

Pledging Guide for the 2023 United Nations Peacekeeping Ministerial

Introduction

The United Nations Peacekeeping Ministerial is the seminal high-level event for UN peacekeeping, held biennially with the participation of foreign and defence ministers. The 2023 Ministerial will be held in Accra, Ghana on 5-6 December 2023.

In previous Peacekeeping Summits and Ministerial meetings held since 2014, Member States have made significant commitments of their country's political support and resources to strengthen UN peacekeeping operations. We look forward to the same as we mark the 75th Anniversary of UN Peacekeeping.

The 2023 UN Peacekeeping Ministerial will focus on achieving concrete outcomes to improve peacekeeping operations in line with ongoing reform efforts, in particular Action for Peacekeeping (A4P) and A4P+, including its Strategy for the Digital Transformation of Peacekeeping. The objectives of the 2023 Ministerial include strengthening UN peacekeeping through (i) the generation of high-performing and specialized capabilities and other pledges that meet UN needs, and (ii) new or expanded, sustainable capacity-building, training, and equipping partnerships in key areas. Capability pledges that respond to critical mission-specific gaps are of the highest importance.

In consideration of the challenges facing UN peacekeepers and peacekeeping missions, the 2023 Ministerial will specifically focus on the protection of civilians, strategic communications (including mis- and disinformation and hate speech), safety and security, the mental health of uniformed peacekeepers, and women in peacekeeping. Peacekeeping is a powerful demonstration of multilateral cooperation and effective partnership and as such, achieving progress in these areas will require creating new and deepening existing bilateral and triangular partnerships. This also includes conduct and discipline and environmental sustainability, where partnerships are already having a positive impact.

The uniformed capabilities pledged through the Ministerial process have allowed the UN to create the Peacekeeping Capability Readiness System (PCRS), including populating the roster of the Rapid Deployment Level with verified units that are on standby to deploy within 60 days. A total of 22 new units have been deployed from the PCRS to UN peacekeeping operations since the last Ministerial was held in the Republic of Korea in December 2021.

The pledging guide focuses on areas needed to support key A4P and A4P+ priority areas, including the themes of the 2023 Ministerial.

Timeline

Four key events lead up to the [2023 UN Peacekeeping Ministerial](#). These are opportunities for Member States to learn more about UN peacekeeping needs and discuss ideas for possible pledges¹.

- **25-26 June 2023** – Preparatory Conference on Women in Peacekeeping Operations, co-hosted by Bangladesh, Canada and Uruguay in Dhaka
- **18 July 2023, 7-10am EDT** – Meeting on mental health support for uniformed peacekeeping personnel, co-hosted by Ghana, the Republic of Korea and the United Nations (*virtual*)
- **30-31 August 2023** – Preparatory Conference on Safety and Security of Peacekeepers, co-hosted by Japan and Pakistan in Islamabad

¹ The co-chairs of the Ministerial process, especially the host country, have key roles to play in encouraging pledges through outreach to other Member States, particularly with those in their region, in addition to hosting preparatory meetings.

- **23-24 October 2023** – Preparatory Conference on Protection of Civilians and Strategic Communications, co-hosted by Indonesia, the Netherlands, Rwanda and the United Kingdom in Kigali

Pledging process and focal points

Pledges should respond to the needs defined by the United Nations in this guide. A pledge by a Member State should be a **commitment from the highest political level with a tangible and concrete outcome** that can be tracked and will be implemented in the near term. Pledges typically involve personnel or technical contributions to UN peacekeeping, most notably pledges of uniformed units that will be registered in the PCRS. They can also be in the form of bilateral or triangular partnerships. Capacity building pledges should aim to build self-sustaining national capacity in a current or potential Troop or Police Contributing Country (T/PCC) and be delivered in the T/PCC's national training institution². A particular priority for the 2023 Ministerial is to build partnerships to strengthen mental health support for uniformed peacekeeping personnel.

A comprehensive list of **uniformed capability requirements**, including training and capacity-building, is updated quarterly and can be found on the PCRS website [here](#). All the requirements are also included in this pledging guide.

Member States are encouraged to discuss pledges with the Secretariat well in advance of the Ministerial. The Strategic Force Generation Cell (SFGC) is available to coordinate discussions between Member States and relevant Secretariat experts across the Department of Peace Operations (DPO), the Department of Operational Support (DOS) and the Department of Management Strategy, Policy and Compliance (DMSPC) for more detailed discussions of pledges. Please contact Adam Smith (smith57@un.org) and Ivo Werneck (werneck@un.org) for this purpose.

Steps and requirements for registering pledges

As in previous Ministerial conferences, pledges are collected by the host and the UN. These are shared live via social media once the announcement is made by the Member State during the Ministerial. A list of all pledges is also shared on the conference website. Detailed information for all pledges should be provided in advance of the Ministerial by email and Note Verbale to the Strategic Force Generation Cell. Member States must confirm pledges of uniformed capabilities (ahead of, during or after the Ministerial) by registering them in the PCRS. The PCRS allows the registration of pledges of military or police units, individual personnel, or capacity building contributions. Member States are requested to provide updates to the SFGC when the pledge is implemented.

² Herbert Loreth (loreth@un.org) is available to discuss potential capacity-building programmes and pledges with Member States through the Light Coordination Mechanism, and Takakazu Ito (itot@un.org) is available to discuss training options and partnership opportunities through the Triangular Partnership Programme.

The comprehensive pledge list is organized in line with the themes of the 2023 Peacekeeping Ministerial, as well as A4P and A4P+ priorities. This list will be revised and updated once again prior to the Ministerial. For the latest version, please visit the [PCRS website](#).

Table of Contents

Uniformed Capabilities	3
Mission-specific uniformed capability requirements.....	3
General uniformed capability requirements.....	3
Accountability to peacekeepers.....	6
Safety and security of peacekeepers	6
Mental health support for uniformed peacekeeping personnel	7
Accountability of Peacekeepers	8
Conduct and Discipline.....	9
Environment.....	9
Strategic Communications	10
Addressing Mis- and disinformation.....	11
Women, Peace and Security	11
Women in Peacekeeping.....	12
Data-driven and technology-enabled peacekeeping.....	12
Partnerships, including other capacity building and training needs	13
Capacity building	13
Training.....	14

Uniformed Capabilities

Mission-specific uniformed capability requirements

Unit pledges: Pledges that respond to critical mission-specific gaps are of the highest importance.

Member States can provide mission-specific pledges in the PCRS and go through an expedited Assessment and Advisory Visit (AAV) process to confirm the readiness and preparedness of the pledged unit against the Statement of Unit Requirements (SUR) prior to a final selection and invitation for deployment³. Current gaps include:

- **MONUSCO unit pledges**
 - 1 x Armed/Attack Helicopter unit

General uniformed capability requirements

Member States are also asked to pledge the following high-end capabilities to enable peacekeeping missions to fulfil their mandates. All that we do, and effective protection of civilians in particular, requires uniformed capabilities with the right mindset, training and equipment, including for increased mobility and more effective early warning and response.

- **Aviation units:** Well-equipped aviation assets are in high demand and short supply
 - **Attack, armed and medium utility helicopters;** and
 - **Fixed wing tactical airlift aircrafts** (such as Ilyushin 76, Hercules, C-130 and Antonov 124) are important air assets Member States can contribute; they can potentially service multiple UN missions through a regional basing
- **Manoeuvring units⁴:** currently or very likely needed in the near future are
 - **infantry battalions** with at least two mechanized companies at higher PCRS levels,
 - **quick reaction forces** at company level and

³ Member States are requested to contact DPO’s Force Generation Service and/or Police Division for real-time updates or for more details, and then engage the PCRS manager to register the pledge.

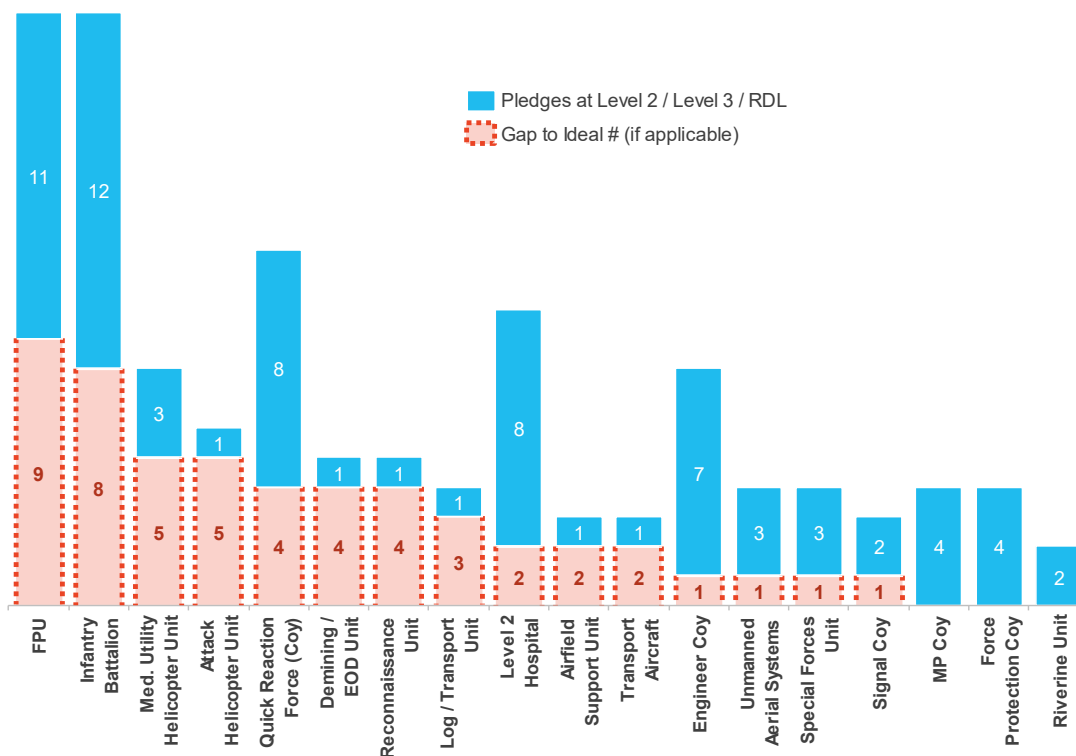
⁴ Every Infantry Battalion or company should include an Engagement Platoon or Engagement Team with a 50/50 men/women composition, trained in line with the requirements and guidance in the UNIBAM or UN Engagement Platoon Handbook.

- **reconnaissance units** at company level
- **Logistics enabling units:** the importance of effective enabling units (e.g., multi-role engineers, transport, signals, and medical) to a mission cannot be overstated. Enabling units must be capable of protecting themselves autonomously. With the increasing number of demanding tasks, missions are not always able to spare infantry units or Formed Police Units (FPUs) to protect military enabling units
 - **Transportation units** with integrated force protection elements such as combat convoy units, and engineering construction and combat units are required
 - **Explosive ordnance disposal / improvised explosive devices (EOD/IED) units** are also critical for the safety and security of peacekeepers and to guarantee the necessary safe movement of other peacekeepers
- **Formed Police Units (FPUs)**, particularly francophone and mixed gender units available for rapid deployment, including SWAT, rapid reaction, canine and riverine elements
 - PCCs to contribute **gender integrated FPUs** comprising at least 32 women (equivalent to the size of a platoon) across all functions, including command

Requirement related to rapid deployment

- **Rapid Deployment:** T/PCCs with units registered at PCRS Level 2 and above are requested to pledge their units to the Rapid Deployment Level
- Host and provide support to conduct a **rapid deployment level deployment scenario exercise** with focus on the force generation and deployment stages

Current PCRS units (level 2, 3 and RDL) and gap to estimated requirements, as of August 2023



Contingent-owned equipment (COE) requirements

- **Armoured Personnel Carriers (APCs):** Missions require particular equipment deployed as part of the manoeuvring units to support better mandate implementation and the safety and security of troops. Capacity-building Member States are therefore asked to enable T/PCCs with Armed APCs with stronger blast protection/mine resistance
- Pledge to deploy with or provide to other T/PCCs **all-terrain vehicles** (in particular for UNMISS and UNISFA)
- **Counter Drone/Unmanned Aircraft Systems (UAS)** with the capability to detect, identify and take soft and hard kill countermeasures in view of the recent incidents of UAS/drones overflying UN bases in Mali
- **Night vision surveillance equipment and tactical drones** to maintain detection capability, area transparency and situational awareness

Requirements related to women deployed in contingents

For contingents to be effective, T/PCCs must deploy women in **operational roles**. In line with the 2023 COE Working Group recommendations for inclusion in the COE Manual (A/RES/77/303), all T/PCCs should provide **gender-sensitive accommodations and facilities**, including sanitation facilities separated by gender that provide for proper disposal of sanitary products and welfare areas that provide options and access to women and men. In line with the recommendations, T/PCCs should further **equip personnel with uniforms, body armour and personal protective equipment** that take into account the physical differences between women and men as well as sufficient sanitary products for the tour of duty. Based on the COE Working Group, T/PCCs should also ensure streamlined **access to essential medicines** to address the specific health needs of women peacekeepers, as well as ensure professional support to T/PCCs medical units in upgrading the knowledge and skillsets on women's health and promote the **delivery of gender-sensitive healthcare** in missions.

Language requirements and engagement platoons

To operate effectively in missions, including to protect civilians, T/PCCs must invest in **language skills of contingent personnel**, as well as deploy interpreters and real time translation and transcription tools.

- **Capacity providers** can pledge support to TCCs to train and help them establish and deploy **Engagement Platoons / Mixed Engagement Teams** in all future rotations

Staff Officers

T/PCCs are asked to provide uniformed individual personnel in key Force and Police Headquarters staff officer positions for at least one year, e.g., Chief U-2, Chief U-5, Military Public Information Officer/Chief Information Operations, Police Chief of Staff, Police Chief of Operations, Military Gender and Protection Advisors with the required knowledge and training on gender, Women, Peace and Security (WPS), Conflict-Related Sexual Violence (CRSV) and child protection, etc. and of UN policies and procedures, understanding of integrated missions and the local context. For relevant roles, staff officers with data/geospatial analysis expertise are also needed.

Police requirements

- Member States are asked to pledge **Specialized Police Teams** in community-oriented policing, environmental crime, public order management, border policing, protection of civilians (POC) and forensics
- Member States are asked to nominate **Individual Police Officers (IPOs)** with expertise in countering organized crime, including environmental crime and terrorism; risk analysis; strategic and operational planning; data analytics and management; forensics; crime analysis; audit inspection; legal support; project management; sexual and gender-based violence; gender mainstreaming; electoral security; public information; and improvised explosive device risk awareness and mitigation. PCCs are also asked to increase the contribution of community-oriented policing advisers
- **Police capacity building providers can provide:**

- Support to PCCs on IPO pre-deployment training related matters, such as UN pre-Selection Assistance and Assessment Team (SAAT) training, including all-female pre-SAAT trainings
- Support to PCCs on IPO pre-deployment training related matters (e.g., pre-SAAT)
- Support to FPU PCCs on pre-deployment training related matters; additional, new, or changing COE requirements for MINUSCA and MONUSCO FPU PCCs to meet revised SURs; and assistance to FPU PCCs deploying to high-risk missions to enhance their gender-sensitive absorption capacities to meet parity targets
- Support to roll out the new job-specific trainings for IPOs in 2024

Corrections requirements

- Member States are asked to nominate francophone and anglophone **corrections government-provided personnel (GPP)** with expertise in operational prison security, specifically rapid intervention, training development, strategic prison security and treatment of prisoners, strategic planning and policy development, prison engineering, budget planning and management, and project management
- **Corrections capacity building providers** can support Corrections Contributing Countries on implementing trainings prior to deployment for corrections government-provided personnel

Accountability to peacekeepers

A4P and A4P+ place accountability at the heart of our shared efforts. Actions to improve the safety and security of peacekeepers, strengthen the defence of our bases, improve medical support and ensure the wellbeing of our personnel, including by developing and implementing system-wide mental health and wellbeing strategies for both uniformed and civilian personnel, are all examples of enhancing accountability. While progress has been achieved, more needs to be done to support troops in improving their emergency medical care practices and in using technology.

Safety and security of peacekeepers

Improving the safety and security of peacekeepers ensures that those same men and women will be better positioned to deliver on their mandates, including the protection of civilians. This requires the continued adaptation of the missions' capabilities and capacities, including mitigating and countering the threat of explosive devices including mines and improvised explosive devices (IEDs) and leveraging technology. Across missions, but particularly in MINUSCA and MONUSCO, the threat from explosive devices continues to cause casualties among civilians, security services and peacekeepers. In 2022, 14 peacekeepers were killed and over 70 wounded in MINUSMA and MINUSCA. The threat from explosive devices disrupts operations, takes a psychological toll and increases operational costs.

Counter-Improvised Explosive Devices (C-IED) and related requirements for contingents

Increased All Arms Search and Detect capacity is needed within the manoeuvre units of missions and will help to ensure that the troops have the requisite training and equipment, including the usage of both detectors and electronic countermeasures, to mitigate the risks of explosive ordnance incidents

- Member States are asked to provide **Technical Forensics laboratories** or expertise to reinforce existing capacity with Explosive Ordnance experts specifically for MINUSCA and MONUSCO, and to include both equipment and technical expertise personnel who can support the operation of the lab in analysis of explosive ordnance events and in reporting to the mission

Safety and security related requirements for staff officers

- **Staff officers with technical expertise** to fulfil crucial roles in support of IED threat mitigation (IED-TM) within missions including C-IED trained staff officers at both Sector and Force HQs, especially in the areas of U-2, U-3 and U-7 and Base Defence Planning Officers⁵

⁵ To be deployed at Force HQs to oversee and support Integrated Base Defence planning efforts at operational and tactical levels.

- **Technical Intelligence Teams** capable of conducting post-blast investigations into attacks against peacekeepers

Safety and security related requirements for capacity building providers

- **Jammers:** Support by equipment and capacity building providers to work with missions to provide vehicle mounted electronic countermeasure (Jammers) against remotely activated IEDs as well as person portable high-power electronic countermeasures. (CELL/GPS/JAMMER)
- **Small arm incinerators:** Environmentally friendly small arms ammunition incinerators. To enable missions to provide an environmentally friendly method of disposing of small arms ammunition in mission which has either expired or is no longer serviceable
- **Member State provided Mobile Training Teams (MTT)** to assist T/PCCs with pre-deployment training: Member States could pledge Mobile Training Teams which can deploy to support with IED-TM and Weapon and Ammunition training

Peacekeeping-Intelligence

- **Peacekeeping-Intelligence:** Pledge of staff officers that are specialists in criminal analysis, human, open-source, imagery analysis and acquisition management as per the job descriptions, and that are being provided with peacekeeping-intelligence courses / training before deployment. These officers are also needed in **MINUSCA** to implement its Action Plan for the Enhancement of Peacekeeping-Intelligence and Early Warning Capacity.
- **Peacekeeping-Intelligence Academy:** Support the Peacekeeping-Intelligence Academy by supporting the development of course materials and the conduct of pilot courses on Early Warning and Critical Indicators, Peacekeeping-Intelligence Fundamentals and Analytical techniques. Support for delivering courses on gender and Peacekeeping-Intelligence will also be needed. The Peacekeeping-Intelligence Academy intends to initially offer six courses⁶ for personnel in UN peacekeeping missions, each course offered twice a year

Strengthening medical support to peacekeeping missions

- **Medical training:** Offer training of trainers for UN Field Medic Assistant Course (FMAC)
- **Telemedicine:** Support the further development of telemedicine capabilities in missions under the Triangular Partnership Programme
- **Protection:** Increase awareness and develop training for medical professionals on response to sexual violence and the provision of support to local medics on sexual violence-related injuries and treatment
- **Provide buddy first aid kits (BFAK kits) to T/PCCs and training in the casualty evacuation (CASEVAC) process**

Mental health support for uniformed peacekeeping personnel

Extended deployments in harsh, remote, and insecure environments put an enormous strain on the mental health of peacekeepers. In addition, many troop and police-contributing countries lack the capacity to provide adequate mental health support before, during and after deployments, making this another critical area for capacity-building partnerships. The Division of Healthcare Management and Occupational Safety and Health (DHMOSH) in DOS is developing a mental health strategy for uniformed peacekeeping personnel. It will focus on the need to raise awareness, train, educate and sensitize personnel during the pre-deployment phase, foster a culture of well-being and care during their deployment, and suggest some measures for providing adequate mental health and psychosocial services post-deployment. Applying a gender-responsive approach to mental health support is also emphasized. The mental health strategy will require leveraging existing training, capacity and expertise of Member States, organizations and academia to raise awareness of mental health issues for uniformed personnel. Support is needed to make training

⁶ The six courses are: (1) Human Peacekeeping-Intelligence (HPKI), (2), Open-Source Peacekeeping-Intelligence, (3) Military Peacekeeping-Intelligence, (4) Early Warning and Critical Indicators, (5) Peacekeeping-Intelligence Fundamentals and (6) Analytical techniques.

available for all contingent command staff. Areas requiring further support by Member States with the capacity to provide mental health support for uniformed peacekeeping personnel (hereafter capacity providers) include:

- **Mental health app:** Support is needed to develop and adapt technical medical materials into a format conducive to use in an app that provides resources, information and materials that can be used for individual mental health support, which will be made accessible to uniformed peacekeepers. Support is also needed for developing and maintaining the app for two years, including resources to oversee and manage the process.
- **Pre-deployment:** Capacity providers are asked to commit to augmenting capacity in T/PCCs to screen and mentally prepare personnel for increasingly challenging, complex and hazardous operating environments, in line with the processes recommended in the mental health strategy, in addition to nationally determined processes for assessment, prevention, mitigation, and treatment of mental health conditions and associated risk factors
- **Pre-deployment:** Capacity providers and T/PCCs can prioritize leadership in mental health awareness and reduce stigma as well as training that enhances coping strategies and skills
- **Pre-deployment:** Capacity providers and recipients are asked to commit to bilateral capacity-building partnerships related to mental health support as recommended in the mental health strategy
- **During deployment:** T/PCCs are encouraged to commit to investing in education on mental health and psychosocial services to personnel while they are deployed in missions, to provide wellness and unit support practices, to lower the barriers to mental health care, to consider setting up individualized monitoring of mental health, to leverage early recognition of mental health unwellness by regularly applying mental health screening tools and to encourage the use of coping strategies and skills
- **Post-deployment:** Member States are asked to commit to the continued provision of mental health and psychosocial services to former UN peace operations personnel
- **Post-deployment:** Member States can host a roundtable or similar event to share good practices of service provision with other T/PCCs and with the UN

Accountability for serious crimes against peacekeepers

Member States are asked to support missions with experts that can assist host country authorities in bringing alleged perpetrators of crimes against peacekeepers to justice. This includes the deployment of specialized personnel who can assist national authorities in the investigation and prosecution of these cases, or in the provision of transport, communication or forensic equipment to facilitate those processes. Such initiatives should be considered in particular by T/PCCs as part of their deployments.

Accountability of Peacekeepers

As emphasized in A4P+, UN peacekeeping must continue to enhance its own accountability to Member States and to the populations it serves.

Civilian Harm Mitigation (CHM)

- Provide expertise (government-provided personnel or gratis personnel) on **civilian harm mitigation** to strengthen peacekeeping efforts to mitigate the risk to civilians before, during and after any military or police operation, including by tracking, preventing, minimizing, and addressing civilian harm resulting from the mission's operations, including in support of national security forces⁷

⁷ Additional expertise is crucial to institutionalize CHM, including through the development of a supporting toolkit, thereby providing better guidance and support to missions.

Conduct and Discipline

T/PCCs should commit to continue **conducting pre-deployment training** to meet UN standards. As all UN personnel are entitled to be treated with dignity and respect and are aware of their role and responsibilities in maintaining a workplace free of any form of discrimination, harassment, including sexual harassment, and abuse of authority, T/PCCs should commit to include dedicated pre-deployment training for all uniformed personnel, including commanders, on these standards of conduct and further undertake to integrate the **UN Reinforcement Training Programme** into pre-deployment training for commanders.

- **Paternity claims:** T/PCCs should commit to engaging with the Secretariat to advance paternity and child support claims arising from allegations of sexual exploitation and abuse
- **Legislation to prohibit sexual exploitation and abuse (SEA):** As previously requested by the Secretary-General (A/76/702), and where not already done, T/PCCs should commit to enact legislation that specifically prohibits sexual exploitation and abuse, as defined by the UN, by deployed personnel, with sanctions commensurate with the gravity of the acts. These specific prohibitions should be enacted, if not already included, in administrative rules, regulations and codes applying to personnel deployed to peacekeeping and special political missions and should be acknowledged as an enabling criterion for deployment to those missions
- **SEA Trust Fund contribution:** Member States are asked to consider making or renewing a voluntary contribution to the Trust Fund in Support of Victims of Sexual Exploitation and Abuse
- **Misconduct Comms:** Member States are invited to provide expertise to support a UNHQ-led communications campaign to strengthen prevention of misconduct including sexual exploitation and abuse, promote best practices by Member States, and train personnel responsible for communicating on this issue
- **Integrated SEA approach capacity:** Support for capacity that would deliver strategic oversight, coordination and coherence across relevant units within DPO, as well as dedicated SEA units outside of the pillar (Conduct and Discipline Service, Office of the Victim Rights Advocate and Office of the Special Coordinator) in relation to SEA prevention and response to incidents.

Environment

Member States are asked to support the UN's efforts aimed at reducing the environmental footprint of the missions, including through a reduction in electrical demand, water consumption and solid waste generation, a transition to renewable energy⁸, and improvement in wastewater, solid waste, and energy management. To support these efforts, Member States are invited to consider the below pledges.

- **Equipment requirements for units** to deploy with
 - Renewable energy systems at one or more locations, benefiting from the new reimbursement modalities for renewable energy systems that have been approved at the COE Working Group 2023 (a table of options in terms of solution design is available upon request, and DOS can provide assistance in selecting appropriate locations)
 - Portable field toilets, field latrine sets, dry toilets or chemical toilets to ensure proper sanitation and wastewater management during temporary deployments
 - Portable barrel incinerators with air induction to safely dispose of domestic waste during temporary deployments
 - Military officers with environmental management or environmental engineering background and expertise to accelerate improvement in environmental practices across military camps
- **Capacity building partnerships**

⁸ Renewable energy solutions can: 1) improve the energy autonomy and self-sustainment capacity of T/PCCs and UN camps by reducing their reliance on diesel fuel; 2) reduce the need for fuel supply convoys, thus relieving the burden on escorts and convoy protection (especially in areas with asymmetric attacks); 3) reduce safety, security and health risks related to air pollutants, noise emissions and handling of flammable diesel fuel; and 4) reduce the risk of soil and water pollution from fuel and lubricant spills.

- Partner with T/PCCs to deploy **renewable energy systems** in the field, including by providing equipment and sustainable training capacity
- Contribute large-scale (MW scale) **renewable energy systems** (which may include energy storage systems) to provide electricity to co-located T/PCC and UN staff in large camps
- Donate **training-size renewable energy systems** to T/PCCs for use in capacity building at national peacekeeping training centres, where troops could be trained on operation and maintenance of renewable energy systems before being deployed
- Donate **field toilets**, field training sets, dry toilets or chemical toilets to T/PCCs for use in temporary deployment settings
- Donate **portable barrel incinerators** with air induction to T/PCCs for use in temporary deployment settings
- Support the Secretariat to pilot innovative solutions aimed at reducing the environmental footprint of missions, including the reduction of plastic pollution, packaging waste, hazardous waste and other waste streams
- Support the Secretariat to pilot approaches aimed at leaving a positive legacy in the host community through facilities and infrastructures in peacekeeping camps

Strategic Communications

Strategic communication is crucial to securing support for missions in implementing their mandates and to enhance the safety and security of peacekeepers. Priorities include maintaining a proactive “whole of mission” approach, integrating communications teams into planning, decision-making and risk management processes, and ensuring that strategic communication is a core responsibility of mission leaders. The following communication and community engagement areas can be supported by Member States:

- **Military and police public information officers** to support proactive strategic communications and help address mis- and disinformation. T/PCCs are asked to deploy officers with the requisite expertise and to provide training and equipment
- **Social media analysis/public opinion surveys** (*also related to data-driven and technology enabled peacekeeping*) to strengthen evaluation of perceptions of missions, understand community needs and the impact of strategic communications activities, which can be supported through the procurement of digital analytic software and training as well as expertise and training on conducting public opinion surveys
- **Women in Peacekeeping Comms:** Provide expertise for a UNHQ-led communications campaign to ensure the full, equal, and meaningful participation of women in UN peacekeeping and as peacemakers in the communities we serve, and promote efforts to advance the WPS Agenda and the Gender Parity Strategy
- **Comms surge support:** Expertise through junior professional officers (JPOs), gratis personnel and ad hoc support for global communications efforts at HQ and to provide surge support to missions during crises

Training requirements for Strategic Communications

- **Executive comms training:** Development and delivery of an executive strategic communications training programme for senior mission leaders, with modules tailored to strengthening proactive leadership of strategic communications, public speaking, crisis communication, media engagement, mis- and disinformation, and digital/social media advocacy
- **Mission comms training:** Development and delivery of a training programme for civilian strategic communications personnel in missions to build capacity, including proactive communications strategies, crisis communications and media engagement, UN radio, outreach and advocacy activities, digital campaigns, and addressing mis-disinformation
- **Uniformed comms training:** Provide expertise for the development and implementation of a pre-deployment strategic communications training programme for uniformed personnel

Addressing Mis- and disinformation

Peacekeeping missions must prepare and adapt to the growing challenge of mis- and disinformation. The following personnel, training, specialized capabilities and capacity building areas can be supported by Member States. Missions need individual uniformed personnel with expertise in information operations, data science, information analysis, computational science and/or open-source intelligence (OSINT) experts (with expertise in monitoring and analysis of mis- and disinformation and hate speech).

- T/PCCs to provide personnel within contingents with **expertise to monitor mis- and disinformation content and narratives**, identify key influencers and disseminate information products, including with access to a digital camera and portable or vehicle mounted speaker systems.
- Provision of technical expertise at mission and UNHQ-level, to support development, piloting, and roll-out of a **UN tool for cross-platform monitoring and analysis** of the information environment – including expertise in business analysis, data analysis/data science, software engineering and IT infrastructure and maintenance
- Member States to offer **expertise in open-source analysis** in the form of secondees or gratis personnel at mission level or UNHQ
- Support for rapidly deployable surge capacity (expertise in strategic communications, data analysis, and / or political analysis) to support missions in addressing mis- and disinformation during, but not limited to the implementation of mis/disinformation strategies or plans and crisis situations.

Addressing mis- and disinformation capacity building and training requirements

- **Capacity providers** to provide technical, financial, logistical and material support to facilitate stronger training on mis- and disinformation
- Support the implementation of a **pre-deployment training package for uniformed personnel** that will be developed in 2024
- Support **uniformed and civilian post-deployment training** on specific issues (e.g., mis- and disinformation and protection of civilians)
- Host a **training of trainers session** for personnel responsible for managing and responding to mis- and disinformation issues
- Develop bespoke **training for mission senior leadership on mis-and disinformation** and their role, including in mainstreaming this subject across all relevant areas of work
- **Training to local journalists** and media workers on issues related to mis- and disinformation (e.g., on identifying authentic sources, preventing amplification of mis- and disinformation)
- Facilitate **translation of training materials** into Arabic, French, Spanish, and other languages

Women, Peace and Security

The women, peace and security agenda and gender equality are core priorities for peacekeeping. The UN is committed to strengthen women's participation in peace processes, integrate gender across all components and work areas of peacekeeping, and increase the number of women peacekeepers. As noted in A4P+, the Secretariat will endeavour to fully integrate the Secretary-General's call to action for accelerated implementation of the WPS agenda in peacekeeping contexts.

Strengthen women's full, equal and meaningful participation in peace processes

- Pledge support to missions to convene, facilitate or support host governments with biennial multi-stakeholder, high-level forums on women's participation in peace and security matters
- Pledge to host cross-mission learning forums (seminars, networking workshops) on lessons learned and good practices on supporting women's participation in peace processes, which can be intended for local women's organizations from peacekeeping contexts, peacekeeping personnel, other UN entities, international actors and academia/think tanks

Strengthen the systematic integration of gender perspective into all stages of analysis, planning, implementation and reporting across peacekeeping components.

- **Gender technical expertise:** Pledge to support civilian gender expertise, including on data analysis, through the provision of gratis/seconded personnel posts, expert support, JPO and/or UN Volunteer (UNV) posts, in gender units (e.g., in MINUSCA, UNIFIL, UNFICYP, UNMIK)

Women in Peacekeeping

- **Targets:** All T/PCCs are asked to pledge to achieve the Secretary-General's Uniformed Gender Parity Strategy targets for 2024 and deploy a minimum women representation of 21% of UN Military Experts on Mission (UNMEM) and Staff Officers (SOs); 11% of contingent troops; 25% of IPO; 14% of FPU; and 30% of justice and corrections GPP
- **Barrier assessments:** Pledge to assess the barriers to the full and equal participation of women, including in leadership positions, in national security institutions and during deployment, and share lessons learned with other Member States

Women's key roles

Member States are requested to nominate **women to uniformed leadership positions**, including as Force or Deputy Force Commander, Police or Deputy Police Commissioner or Senior Police Advisor, and as seconded professional posts at the P-5 level and above at UNHQ and in missions. Member States are further encouraged to establish and maintain a **national database of trained women** that meet the criteria for deployment for different roles and personnel categories, as per Security Council Resolution 2538 (2020), and to establish or maintain **national mentoring/networking mechanisms** that include women previously deployed to UN Peacekeeping. Member States should further commit to train all commanding officers (both men and women) on **gender-responsive leadership** and putting in place recognition or evaluation frameworks for commanding officers that include a recognition or evaluation of their role as gender-responsive leaders.

Data-driven and technology-enabled peacekeeping

Digital technologies offer new opportunities to enhance the safety and security of peacekeepers, improve situational awareness, strengthen field support, and facilitate mandate delivery. The [Strategy for the Digital Transformation of UN Peacekeeping](#) (launched in 2021) seeks to harness the potential of digital technologies to enhance the effectiveness of our peacekeeping operations, and to better deliver on our mandates. The aim is to deliver timely, responsible, integrated analysis for decision-making; to empower technology-aware, data literate and innovation-minded personnel; and to leverage technology to innovate and respond to threats and opportunities in a timely manner. The strategy is guided by twelve principles to ensure that the use of technology is accessible, protects data and privacy, is demand-driven, does no harm, is gender-sensitive, human-centred, inclusive and transparent, multidisciplinary, fosters partnerships, engenders realistic expectations, and is sustainable and scalable.

The implementation of the strategy seeks to leverage and expand existing initiatives and structures, and strengthen coherence, while ensuring that missions are at the heart of the move towards an innovative, data-driven, and technology-enabled peacekeeping. The implementation is currently focused on building up the key enablers required to drive this transformation. These include the establishment of a Digital Enablement Team, a modern Data Ecosystem, an Innovation Capacity, and three priority projects/workstreams:

1. The **Enhancing Situational Awareness** workstream aims to implement an enhanced situational awareness capability that provides near real-time information about the operational environment, to support planning, analysis and data-driven decision-making.
2. The **Addressing Mis- and Disinformation** workstream is laying the building blocks for a sustainable system in field missions and at UNHQ to monitor, analyse, and respond to mis- and disinformation affecting mandate implementation and safety and security, and to evaluate the

impact of this system. The aim is to support prevention, risk mitigation, and management, while working towards sustained resourcing to address this challenge in the future.

3. The **Leveraging Technology for Uniformed Peacekeepers** workstream has carried out an assessment of current technology gaps and challenges in relation to uniformed components and is developing recommendations to enhance existing systems, piloting emerging technologies, process reengineering and simplification, and increasing pre-deployment preparedness, all of which should improve performance and the safety and security of peacekeepers.

Member States are invited to make pledges in the below areas:

Technology-related pre-deployment training

- **Technology training for individual uniformed personnel:** The provision of subject matter experts and resources to support DPO development and delivery of a basic UN Peacekeeping data and tech course for military observers, military staff officers and individual police officers
- **Info operations course for individual uniformed personnel:** Development and delivery of a course on Information Operations in UN Peacekeeping encompassing UN peacekeeping platforms and core functions such as enhancing situational awareness, Peacekeeping-Intelligence and addressing mis- and disinformation for military observers, military staff officers and individual police officers being deployed to Joint Operation Centres (JOCs), , Joint Mission Analysis Centres (JMACs), U-2, U-3 and U-5 and Field Offices.
- **Additional contributions of officers for JMAC, JOC, U-2/7, Field Offices with expertise in:**
 - Strategic communications, info and data analysis, network analysis and/or OSINT experts (with expertise in monitoring and analysis of mis- and disinformation and hate speech), geospatial analysis, data management and analysis and/or relevant personnel with experience of situational awareness in national contexts

Advancing the Secretary-General's Data Strategy⁹ and Data-driven Peacekeeping

In line with the A4P+ objective to enhance data-driven and technology-enabled peacekeeping, UN Peacekeeping is taking forward a range of initiatives to better utilize data for evidence-based analysis, evaluation, and decision-making. Yet data literacy throughout UN Peacekeeping remains insufficient. Continuing and augmenting existing efforts towards enhanced capacity for data analytics and data literacy is necessary. Member States are therefore invited to make pledges in the following areas:

- **Data Expertise:** Gratis personnel and mid-level professional officers to support missions (Offices of Chiefs of Staff) and UNHQ on coordination, and guidance on data management, analytics, governance and visualization.
- **Data-Literacy Training:** Support trainings for senior leadership elements on the use of data and information in decision-making and on data governance and management, and for staff elements on data ethics and privacy, data analysis, data visualization and retention

Partnerships, including other capacity building and training needs

Pledges of bilateral training and capacity-building support made at previous Ministerials have enabled the **Light Coordination Mechanism (LCM)** to engage capacity-building providers and help coordinate support to T/PCCs. At the same time, the **Triangular Partnership Programme (TPP)**, a training programme launched as a direct outcome of the first Peacekeeping Summit, is continuing to expand its scope of training provided to T/PCCs and its geographical reach.

Capacity building

- **Capacity building providers** should consider forming new joint capacity building and training partnerships or joining and supporting the TPP.

⁹ For more information visit: https://www.un.org/en/content/datastrategy/images/pdf/UN_SG_Data-Strategy.pdf

- Support the TPP’s activities in key peacekeeping capability areas, including engineering, medical, C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance), airfield/runway rehabilitation, counter-IED and environmental management
- Support the LCM to facilitate and further coordinate training and capacity building activities among Member States to provide technical, financial, logistical and materiel support to address short- and medium-term needs and help build sustainable national systems
- **Police capacity providers** to support training for police pre-deployment training for IPOs (pre-SAAT training / women pre-SAAT training) as well as FPU and to support the expansion of training infrastructure
- Military capacity providers are requested to offer individual trainers or training capacity to the Member State-provided military **Mobile Training Team Mechanism**
- Capacity providers are asked to offer **language training** in English, French, or Arabic, online or in person, for military personnel with a focus on planning and operations
- T/PCCs can pledge to share **lessons learned** and innovations from their **preparation and deployments**, as well as training and capacity building partnership activities

Training

The below guide for training pledges encompasses training development activities and training delivery activities. Development activities are intended to either fill existing gaps, or to strengthen existing training programmes. Training delivery activities allow for the continuation of delivery of current high priority activities. The activities encompass DPO and DOS activities and support requirements in 2024 and 2025.

Women training participation and nomination

Member States are requested to nominate **qualified women to protection of civilians and related courses**, such as conflict related sexual violence (CRSV) and child protection. Those hosting trainings are requested to financially support a **50/50 men/women UN Military Observer course** and a **50/50 men/women UN Staff Officer course**. Member States are further asked to nominate at least **30% women to peacekeeping Training of Trainers** courses and at least **15% women to training on engineering, medical and C4ISR** (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance). PCCs are asked to commit to nominate at least 80% of women **police officers cleared through the UNPOL Command Cadre programme**, to vacancy announcements against specific posts in missions and UNHQ.

Training development

- **Leadership in Practice:** Support development of a training and information package for the Heads of Entities in missions, covering the foundation of the UN, organizational governance, delegation framework, operational support framework, and programmatic deliveries¹⁰
- **Effective Operational Support Package for Mission Leadership Team:** Design, develop, and deliver a training package and a mutually-enforcing coordination/support mechanism for the Chiefs/Directors of Mission Support (newly appointed and existing), to support their daily operational challenges, share best practices in a more structured manner through a platform for continuous engagement among peers, and develop and enhance training packages suitable for a head of administration in a peace operation¹¹

¹⁰ Delivered via a hybrid of face-to-face and online forms of training, with a knowledge management component. Aimed at supporting faster integration of Heads of Entities with the missions involved aligned with existing UN operational needs and application of staff and financial regulations and rules. Requirements are (a) funding for the development of a training package comprising course structure, consolidation of content and materials, development of online courses, and overall project management; (b) subject matter experts (SMEs) for content and materials particularly in organizational governance, a delegation of authority framework and operational support for strategic objectives; (c) host three programme workshops for development and pilot in 2024 and early 2025.

¹¹ This is the next level up from the current Integrated Training Service Operational Logistics course which is directed staff officers undertaking logistics functions. Requirements are (a) funding for the development of a training package comprising

- **Unite Aware in Action:** Deliver a hybrid, face-to-face and online Training of Trainers programme to build sustainable capacity in peace operations to deliver training on the use of the UN-built advanced situational awareness technology called Unite Aware¹²
- **Scenario Planning for Peace Operations:** A scenario planning training package suited for the dynamic operating landscape of missions, to improve planning and preparation¹³
- **Communicate in the UN and for the UN:** Help develop a cross-cutting training for all staff to enhance communication skills in a diverse, multicultural workplace and to ensure sustained relations and impact in the communities we serve¹⁴
- **UNPCC review workshop:** The course needs to be reviewed in accordance with the UN Police Strategic Guidance Framework for international police peace operations¹⁵
- **UNCIMIC STM revision:** Support revision of the UN-CIMIC (civil-military coordination) Specialized Training Material, including a set of scenario-based exercises, to help in enhancing integrated planning and better coordination of day-to-day business and challenging situations that require appropriate interaction between civilians and military¹⁶

Training delivery

Interested Member States are requested to provide at least training facilities, internal travel, accommodation, and meals for all participants. Any offer of international travel would be welcome as well. Training activities could be civilian, military, and/or police.

course structure, consolidation of content and materials, development of online courses, development of coordination and sharing platform, and overall project management; (b) SMEs, or funding SMEs, for content and materials particularly in areas of operational support in peace operation settings; (c) host three programme workshops for development and pilot in 2024 and early 2025.

¹² It provides uniformed personnel with vast amounts of complex information in support of operations, in-depth reporting and strategic planning, thus enabling the deployment of Unite Aware training to contingents across peace operations, increasing T/PCCs overall expertise in the use of cutting-edge situational awareness technologies. Developing and designing a sustainable training certificate programme will enable a larger number of trainers to play a key role in multiplying access to Unite Aware training, allowing peace operations to ensure the continuous application of situational awareness technology while considering the rotation of uniformed personnel. Requirements are to fund three workshops in 2024 and 2025 to deliver and train civilian and uniformed personnel as Training of Trainers on Unite Aware applications for up to 20 participants covering facilities, internal travel, accommodation, and meals for all participants plus any offer of international travel would be welcome as well.

¹³ Scenario planning is a relatively new training tool for application in the UN but is more recognized and used outside the UN confines, It improves the ability of field missions to plan for an uncertain future by designing and conducting scenario-based strategy projects and generating and evaluating real options with action frameworks for UN operations. It is a hybrid training comprising virtual, face-to-face, and online content and delivery. The development of this programme will support all leadership training for military, police and civilian mission leaders delivered by DPO and DOS. Requirements are for (a) funding for the development of a training package comprising course structure, consolidation of content and materials, development of online courses, development of coordination and sharing platform, and overall project management; (b) funding SMEs for content and materials in the area of scenario planning and e-learning platform; and (c) host two programme workshops for development and pilot in 2024 and early 2025.

¹⁴ Requirements are (a) funding for the development of a training package comprising course structure, consolidation of content and materials, development of online and presentational courses, and overall project management; (b) SMEs for content and materials; (c) hosting three programme workshops for development and pilot in 2024 and early 2025.

¹⁵ The United Nations Police Commanders Course is a ten-day programme designed to prepare appointed or potential UN Heads of Police Components and other senior UN police officers to exercise their functions as leaders in UN police components and members of the mission senior management team. The course prepares participants to command UN police components within field missions as an element of an integrated approach to mandate implementation. Requirements: (a) funding for the review of a training package comprising course structure, consolidation of content and materials, and overall project management; (b) SMEs for content and materials particularly in organizational governance, a delegation of authority framework and operational support for strategic objectives; (c) host three programme workshops for development and pilot in 2024 and early 2025.

¹⁶ This Training package is designed for application in pre-deployment training but could also serve as background material to be used in an induction or ongoing training in the field if the necessary adaptations are made. Requirements: (a) funding for the development of a training package comprising course structure, consolidation of content and materials, and overall project management; (b) SMEs for content and materials particularly in organizational governance, a delegation of authority framework and operational support for strategic objectives; (c) host three programme workshops for development and pilot in 2024 and early 2025.

Civilian training activities

- Host a Mission Advanced Staff Training (MAST) in 2024 or 2025. The objective of the course is to strengthen the skills needed to: i) function effectively within the Mission Leadership Team (MLT) and ii) provide strategic advice and guidance to the Head of Mission and their MLTs while managing complex activities in support of mandate implementation. Duration – 2 weeks
- Host a course to strengthen the linguistic and bias-free communication skills of UN Personnel in French-speaking field operations (Staff; TCCs and PCCs)

Host Training of Trainer courses (TOT) for Military Training activities on:

- Core pre-deployment training material in either 2024 or 2025. Duration – 1 week
- UN staff officer in either 2024 or 2025. Duration – 2 weeks
- Peacekeeping-intelligence surveillance and reconnaissance in either 2024 or 2025. Duration – 1 week
- UN-Engagement Platoon in either 2024 or 2025. Duration – 2 weeks
- Force Protection for Military and Police Units in either 2024 or 2025. Duration – 2 weeks
- Mis- and disinformation in either 2024 or 2025. Duration – 2 weeks

Host TOT for Police Training activities on:

- UN Police Individual Police Officer Specialized Training Material in either 2024 or 2025. Duration – 2 weeks
- FPU in either 2024 or 2025. Duration – 2 weeks
- UN Police Job specific course in either 2024 or 2025. Duration – 3 weeks

Training package translation

Translation could be funded or done through national resources (professionally translated using correct UN terminology and proofread)

- 2024 Core pre-deployment training material into all official languages (late 2024/early 2025)
- UN staff officer course into all official languages
- Infantry Battalion course into all official languages
- National Investigation Officer course into all official languages
- UN Police Individual Police Officer Specialized Training Material into all official languages
- Operational Logistics course into all official languages
- UN Engagement platoon course into all official languages

Conflict-related sexual violence (CRSV) training

- **CRSV training for leadership:** Pledge to support the development and hosting of an annual senior leadership key leader military training on prevention and response to CRSV
- **Protection training:** Nominate qualified uniformed and civilian women to protection courses and pledge to deploy them in operational roles
- **Capacity providers** to commit to including training on **CRSV prevention and response** when conducting bilateral or regional training to military and police forces and coordinate with DPO

Child protection training

- Member States to seek **training recognition** for POC and Child Protection courses.
- Member States that have **training recognition in POC and child protection** courses to pledge to work with top T/PCCs (that do not have training recognition) to build their capacity

Mine action related (UNMAS) training requirements

- **Weapons and Ammunition Management:** Pledge training support for the roll-out of the Weapon and Ammunition Management courses to ensure T/PCCs are deploying with the relevant expertise to manage their own stocks safely and securely

- **C-IED expertise:** Pledge training support for roll-out of the IED threat mitigation courses to enable TCC personnel acting in Sector HQs to plan for convoy operations
- **Review existing manuals, standards and UN EOD STM:** Pledge to assist Office of Military Affairs (OMA) and UNMAS with reviewing existing UN EOD manual and IEDD Standards, IED threat mitigation handbook and STM packages
- **Translation:** Pledge to assist with translation of existing (and reviewed) manuals into different UN languages, print and distribute to T/PCCs

Training on accountability for crimes against peacekeepers

- Design, develop, and deliver a training to support the implementation of Security Council resolution 2589 (2021) through the Secretariat's standard operating procedures on the prevention, investigation and prosecution of crimes against UN personnel in missions

Gender training

Capacity building and training providers are asked to ensure that gender equality and WPS deliverables are integrated in all the training packages, modules, and resource materials provided to uniformed personnel. Member States are also asked to provide a comprehensive training on WPS and gender equality for uniformed personnel, and/or partner with T/PCCs to improve and offer such training.

- Pledge support to/host training on **data collection and analytical reporting, monitoring and evaluation on gender and WPS** to relevant peacekeeping personnel (civilian and uniformed) to track progress and gaps on WPS implementation beyond numbers
- Pledge support for the development of a **gender-responsive conflict analysis course**, pilot it and host it regularly and systematically to relevant peacekeeping personnel
- Pledge support to the **specialized training course on integrating gender and WPS** in strategic planning, programming and budgeting processes in peacekeeping (e.g., through sponsoring of in-person course, venues, expertise, funding and partnerships)