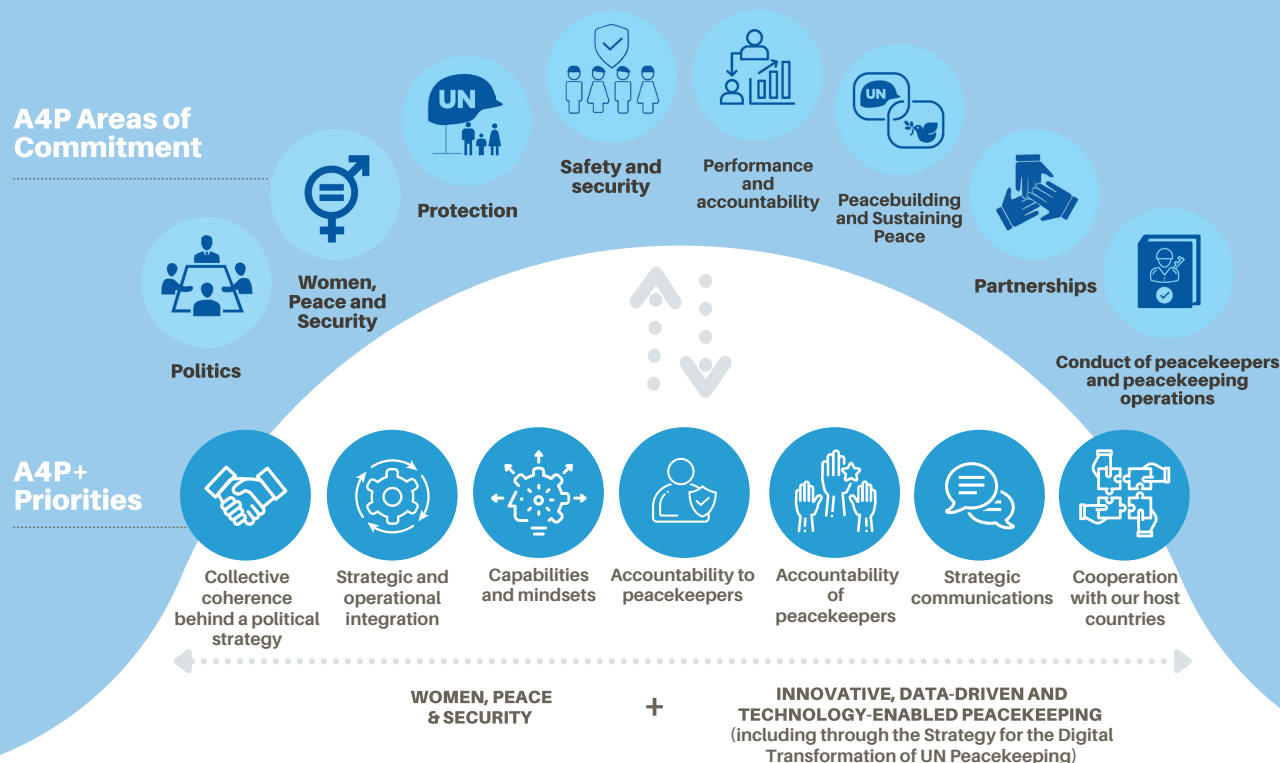


1 - Introduction

The objective of Action for Peacekeeping+ (A4P+) priorities is to accelerate progress on the implementation of the Declaration of Shared Commitments on UN Peacekeeping (Action for Peacekeeping, or A4P) endorsed by Member States in 2018. It is what DPO commits to doing over the next two years together with partner departments (DOS, DMSPC and DPPA) and field missions, to accelerate the implementation of the A4P agenda with support from Member States.

A4P+ consists of seven priority areas that require dedicated senior leadership attention and focused, concrete and rapid responses to advance the entire A4P agenda. These have been determined on the basis of a collective analysis of achievements, gaps and challenges in taking A4P forward since 2018 and are informed by recent evaluations and reviews of UN peacekeeping.

A4P+ is therefore the implementation strategy of A4P for 2021-2023 and this plan provides the deliverables needed to address the challenges identified under the seven A4P+ priority areas, the indicators of progress, and implementation arrangements for operationalizing A4P+. Together they reflect DPO's commitment to A4P and its continued effort to improve peacekeeping's impact, with resolve and in a spirit of transparency and partnership.



As such:

- A4P+ does not replace A4P. A4P remains the core agenda of the Secretary-General for UN peacekeeping. The Declaration of Shared Commitments, endorsed by 154 Member States and four partner organizations, continues to be the roadmap for strengthening UN peacekeeping.
- The A4P+ priority areas relate to specific challenges that prevent, undermine or slow progress of the entire, broader A4P agenda. By focusing our efforts on the essentials, A4P+ enables us to accomplish more on A4P.
- Each of the seven A4P+ priorities spans several, if not all, A4P commitments and any effort to address any of the seven A4P+ priority areas will have positive multiplier effects across several A4P commitments.
- The Women, Peace and Security (WPS) Agenda and innovative, data-driven and technology-enabled peacekeeping have been mainstreamed across all seven A4P+ areas. Accordingly, both dimensions have also been reflected in this plan. The Strategy for the Digital Transformation of UN Peacekeeping will be instrumental to taking forward the latter.
- A4P+ and the A4P+ Plan speak to what DPO and field missions need to do to enable progress against the broader A4P agenda. This recognizes that the overall success of UN peacekeeping requires engagement and support from other UN entities and external partners.
- The A4P+ Plan does not include all deliverables undertaken or envisioned by DPO or its field missions, including mandated tasks. These remain as relevant as ever and must continue. Instead, the plan focuses only on the few deliverables that will enable progress under A4P+ priority areas, which in turn will enable progress on the broader programme of work.
- Finally, the last section of this plan presents its monitoring and implementation arrangements. Ultimately, sustained leadership, oversight and support will determine the plan's viability and drive its success.

2 - A4P+ in context

Over its 70+ years of experience, UN peacekeeping has proven to be a highly resilient, adaptive, and cost-effective response to armed conflicts. This effectiveness has been reaffirmed in the face of COVID-19. UN peacekeeping remains a critical contributor to peace, and a powerful demonstration of multilateral cooperation, but also faces unprecedented global challenges, including the following:

- An increasingly complex threat landscape, comprised of both traditional and non-traditional security threats such as pandemics, the use of technologies, climate change, and growing socio-economic inequalities, among others. These threats test the boundaries of the scope and effectiveness of UN peacekeeping;
- An increase in the number of internationalized intra-state conflicts with a blurring of the lines between political, criminal, and terrorist agendas, often coupled with fragmented armed groups and intercommunal violence at the local level, challenges UN peacekeeping's traditional conflict prevention, management and resolution tools and capacities;
- Heightened geopolitical tensions reflected in a divided UN Security Council, a frayed global consensus on principles and values, and some skepticism over the relevance and impact of external interventions, including UN peace operations, at times negatively affect mandate renewals, budget negotiations, and thematic debates over peacekeeping.

UN peacekeeping operations nowadays encompass very different realities, from limited observation mandates to complex multidimensional operations comprising thousands of uniformed and civilian peacekeepers. All these “models” of operations form part of an expanding toolbox, which also includes the provision of support to non-UN operations, notably in Africa. At the same time, several special political missions have been authorized by the Security Council in recent years, including in Colombia, Yemen, and Sudan, and have benefited from DPO's expertise and experience.

In the past five years, the UN has transitioned and closed some of its largest peacekeeping operations - in Côte d'Ivoire, Haiti, Liberia and Darfur (the one hybrid operation with the African Union) – lasting 13 years on average. This has resulted in a contraction in the annual peacekeeping budget to approximately six billion dollars. This has allowed UN peacekeeping to refocus its efforts and to improve its effectiveness through the implementation of a series of reforms – including the peace and security architecture, management, and development reforms – while strengthening our partnerships with others within the UN family, including with DPPA, DOS, DMSPC as well as with UN agencies, funds, and programmes, and beyond.

As a recognized tool for the maintenance of international peace and security and an expression of international solidarity, UN peacekeeping benefits from a unique international legitimacy, sustained by the partnership between the Security Council, the General Assembly, in particular the Fifth Committee and the Special Committee on Peacekeeping Operations or C-34, the UN Secretariat, Troop and Police contributing countries, as well as host country governments and the populations it serves. Also critical are close links with regional and multilateral partners.

A4P has yielded many tangible improvements in the way peacekeeping missions, with partners, deliver on their mandates.¹ A4P+ priorities, like A4P thematic commitments, build on existing reforms and are also linked to new workstreams and initiatives which have emerged to address current challenges facing UN peacekeeping. A4P+ is part of a renewed collective engagement to address outstanding challenges and strengthen and enhance the impact of peacekeeping.

¹ See A4P+ document, p. 2-3.



Collective coherence
behind a political strategy



3 - A4P+ deliverables

Priority 1: Collective coherence behind a political strategy

Result 1.1. Clear political strategies articulated, bringing on board Member States, regional partners and other actors

Deliverable 1.1.1. Review, update and jointly monitor implementation of strategic documents designed to provide strategic direction to missions, to ensure a clear articulation of a broad political direction and strategic objectives, a longer-term vision, prioritization and sequencing, targeted results and expected roles and contributions from partners.

Lead: regional ASGs with Heads of Mission

Deliverable 1.1.2. Missions develop or update political strategies² based on coordinated guidance, best practices and implementation support from HQ. Political strategies are informed by gender equality, and WPS and Youth, Peace and Security commitments.

Lead: Heads of Mission with regional ASGs

Deliverable 1.1.3. HQ intensifies specific relevant actions to strengthen political support to missions notably through more strategic engagement with Member States, including at capital level, and key regional partners to advance political solutions.

Lead: regional ASGs with Heads of Mission

² The format of a political strategy can be tailored to respond to the mission's requirements and may be written or unwritten.

Result 1.2. Greater use of convening power and good offices by peacekeeping operations/facilitating political dialogue at field level

Deliverable 1.2.1. Guided by their political strategies, missions launch or strengthen initiatives to support political processes through national and local dialogue and initiatives, with meaningful women's and youth participation, empowering field offices as needed.

Lead: Heads of Mission with regional ASGs

Deliverable 1.2.2. Regional desks/IOTs and thematic/standby expertise reassess their engagement with a view to increasing the effectiveness and relevance of their support to these field initiatives.

Lead: regional ASGs, OROLSI, DPET, Gender Unit

Result 1.3. Strengthen quality of our analysis and reporting to Member States

Deliverable 1.3.1. Make greater use of data/visualization of trends in analysis and reporting to Member States to demonstrate key conflict factors as well as UN action, results, and impact.

Lead: All reporting DPO entities with support from O/DCSS/IMU and under oversight of O/USG

Deliverable 1.3.2. Provide missions with more strategic regional analysis.

Lead: regional ASGs

Deliverable 1.3.3. Identify and strengthen new capacities needed by missions (e.g. political economy, climate security, gender analysis, impact of new technologies) to improve the quality and depth of their analysis and make greater use of other analytical capacities on the ground, including through greater collaboration with UNCT and IFIs/RDBs.

Lead: Heads of Mission with regional ASGs with HQ support

Priority 2: Strategic and operational integration

Result 2.1. Tangible progress on integrated planning and reporting between the uniformed, civilian and support sides, including based on joint data and analysis

Deliverable 2.1.1. Establish or strengthen HQ structures and mechanisms for improved integration across DPO entities (and broader Secretariat/UN partners, as needed), resulting in more coherent and unified support to missions.

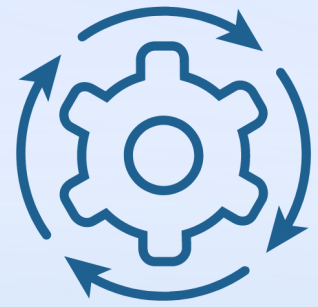
Lead: O/USG with regional ASGs

Deliverable 2.1.2. Missions demonstrate tangible improvement in developing, implementing and monitoring an integrated and gender responsive mission plan, building on the Comprehensive Planning and Performance Assessment System (CPAS) as relevant, rooted in rigorous context analysis, and leveraging all relevant missions' tools and partnerships to advance political strategies and mission leadership's vision. The mission plans include modalities to clarify and strengthen coherence and effective cooperation with partners.

Lead: Heads of Mission with HQ support (with DPET supporting CPAS)

Deliverable 2.1.3. Specific crisis management roles, responsibilities and performance in field missions are institutionalized and enhanced through the development and implementation of a Field Mission Crisis Leadership and Integration Course and other relevant courses and conduct of simulation exercises.

Lead: O/DCSS with UNOCC and Heads of Mission



Strategic and operational integration



Result 2.2. Chief of Staff and mission planning units/capacities are empowered and integrated

Deliverable 2.2.1. Missions strengthen their planning units or planning functions, supported by HQ guidance on structures, roles and responsibilities, bringing together civilian and uniformed components in multidimensional peacekeeping operations. Strengthened planning units or functions, as well as integrated whole-of-mission plans, should provide the clarity and mechanisms needed to ensure increased strategic, operational and tactical integration.

Lead: Heads of Mission with support from DPET and O/USG/IAPU

Result 2.3. Incorporation of gender data and expertise throughout the planning, monitoring and reporting

Deliverable 2.3.1. Systematically include gender experts and ensure the integration of gender and WPS analysis and priorities in mission plans, planning processes and transitions, political strategies, Secretary-General's reports, and mission mandate renewals.

Lead: Heads of Mission and regional ASGs with support from Gender Unit

Deliverable 2.3.2. Systematically report on the WPS core and elective indicators based on the WPS-CPAS integrated accountability framework and include information in Secretary-General's reports to the Security Council, decision making, and planning process.

Lead: Heads of Mission and regional ASGs with support from DPET, Gender Unit

Result 2.4: Greater integration with UNCT

Deliverable 2.4.1. Systematize the conduct of joint analysis and integrated assessment and planning between missions and UNCTs, including through guidance focusing on concrete value added of integrated action.

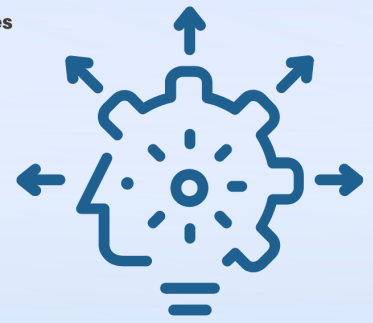
Lead: Heads of Mission with O/USG/IAPU and DPET

Deliverable 2.4.2. Ensure assessed programmatic funding is linked clearly to a specific mandate implementation need that can be sustained through integration with UNCTs.

Lead: Heads of Missions with support from DPET

Deliverable 2.4.3. Enhance engagement between mission planning units and Resident Coordinators' offices to enable integrated delivery in support of mandated tasks where relevant.

Lead: Heads of Missions (with mission planning units)



Capabilities and mindsets



Priority 3: Capabilities and mindsets

Result 3.1. Peacekeeping operations have in place the right capabilities with the right mindsets and capacity to deploy more mobile, adaptable and agile personnel, including with meaningful participation of women

Deliverable 3.1.1. Increase the generation of women peacekeepers, as individually deployed uniformed personnel, in contingents (including in engagement platoons), formed units and in uniformed leadership positions in line with the Uniformed Gender Parity Strategy targets. Ensure a better understanding of the barriers faced by uniformed women and use findings to determine further action, including by conducting periodical consultations with uniformed women.

Lead: OMA, OROLSI, ODCSS

Deliverable 3.1.2. Increase the number of female Heads and Deputy Heads of Mission and avoid early departure of strong female leaders through outreach campaigns (e.g. the Global Call), identifying more candidates (female and male) and conducting leadership support initiatives, such as the Leadership Partnering Initiative.

Lead: ODCSS/LSS

Deliverable 3.1.3. Pledges of personnel, financial or technical contributions made by Member States towards the A4P+ priority areas are administered and implemented by the end of December 2023.

Lead: DPET/SFGC

Deliverable 3.1.4. Statements of Unit Requirements identify realistic capabilities with a focus on requirements for more mobile, adaptable and agile personnel, necessary to enable the operational capability for contingents/troops in mandate delivery.

Lead: OROLSI/PD in the identification of police capabilities and development of requisite mindset; OMA in the identification of military operational capabilities and development of requisite mindset, both with support of DOS-OSCM-UCSD.

Deliverable 3.1.5. Progress towards qualified and geographically balanced uniformed personnel with the requisite mindset, pre-deployment operational readiness, equipment and skill sets, including language, at all levels including leadership.

Lead: OMA, OROLSI /PD

Deliverable 3.1.6. Conduct of Military Skill Validations for units during pre-deployment visits and for units with assessed performance shortfalls; conduct of Assessments of Operational Capability of formed police units during pre-deployed visits.

Lead: OMA, OROLSI/PD

Deliverable 3.1.7. Provide training support, including Training of Trainers, Triangular Partnership Programme (TPP), and specialized training materials to new and emerging T/PCCs and missions with priority unforeseen operational requirements.

Lead: DPET/ITS, OROLSI, OMA (with DOS for TPP)

Deliverable 3.1.8. Support Member States to capture, share and access best practices and operational lessons learned on pre-deployment and deployment experiences of T/PCCs, as well as on the training and capacity-building activities delivered by providers.

Lead: DPET

Deliverable 3.1.9. Strengthened improvised explosive (IED) analysis capability in missions, including through the conduct of an independent strategic review of peacekeeping operations' responses to IEDs in high-risk environments and the development of a UN Counter-IED Strategy.

Lead: OMA and OROLSI/UNMAS

Deliverable 3.1.10. Standing capacities in the areas of police, justice, corrections, DDR, SSR and mine action take concrete measures to consistently respond rapidly to missions' requirements at critical moments and in a gender responsive manner.

Lead: OROLSI

Result 3.2. Progress on operational and tactical peacekeeping-intelligence

Deliverable 3.2.1. Establish in relevant peacekeeping operations integrated peacekeeping-intelligence coordination mechanisms at mission HQ and field levels that enable an integrated approach to peacekeeping-intelligence, enhancing the safety and security of peacekeepers and protection of civilians.

Lead: Peacekeeping-Intelligence Team with Heads of Mission

Result 3.3 Strengthened early warning systems

Deliverable 3.3.1. Assist in strengthening the mechanisms for early warning and analysis in field missions, including by developing guidance and training on Early Warning and Critical Indicators that are gender responsive.

Lead: Peacekeeping-Intelligence Team

Deliverable 3.3.2. Strengthen engagement with communities by all missions' relevant units with a view to specifically contributing to analysis on early warning and enhanced situational awareness.

Lead: Heads of Mission

Deliverable 3.3.3. Develop dynamic partnerships with local women, women's organizations and networks, as well as youth and youth organizations, for their meaningful participation in conflict prevention, conflict mitigation and response options including early warning.

Lead: Heads of Mission with support from Gender Unit

Result 3.4: Peacekeeping operations have an agile, data-driven and technology-enabled approach in place for effective mandate delivery.

Deliverable 3.4.1. An active collaboration network established, driving adoption of technology-enabled solutions and innovative approaches for improved mandate delivery.

Deliverable 3.4.2. All missions have technology solutions, strategies or plans in place for mandate delivery, including relevant skills training plans for peacekeeping workforce and measures in place to ensure the responsible and ethical use of data and digital technologies.

Lead: O/DCSS

Result 3.5: Strengthen and leverage peacekeeping data capabilities to improve delivery, foster transparency and bolster targeted operational response.

Deliverable 3.5.1. Implement a training framework on data to raise expertise for specialists, improve data literacy and knowledge sharing opportunities for analysts, and better equip senior leadership to use data capacities for decision-making.

Deliverable 3.5.2. Improve peacekeeping-wide and mission-specific policy and mechanisms for better data collection, storage, management, protection, sharing, classification, and retention.

Deliverable 3.5.3. Define and implement pathways for new data talent and transformation of existing talent to meet the needs for data collection, analysis and reporting.

Lead: O/DCSS

Priority 4: Accountability to peacekeepers

Result 4.1. Progress in prevention, investigation and prosecution of crimes against peacekeepers

Deliverable 4.1.1. Implement Security Council resolution 2589 (2021) on crimes against peacekeepers, including through a comprehensive online database of crimes against United Nations peacekeepers, accessible to concerned Member States.

Deliverable 4.1.2. Implement the standard operating procedures on the prevention, investigation and prosecution of serious crimes against UN personnel in peacekeeping operations and special political missions.

Lead: OPSP with OROLSI (Police, Justice and Corrections)

Result 4.2. Improved safety and well-being of personnel that contributes to an enabling environment for the meaningful participation of women in peacekeeping

Deliverable 4.2.1. Improve the working and living facilities, including recreational and other infrastructure, with emphasis on the design and configuration of accommodation suitable for the specific needs of women.

Deliverable 4.2.2. Develop a UN System-wide gender sensitive mental health and wellbeing strategy.

Lead: DOS



Accountability to
peacekeepers



Result 4.3. Improved medical care

Deliverable 4.3.1. Conduct CASEVAC training, exercises and stress tests in all high-risk missions to identify and remediate weaknesses in CASEVAC chain and strengthen implementation of CASEVAC Policy.

Deliverable 4.3.2. Generate appropriate medical capabilities required to increase life-saving capacity in missions, including forward surgical teams for high-risk missions.

Deliverable 4.3.3. Implement the Hospital Evaluation System and its recommendations/findings.

Deliverables 4.3.4. Introduce telemedicine in four pilot missions, MINUSMA, MINUSCA, MONUSCO and UNMISS, to improve access to healthcare.

Lead: DOS with Heads of Mission (with DPO/FPS for 4.3.1 stress tests, with DPO/SFGS and OMA for 4.3.2, and DOS for 4.3.2/3/4)

Result 4.4. Improve camp defense and security of Temporary Operating Bases (TOBs)

Deliverable 4.4.1. Develop a UN integrated camp defense policy.

Deliverable 4.4.2. Enhance Force Protection measures (including contingent/unit skills) through the implementation of OMA guidelines and standards. Test these through in-mission training, scenario-based exercises and simulations, and address issues through remedial measures.

Lead: OMA, OROLSI/PD

Deliverable 4.4.3. Constantly review the location, security, force protection measures and suitability in establishing and reconducting TOBs.

Lead: OMA

Priority 5: Accountability of Peacekeepers

Result 5.1. Strengthened engagement with Member States to work collectively to strengthen the conduct of peacekeeping personnel

Deliverable 5.1.1. Establish a mechanism allowing Member States to access information on good practices in conduct and discipline and enable engagement between Member States and allow for the adaptation of good practices to address existing challenges in conduct and discipline.

Deliverable 5.1.2. Establish a confidential mechanism, allowing Member States easier access to case-related data and relevant information regarding allegations against their personnel.

Lead: DMSPC

Deliverable 5.1.3. Support T/PCCs in preparing commanders to lead on conduct and discipline in UN peacekeeping operations through the Pipeline to Peacekeeping Command project training and learning development plan.

Lead: DMSPC

Result 5.2. Increased accountability to the populations served

Deliverable 5.2.1. Strengthen integrated measures and capabilities to identify and mitigate harm to civilians, considering the risk assessment on the ground, including by tracking, preventing, minimizing and addressing civilian harm resulting from the mission's mandated activities, including military or police operations that are conducted jointly with, or in support of, non-United Nations security forces.

Lead: Heads of Mission with DPET



Accountability of
peacekeepers



Result 5.3 Intensify efforts to regularly assess performance, recognize outstanding performance and seek the necessary remedial measures for insufficient performance

Deliverable 5.3.1. Strengthen the performance and accountability of peacekeeping missions and Headquarters, both uniformed and civilian personnel, including through implementation of IPPAF, which includes continued implementation of CPAS.

Lead: DPO, DOS and DMSPC

Deliverable 5.3.2. Strengthen adherence to performance and selection standards, improve remedial action and accountability, and enhance recognition of outstanding performance, as well as ensure adequate performance, including through evaluations of Force Commanders, Police Commissioners, individual personnel and deployed units.

Deliverable 5.3.3. Continue enhancing military and police performance evaluation systems. Develop and roll out the Military Performance Evaluation System as part of strengthening military performance. Assess UN police performance against objective norms and standards based on the Strategic Guidance Framework.

Lead: OMA, OROLSI

Deliverable 5.3.4. Ensure that reviews of field missions are informed by an assessment of performance and gaps in mandate implementation and include both uniformed and civilian components of a mission.

Lead: OPSP with Heads of Mission

Result 5.4 Improve environmental adaptation and mitigation measures

Deliverable 5.4.1. Guided by contextual factors specific to each mission, strengthen training for missions to reduce the environmental footprint and manage environmental risk, including on gender-specific areas.

Lead: DOS

Deliverable 5.4.2. Strengthen mitigation measures to address the negative environmental impact of military operations.

Lead: OMA

Priority 6: Strategic Communications

Result 6.1. Strategic communications must play an enabler and multiplier effect across all mandated areas and in support of the entire Declaration of Shared Commitments

Deliverable 6.1.1. Mainstream strategic communications activities into both planning and day-to-day operational decisions of missions, facilitating alignment and coordination between military, police and civilian components with this integrated, whole-of-mission approach reflected in joint communication strategies coordinated by Strategic Communications and Public Information (SCPI) units, as well as joint strategic communication with key partners (such as key regional partners) where relevant.

Lead: Heads of Mission and SCPI units

Deliverable 6.1.2. Prioritize Strategic Communications as part of senior leader compacts, performance appraisals and other professional metrics against which they are evaluated.

Lead: Heads of Mission and ODCSS/SCS

Deliverable 6.1.3. Systematize strategic communication support/training to leadership and a wider range of mission personnel, especially those whose functions include regular engagement with local communities and who can significantly contribute to storytelling on the impact of UN peacekeeping, and/or to address mis/dis-information and hate speech.

Lead: ODCSS/SCS in coordination with SCPI units

Deliverable 6.1.4. Increase the use of data analytics and visualization tools in strategic communications products to help inform decision-making and strengthen social/digital media campaigns.

Lead: DPET, ODCSS/IMU and SCS



Strategic communications



Deliverable 6.1.5. Increase the visibility of results achieved in the implementation of the Women, Peace and Security Agenda commitments and remaining gaps through advocacy, outreach and digital data-driven storytelling that amplifies women's voices and leadership and contributes to expanding women's political space.

Lead: ODCSS/SCS in coordination with GU

Deliverable 6.1.6. Include SCPI/PIO deliverables/outputs in mission CPAS results frameworks to support progress towards priority mission goals and mandate delivery.

Lead: Heads of Mission with DPET

Deliverable 6.1.7. Identify qualified Military Public Information Officers and Police strategic communications/public information focal points, across missions where applicable, with background and expertise in strategic communications.

Lead: SCS, and OMA and OROLSI/PD at HQ; SCPI units and Force in missions

Deliverable 6.1.8. Expand the use of proxy communications and non-branded UN messaging with support from international and local influencers, including to promote the peacekeeping agenda and to help address threats linked to misinformation and disinformation.

Lead: ODCSS/SCS with SCPI units

Deliverable 6.1.9. Develop an integrated approach to misinformation, disinformation and hate speech in peacekeeping settings, including through the development of guidance to equip missions with the ability to understand and respond to these growing challenges and emerging threats.

Lead: DPET and O/DCSS

Result 6.2: Strengthen Member States' own communications efforts on peacekeeping

Deliverable 6.2.1. Engage with Member States, including host governments and T/PCCs, to ensure a shared understanding of strategic communications objectives and best practices, and explore opportunities to collaborate on storytelling.

Lead: SCS with SCPI units

Deliverable 6.2.2. Support, with UNCT and other partners, host country strategic communications capacities and systems around peacekeeping.

Lead: SCPI units with support from SCS

Priority 7: Cooperation with host countries

Result 7.1. Clear and open dialogue with host countries, both government and communities, on the content of our mandates and our strategies, and on their responsibilities

Deliverable 7.1.1. Missions undertake specific initiatives to ensure a better understanding of Security Council mandate by host country government and key stakeholders, as well as relevant Member States and partners, and more constructive engagement around their roles and responsibilities.

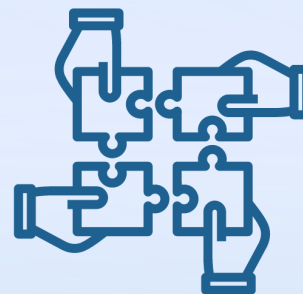
Lead: Heads of Mission with support from regional ASGs

Deliverable 7.1.2. Missions systematically report on Status of Forces Agreement (SOFA) violations and seek support from Security Council and influential Member States for remedial measures.

Lead: Heads of Mission and regional ASGs with support from DPET, UNOCC and ODCSS (on design of system)

Deliverable 7.1.3. Where relevant, missions implement specific measures to strengthen the capacity and willingness of host countries to engage with peacekeeping missions across the full range of mission mandates, and create enabling conditions that increase the impact of mission activities.

Lead: Heads of Mission with HQ support



Cooperation with our host countries



4 - Monitoring and implementation

DPO's leadership is fully committed to the full realization of these deliverables by the relevant DPO entities. Based on past experience and the need to avoid duplication with other reporting obligations, the monitoring approach established for this A4P+ Plan includes the following dimensions:

- 1) Incorporation of all deliverables into relevant unit/division/mission work plans, to be reported on according to established procedures and timelines – it will be the responsibility of the leadership of each DPO entity and each field mission to support and oversee the realization of these deliverables;
- 2) Establish a monitoring framework that monitors progress against the seven A4P+ priority areas;
- 3) To retain flexibility and learn from, and respond to, the diverse environments and realities of DPO and peacekeeping operations, the plan may be adjusted, if needed, after one year of implementation;
- 4) DPO will review implementation of the Plan on a regular basis – it will be the responsibility of each member of the senior leadership in DPO and in field missions to assess implementation, including obstacles, within their respective areas of oversight;
- 5) The DPO planning unit will coordinate and consolidate semi-annual progress reports for internal and external dissemination.

Beyond this internal approach, the support of Member States and peacekeeping partners, including regional organizations, are indispensable to the Secretariat's efforts to implement A4P+ priorities. The Secretariat will therefore continue to regularly engage with them on A4P+ implementation.

In particular, the upcoming Peacekeeping Ministerial in December 2021 in Seoul, like the previous one, will provide an opportunity to showcase Member State support to UN peacekeeping and to advance A4P implementation, including through the lens of A4P+ priorities.

