The Comprehensive Planning and Performance Assessment System (CPAS)

Taking Stock four years after the launch

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Executive Summary

Over the past years, the Comprehensive Planning and Performance Assessment System (CPAS) has provided peacekeeping with a sound methodology for bringing together planning and impact assessment in iterative cycles. Now rolled out to all twelve peacekeeping operations, CPAS has proven to help missions regularly and systematically assess the collective performance and impact of a mission, underpinned by centralized data and trend analyses. CPAS has also helped missions with more flexible and responsive planning, based on an analysis of local dynamics and stakeholders. It has shown to improve horizontal and vertical integration across military, police and civilian components, support evidence-based decision-making, and enhance reporting. Hence, CPAS helps missions not only *show* but also *strengthen* impact.

As such, CPAS has become a centerpiece in advancing the Action for Peacekeeping Plus initiative of Under-Secretary-General Lacroix. It directly supports three of its stated goals: performance and accountability of peacekeepers; strategic and operational integration; and capabilities and mindset. CPAS also contributes to two other A4P+ objectives: collective coherence behind a political strategy and strategic communications.

| 2018			2019						2020		2021		
MINUSCA	UNMISS	UNIFIL	UNFICYP	MONUSCO	MINUSMA	UNMIK	MINURSO	UNAMID	UNDOF		UNISFA	UNTSO	UNMOGIP

Timeline of CPAS rollout to all peacekeeping operations

The use of CPAS has grown rapidly, enhancing the information base for decision-making among member states and leadership in missions and at Headquarters. At present, the CPAS IT platform contains over 21,000 data points, a figure that will only continue to grow. Since being rolled out first in MINUSCA, 37 impact assessments have taken place resulting in well over 300 recommendations on how to adjust operations, based on what worked best. To date, 17 reports of the Secretary-General have been informed by CPAS data and analysis, and briefings to the Security Council have been supported 10 times with factsheets containing visualized CPAS data. Moreover, work has commenced to utilize the wealth of information in the CPAS IT database for cross-mission analyses of common mandated areas, for example protection of civilians and UN policing. Peacekeeping reporting is increasingly being informed with reliable data, both in official reports and during briefings to the Security Council.
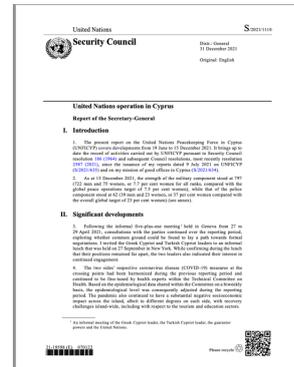
10 factsheets presented to the Security Council

21,000+ data points entered into the CPAS platform
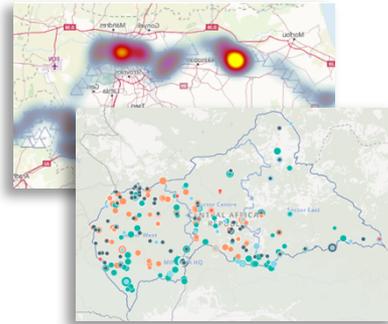
17 SG reports informed by CPAS data and analytics

CPAS has also revolutionized the way in which data is gathered, stored and used in peacekeeping. The CPAS IT platform, built in close collaboration with field missions at low cost by leveraging existing software license agreements and deployed and used at no additional cost to missions, digitizes and centralizes existing data that was previously collected in a fragmented, sometimes duplicative, manner and stored in various, disjointed and insecure locations. It is built to allow for maximum integration and interoperability with other UN data systems, allows users to easily access data on the what and analysis on the why, and to track recommendations resulting from impact assessments. Dashboards with capability for data visualization and display in maps provide several options to extract automated reports. Lastly, regular training on using the CPAS platform that has to date reached over 800 colleagues in the field has helped improve the data literacy of UN staff.

The roll-out of CPAS has not come without challenges. To regularly gather data and use it to assess performance and impact, and base analysis, decision-making and reporting on it, has presented an immense cultural shift – and missions should be credited for their work in this regard. However, the simultaneous development of results-based management tools and other Headquarters-led initiatives has resulted in innovation fatigue among some. Moreover, inadequate mission-wide planning capacity in missions and limited data literacy have constituted initial obstacles and remain challenges in some missions. However, the course for digitization and increased use of data in peacekeeping – and the UN writ large – is charted, as outlined in the Secretary-General's Data Strategy, peacekeeping's Digital Transformation Strategy as well as the Action for Peacekeeping+ agenda. CPAS is a key tool to help missions on this path.

"CPAS has allowed MINUSCA to centralize data collected by different sections and components and use this data to assess the progress made in the implementation of our mandate."

Emmanuel Fanta, Senior Mission Planning Officer - MINUSCA, Central African Republic

Introduction: Rationale, Development and Launch

Peace operations are one of the most effective tools at the global community's disposal for promoting peace and security. Yet, almost paradoxically, missions have struggled to concretely show the impact of their work. Reporting on performance was heavily focused on outputs, and there was a disconnect between the measures taken and evidence of change.[1] Assessments as the basis for adapting operations took place typically in four to five-year intervals and were limited to Strategic or Technical Assessment Missions which have not been systematically based on data analytics. Moreover, the information generated through these processes is usually not adequately aggregated to enable an overall assessment of the performance of a peacekeeping operation[2] or to identify successful approaches and systemic challenges.

These processes are complemented by assessments undertaken by the Office for Peacekeeping Strategic Partnerships (OPSP), the Office of Internal Oversight, the Board of Auditors, and thematic offices at Headquarters of their components in the field. DPET carried out evaluations into specific aspects of peace operations that were regarded as requiring further examination. However, given the extremely limited resources allocated by the General Assembly, these evaluations were only able to illuminate isolated spots on the vast landscape of mandated tasks in starkly differing operating environments. Moreover, there was no tool, underpinned with a sound methodology, to regularly evaluate mission-wide performance and impact and to systematically link the assessment of past operations with forward planning.

In response to a DPO leadership request to address this gap, the Division for Policy, Evaluation and Training (DPET), in line with a similar request from the Special Committee for Peacekeeping Operations[3] and in collaboration with the Norwegian Institute of International Affairs (NUPI), developed the Comprehensive Planning and Performance Assessment System (CPAS).[4] Now that CPAS has been launched in all peacekeeping operations,[5] this paper takes stock of the implementation of CPAS thus far, reviewing its effectiveness and benefits, outlining challenges and what has been done to overcome them, and making recommendations on the way forward.

Benefits

Mission feedback confirms: CPAS has met its objective. It is an effective tool for peacekeeping operations to assess their impact. In addition, during the roll-out, missions saw the potential of CPAS as a tool for mission-wide, integrated planning. In particular, they saw the value of the regular performance and impact assessments, gauging what has worked well and what can be improved, to inform forward planning. This innovative link between planning and impact assessment has been reported as one of the key benefits of CPAS.

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[1] NUPI, Towards a Comprehensive Results-based Reporting and Performance Assessment Framework for UN Peacekeeping Operations, 2018, NUPI report 2018/4, page 16.

[2] NUPI, 19.

[3] In A/72/19, para. 102, the Committee requested the Secretariat to develop "comprehensive and objective methodologies, based on clear and well-defined benchmarks, in order to measure and monitor peacekeeping performance and to ensure the collection of centralized performance data to be used to improve the planning and evaluation of peacekeeping missions."

[4] When first established, CPAS was known as the "Comprehensive Performance Assessment Tool". "Planning" was added to the name to reflect the use as a key planning tool.

[5] The roll-out to all peacekeeping operations, initially scheduled to be finished by 2020, was delayed due to pandemic-related challenges, and was completed in November 2021.

To support these assessments, the data and analysis collected in the CPAS IT dashboards track progress against the plan as well as trends over time and let leadership better articulate how peacekeeping operations effect change on the ground. This has proven useful to strengthen reporting, communications and advocacy. In short, CPAS is working to both *strengthen* and *show* the impact of peace operations. As such, it has become a key part of the Secretary General's Action for Peacekeeping Initiative (A4P) and his efforts to improve peacekeeping performance.

"In MINUSMA, CPAS is helping us to jointly analyze our operating environment through looking at context and stakeholder mapping to better enable us to target our impact on conflict and peace dynamics."

Joanne Adamson, Former Deputy Special Representative of the Secretary-General

In detail, mission feedback highlights five key benefits:

1. CPAS provides missions with a flexible, responsive planning tool

Developed together with missions and based on their best practices, CPAS has evolved into a practical tool to translate the vision of mission leadership for implementing priority objectives set out in Security Council mandates into sequenced plans. CPAS provides missions with a sound methodology for integrated, mission-wide planning rooted in assessments of the local context and a detailed analysis of those the stakeholders identified as key to mandate implementation, undertaken jointly by all mission components. The iterative cycle of planning and impact assessment allows missions to nimbly adapt these plans to an evolving operating environment, as needed, and to reflect conclusions and recommendations resulting from their impact assessments. This enables missions to conduct coordinated, responsive planning, underpinned by data and analysis, thereby enhancing mandate implementation. For example, MINUSCA reports that CPAS was the only tool that facilitated the rapid adaption of plans to the signing of the 2018 peace agreement in the Central African Republic, helping coordinate their support and track progress towards its implementation.
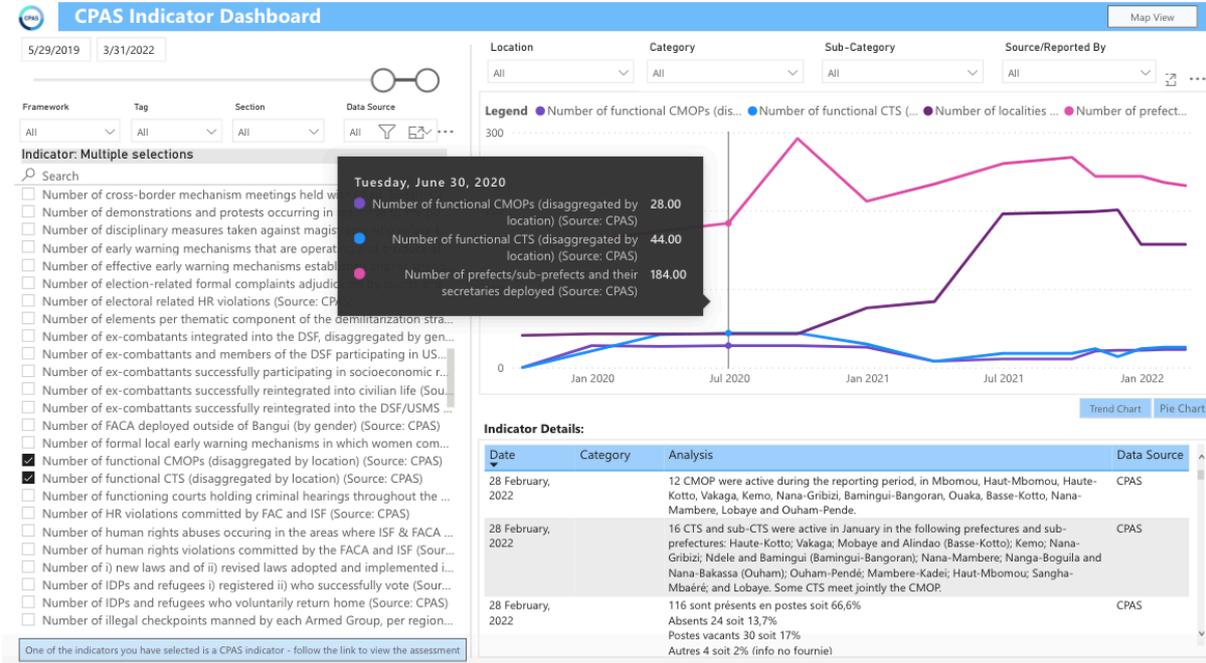

CPAS dashboard displaying MINUSCA's impact in supporting local implementation mechanisms of the peace agreement in the Central African Republic and the deployment of prefects and their support staff to the provinces, overlaid with other, contextual indicators.

To adapt to emerging requirements during the COVID-19 pandemic, and in response to requests from missions, DPET also developed dashboards to track COVID in specific countries and made those available to all UN staff. UNFICYP, MINUSCA and MINUSMA went further and requested the development of individual dashboards to help track the governments' response to the pandemic and

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plan and coordinate related support, as well as measures taken within the missions. These specialized interactive dashboards allowed the missions to monitor key events such as Government-mandated lockdowns to inform response efforts and quickly adapt plans.
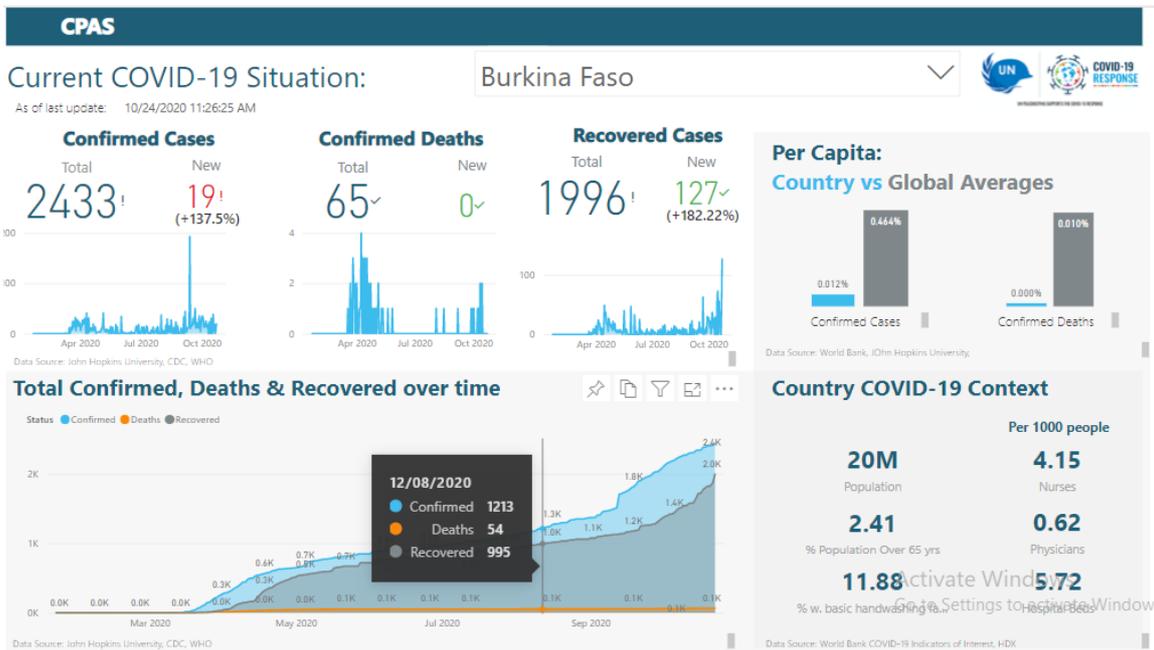
A dashboard was developed to display COVID-19 data for every country in the world and was made available to all UN staff, showing confirmed cases, deaths, and recovered cases over time, accompanied by contextual information and in reference to global numbers
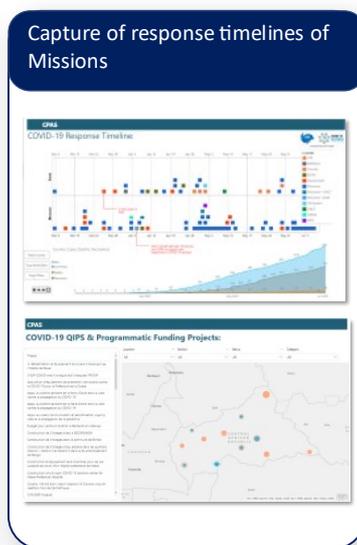
In addition to the creation of a public dashboard for tracking COVID-19 data across the world, specific dashboards for MINUSMA, MINUSCA and UNFICYP were developed to track the government responses to the COVID-19 pandemic as well as measures taken by the missions
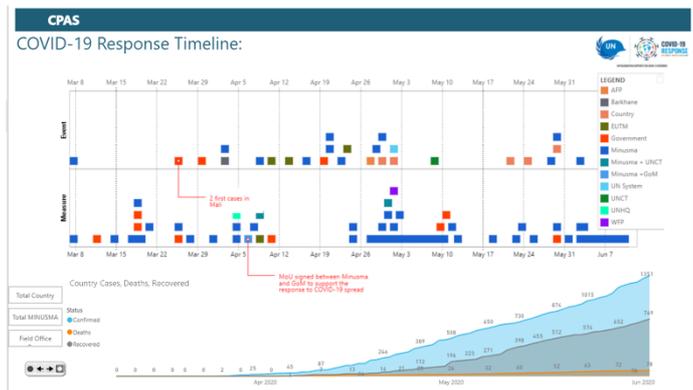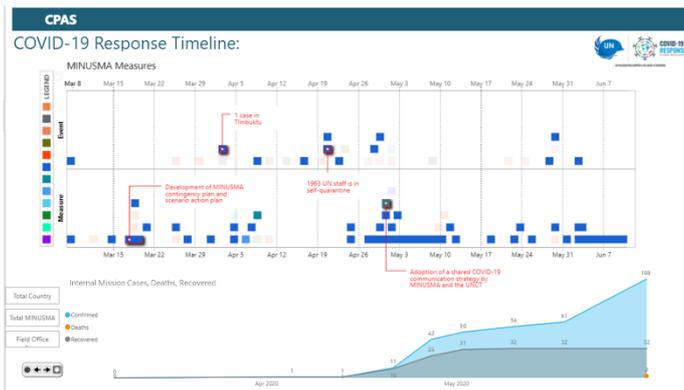
These custom COVID-19 mission dashboards display single events as well as trendlines and were used by missions to plan and coordinate COVID-19 related support as well as mission-internal prevention measures, and adjust operations in general

In MINURSO, following the collapse of the ceasefire in 2020, CPAS helped articulate adapted goals, develop a new, integrated plan appropriate for the changed environment, track progress towards this plan, and generate recommendations to inform future operations.

The responsive, impact-oriented plans developed through CPAS have positioned it to bring together various mission planning documents, and – by better showing impact – to inform and strengthen Results Based Budgets (RBBs). The Controller and USG of Peace Operations have requested that missions use CPAS to inform their RBBs. MINUSMA, MONUSCO, MINUSCA, UNIFIL and UNFICYP have already started, with other missions planning to follow in the coming year.

2. CPAS improves horizontal and vertical integration

The CPAS methodology facilitates vertical integration by creating a stronger link between mission leadership, management, and technical-level staff. It provides mission leadership with a tool to focus the various sections around its vision, bring them together to jointly work towards common objectives, and regularly receive reports on mission-wide progress against these objectives, supported by data and analysis. These reports show what has had an impact and contain recommendations from across the mission on how operations should be adapted.

"CPAS is a collaborative tool so it improves the ways in which different components of our mission work together. It helps us build the strategic priorities of gender, youth and human rights in all aspects of our work."

Christopher Coleman, Former Deputy Special Representative of the Secretary-General - UNMIK, Kosovo

At the same time, CPAS empowers technical-level staff to translate the vision of leadership into a results framework, allowing them to understand how their work contributes to the strategic priorities of the mission, and enables them to put forward recommendations on how to adjust course, from the perspective of their specialized expertise and as the result of discussions with representatives from other sections. In MINURSO, for example, CPAS has helped the Mission conduct a thorough review of goals and intended achievements through a fully participatory committee involving leadership and rank-and-file. Previously, strategic decisions and plans were made at management and leadership levels without structured and broad consultations. This vertical integration has helped technical-level staff better understand their role in and contribution to advancing strategic priorities and empowered them to make recommendations on how to adapt operations.

CPAS has also shown to improve horizontal integration. Missions have consistently reported that one of its main benefits has been to break down silos, bringing expertise from different fields and from across the mission together to think critically about the evolving context, key stakeholders and their agendas, and to jointly assess past work and plan future operations.[6] Richard Glass, former Senior Mission Planning Officer in MINUSCA, called this the "CPAS effect."

"As Force Commander, CPAS has been an essential element of my understanding of military action of the Buffer Zone. This has been achieved through the centralization of data and the subsequent analysis of the information provided."

Major General Cheryl Pearce, Former Force Commander – UNFICYP, Cyprus

3. CPAS allows missions to regularly and systematically assess impact and performance

Complex operating environments and a myriad of actors with competing agendas make impact in peacekeeping settings difficult to assess. CPAS, with its system of indicators at the strategic and stakeholder levels, provides a data-based system for better understanding the impact of peacekeeping operations, letting missions monitor changes in peace and conflict dynamics over time, and improving the understanding of their role in influencing them. Quantitative and qualitative data is collected in a centralized database and displayed through a dynamic online dashboard that lets missions see trends over time. Regular impact assessments, bringing together expertise from across the mission[7] to review this data and analyze the mission's contribution towards change, have proven effective in gauging how effectively a mission is in making progress against its priority objectives, for example to reduce the presence and threat posed by armed groups and enhance protection of civilians (MINUSCA), create a conducive environment for the peace process to move forward by fostering and maintaining peace and stability (MINURSO), or prevent tensions and instability between communities, in particular in the buffer zone (UNFICYP). This analysis is also stored in the CPAS IT platform and can be used, together with the data, for reporting, communications and advocacy.

NUMBER OF CPAS IMPACT ASSESSMENTS BY MISSION

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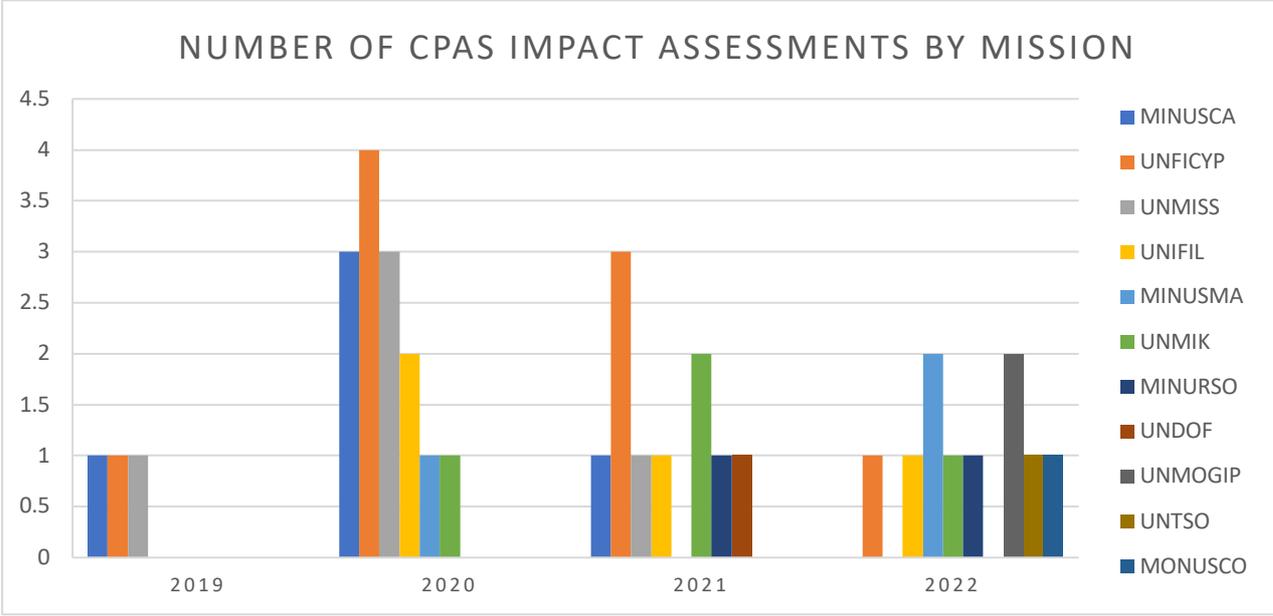
[6] MINUSCA, MINUSMA and UNFICYP were the first missions to note the benefit of CPAS breaking down silos. Since then, all missions have reported similar experiences.

[7] For example, the impact assessment undertaken by MINUSCA in September and October 2021 over the span of two and a half workdays brought together over 20 participants from 12 sections (Child protection, Civil Affairs Section, DDR, Electoral, the Force, Gender, Human Rights, JMAC, UNPOL, Women Protection, UNMAS and POC)
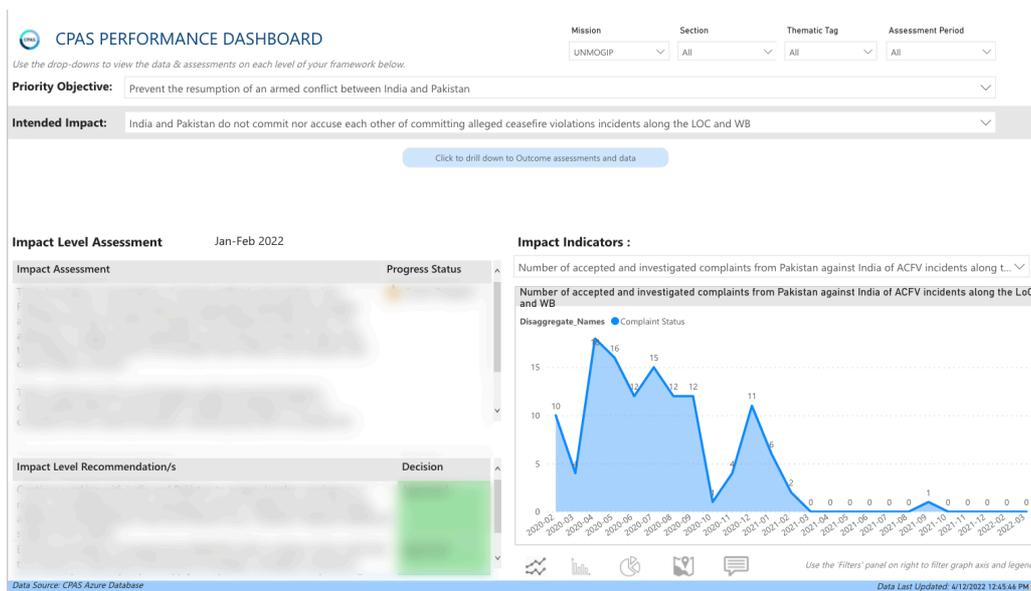
4. CPAS supports evidence-based decision-making

CPAS has proven effective in expanding the evidence base for robust analysis and decision-making. As the data and analysis collected through CPAS lets missions track progress towards mandated tasks over time and identify which interventions were most impactful, it has become a powerful tool for managers to identify where operations need to be adjusted, which approaches can be replicated elsewhere, and where partnerships may be required to effect the desired changes. For example, in MINUSCA an impact assessment allowed different components in the mission to flag an opportunity for mid-management to enhance the efficient use of limited resources in providing support to several implementing bodies and local mechanisms pursuant to the Agreement for Peace and Reconciliation (APPR).

"CPAS has been transformative. The mission-wide database and performance assessments are helping us build an impact-driven culture that focuses on results instead of activities. This is changing the way we plan in peacekeeping and will better enable us to deliver real, long-term change for the populations we serve."

Kelsey Finnegan, Mission Planning Officer - MINUSMA, Mali

This is often based on recommendations jointly developed by staff from across the mission during impact assessments. In this way, CPAS not only allows missions to continuously adapt their operations to an evolving context and to what works and what does not, based on reliable data and mission-wide analysis leveraging the full array of expertise available in a mission, it also empowers technical-level staff to influence the direction of the mission, based on their front-line experience. UNFICYP, UNMOGIP, UNIFIL, MINURSO and MINUSCA are actively making recommendations to leadership on how to strengthen operations based on their CPAS impact assessments. The leadership in UNIFIL, UNMIK and MINURSO approved all recommendations presented to them to date (35, 57 and 20 respectively), while UNFICYP's leadership recently approved 26 out of 32. The CPAS IT Platform allows missions to track these recommendations and record any action taken. This not only enables management to monitor their implementation, it also creates an institutional memory for the mission and ensures they are not lost. Some recommendations even make their way into reports of the Secretary-General. The July 2021 report on UNFICYP, for example, references several recommendations from a preceding CPAS impact assessment.[8]
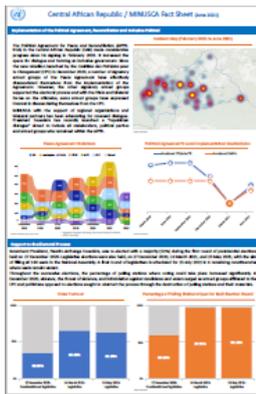

UNMOGIP dashboard displaying complaints about ceasefire violation

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[8] S/2021/635 paras 57, 60, 63 and 68.

5. CPAS enhances reporting and lets missions communicate success

By enabling missions to more concretely show their impact through credible data and analysis, CPAS empowers them to better communicate their contributions to progress in mandated areas. The integrated nature of the CPAS process creates a coherent narrative, supported by data, allowing missions to improve their strategic communications by telling a more compelling, complete, and accurate story to local populations, the host country, the Security Council, the General Assembly and other important stakeholders about their work and its impact. For example, UNFICYP, UNDOF, MINUSCA and MONUSCO have produced CPAS factsheets with visualized data analytics to support briefings to the Security Council.

Security Council Factsheet, MINUSCA

"CPAS is key to answering Member States' call for strengthened accountability and performance in peacekeeping. It is part of our duty towards the hundreds of thousands of women and men who are putting their lives on the line to help bring peace in complex environments."
Sandra Hernández, Political Affairs Officer - MINURSO, Western Sahara

Missions are also beginning to use CPAS data to strengthen their formal reporting, such as by using CPAS data and analysis in reports of the Secretary-General. UNFICYP, for example, has been able to better evidence their impact using CPAS indicators: the percentage of operational paragraphs in reports of the Secretary-General to the Security Council that were informed by, or referenced, data captured in CPAS increased from 20% in the January 2019 report[9] to 53% in the July 2021 report[10]. Noting the quality of the data and analysis generated through CPAS, the SRSG requested that CPAS be the principal source used when drafting reports of the Secretary-General to the Security Council and restructured the reports to match the structure of the UNFICYP CPAS results framework to be able to more heavily draw on the System. MINUSCA has presented Factsheets with CPAS data and analysis to accompany most of the recent presentations of the SRSG to the Security Council.

The CPAS IT Platform

Data against mission-specific impact indicators, as well as analysis developed in the mission-wide, collective impact assessments, are stored in the CPAS IT platform. This information is displayed on an interactive dashboard, allowing missions to see at a glance progress and challenges in different areas of the mission's work. Users can easily access data on the *what* and analysis on the *why*, as well as related recommendations on where and how to adjust operations.

Several missions[11] have reported that they see the CPAS IT System as an effective tool to centralize and digitize existing data that was previously collected in a fragmented, sometimes duplicative, manner and stored in various, disjointed and insecure locations. The system also ensures that data is retained by the mission, addressing the perennial challenge of institutional knowledge in organizations with high staff turnover.

MINUSCA, for example, is using CPAS to more clearly illustrate trends in security, the implementation of the peace agreement and the restoration of state authority, and what role the Mission has played. UNFICYP's Force Commander has used CPAS data to track incidents and violations over time and identify trends that can be used for strategic and operational planning. The Mission considers CPAS as

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[9] S/2019/37.
[10] S/2021/635.
[11] UNFICYP, UNIFIL, MINUSCA.

the sole authoritative data source due to integrated reporting and robust vetting and verification processes.

The below interactive dashboards from MINUSCA illustrate disaggregated trends over time, paired with relevant context, assessments and recommendations relating to each item in the mission's results framework. Data can be visualized in a variety of formats, such as the trends shown below: bar charts, pie charts, and where geospatial data is available, displayed on maps.
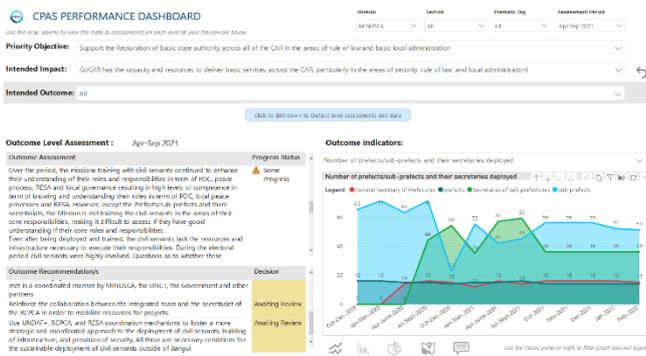
MINUSCA performance dashboard displaying the deployment of prefects and sub-prefects, accompanied by the Mission's analysis.
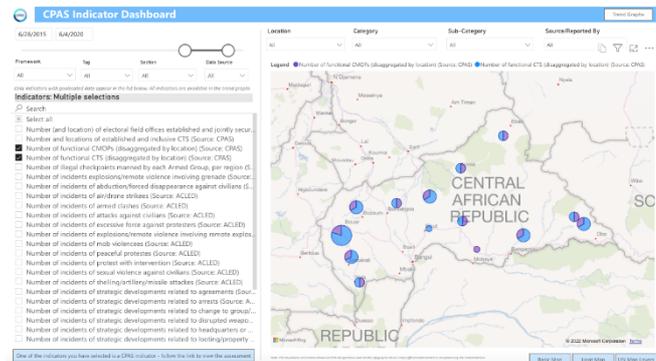
MINUSCA indicator dashboard displaying the location of two local APPR implementation mechanisms (CTS and CMOPS) by prefecture.

A key lesson learned from the development of the CPAS IT Platform is that the agile approach taken in building the IT system, reverse engineering the usual process where tools are developed at Headquarters and then rolled out to the field. This was extremely beneficial to adapt to mission's needs, which often only became clear once they were using the system, and continuously respond to requests for amendments. Moreover, the CPAS team managed to capitalize on creative innovation in field locations. This resulted in an IT support system that flexibly meets the needs of missions of various size and composition. It is easy to use, developed for colleagues who are not IT specialists, and allows users from different parts of the mission to extract data and analysis for their specific needs, if desired in the form of interactive dashboards and automated reports. This *user development* approach and the close collaboration with field missions has resulted in several innovative products and capabilities:

"Our mission has been using this incredible tool to identify areas where we could further involve local communities in their activities and in our activities alike to ensure that they have local ownership over the peace process in the Central African Republic."
Souleymane Thioune, Chief of Staff - MINUSCA, Central African Republic

- **Enhanced Dashboards for data visualization and mapping capability** – A unique benefit of the IT system is its ability to visualize trends over time through the use of enhanced dashboards which display disaggregated indicator data in varying visual styles such as incident maps, trend lines, and other types of charts and graphs to leverage data as evidence to support briefings and reporting to UN leadership and the Security Council and show a narrative on performance.[12] Visualizing trends over time is a critical feature considering that peacekeeping impact can sometimes only be seen over years rather than months or weeks.

- **Automated extraction of templated reports** – The platform allows users to extract CPAS data and analysis in pre-formatted word documents that are designed to meet different recurring needs and match various audiences. This ranges from displaying all data and trends

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[12] To date, MINUSCA, MONUSCO, UNDOF and UNFICYP have produced a total of 10 factsheets presented at Security Council briefings.

over time, for example in preparation of a mission-wide impact assessment, to an impact report highlighting the key developments, challenges, opportunities and recommendations for mission leadership. To date, MINUSCA, MONUSCO, UNMIK, UNIFIL, UNFICYP, UNMISS, UNDOF, MINURSO, UNMISS, UNTSO and MINUSMA have generated Impact Reports for leadership to inform strategic decision-making. Missions are able to tailor the pre-formatted reports, providing the necessary flexibility to adapt them to their needs.
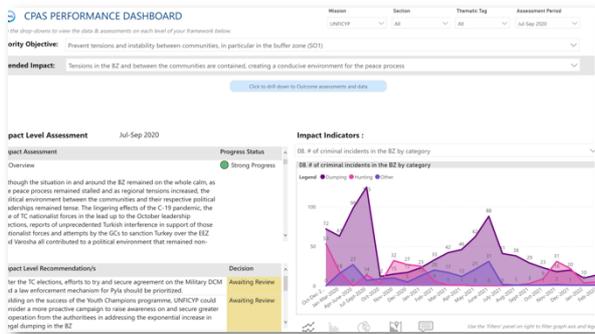
UNFICYP performance dashboard illustrating trends over time with accompanying analysis (left; UNFICYP map of hotspot areas for particular indicators (right)

- **Integration and interoperability with other UN data systems** – Missions expressed a desire to centralize mission data and optimize data reporting by connecting existing systems with CPAS. For example, to date – and where relevant for the specific mission – the CPAS IT platform connects for automated dataflow with SAGE, the UN GeoPortal, bespoke local mission databases[13], the World Bank Databank, and OCHA Humanitarian Data Exchange (HDX).

- **IT Training resources and training sessions** – Training courses on the Platform and its features were converted to online modules during COVID and are now offered regularly to missions. As of 19 October 2022, 1323 people have been trained. A series of instructional videos were made available on iSeek in English and French which have been viewed 283 times as of 24 October 2022.

The French version of the CPAS Tutorials on iSeek

- **Monitoring the implementation of recommendations** – Based on the experience that the implementation of many good recommendations falls victim to the day-to-day demands in a fast-paced environment, missions requested that CPAS have a built-in recommendation tracker that allows management to monitor the status of implementation of all endorsed recommendations. A history of action taken against each recommendation remains in the tracker, thereby creating institutional memory of decision-making and follow-up action in each mission.

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[13] UNFICYP, UNIFIL, MINUSMA, MINURSO.

UN-DEMO CPAS Recommendations Tracker

Report Generated: 01-Apr-22   Reporting Period: 2021/22-Q2

Impact Area: 1 . Security situation in area of operation improves through a strengthening of state security capacity

Recommendation	Date Recommended	Actions for Implementation	Lead Responsible Section	Supporting Section	Recommendation Endorsed by	Decision	Target Implementation Date	Implementation Progress	Implementation Comments
For the improvements to be sustainable, efforts by the mission should be targeted at improving local capacities and the overall perception of national security forces, since mistrust is still high among civilians.	2021/22-Q2		Force	Civil Affairs	Senior Leadership	Awaiting Review		Not Assigned	
Focus Mission efforts on countering misinformation to improve Mission's capacity to support the creation of sustainable EWS.	2021/22-Q2		Force		Senior Leadership	Awaiting Review		Not Assigned	
While continuing capacity building efforts, look into providing materials to the NAF to improve their independent demining efforts.	2021/22-Q2		Force		Senior Leadership	Rejected		Not Assigned	
Create a working group with colleagues from Civil Affairs Section and Strategic Communications to develop more efficient engagement plans with local populations, including measures to counter misinformation	2021/22-Q2		Force		Senior Leadership	Approved	3/4/2022 12:00:00 AM	Ongoing	
Further focus the support from the mission on capacity building, including the provision of assets for independent usage by the NAF.	2021/22-Q2		UNMAS	Force	Senior Leadership	Awaiting Review		Not Assigned	
Create a high-level working group to revise the mission strategy for support, in order to make it more sustainable and to decrease the host country's dependancy on external support.	2021/22-Q2		O/SRSG		Senior Leadership	Approved		Implemented	
In addition to the technical and logistical support, focus efforts on building capacities within the NAF to perform these tasks independently	2021/22-Q2		Force	Justice / Corrections	Not Assigned	Awaiting Review		Not Assigned	

Demo of the CPAS Recommendations Tracker

- **Faster and more user-friendly interface** – To cope with bandwidth challenges in the field, the CPAS system was upgraded to a cloud-based Azure server and improved Microsoft PowerApps interface. This has allowed for greater speed and security in data collection, and increased capacity for data storage and analytics. However, bandwidth limitations in peacekeeping operations continue to be a major challenge for all internet-based tools.
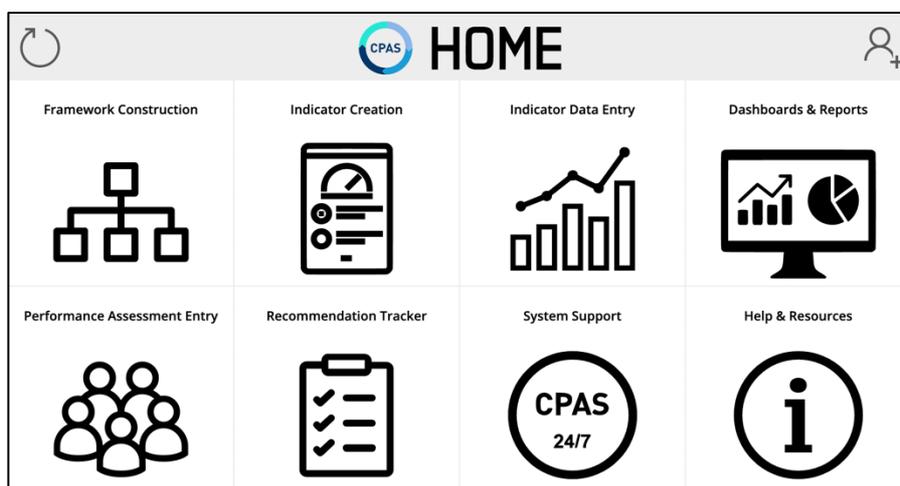
CPAS PowerApps page where missions can adjust their CPAS frameworks and indicators, input and export their data, and access support from the CPAS IT team.

- **UN Data and Peacekeeping Digital Transformation Strategies:** CPAS helps operationalize the UN Data Strategy, directly contributing to its stated objectives. It engages a wide range of UN personnel in using data to gain deeper insights into "what happened", "why it happened", "what may happen next" and "how to respond". It empowers all serving in a peacekeeping operation to discover, access, integrate and share the data they need to meet the needs of the organization, The CPAS roll-out builds data literacy and a data-driven analytical culture. CPAS is also helping advance the Peacekeeping Digital Transformation Strategy. The CPAS data team is driving innovation and maximizing the potential of current and new technologies: it has vastly increased the capabilities of the IT Platform to create new tools to help mission colleagues better assess, visualize, and understand the impact of their work on the ground. With its robust data governance and security model, the platform also ensures the responsible use of information technology.

- **Cost-effective development**: It has proven possible to build at relatively low cost an IT system leveraging existing software license agreements (O365) and deploy and use it at no

additional cost to or required technical support from missions, with minimal training. Using existing license agreements and in-house expertise has also meant that it was possible to continuously develop the IT platform to match evolving needs of missions, build add-ons and quickly react to specific requests.

- **Expanding the use of the CPAS IT System for data across missions in a thematic area:** Throughout its development, the CPAS Team worked with the DPO Gender Team to incorporate gender considerations into the project. One outcome of this collaboration is to support the Women Peace and Security (WPS) accountability framework by utilizing CPAS as a tool for the collection of data against the 15 WPS core indicators as well as 11 elective indicators. The system also enables missions to include additional mission-specific gender-related indicators from their CPAS results framework. This allows missions to leverage CPAS as a one-stop-shop for tracking their WPS indicators as well as their CPAS data. Similar plans are being developed with several other sections, and work is ongoing to develop standardized indicators and what can be tracked across missions.
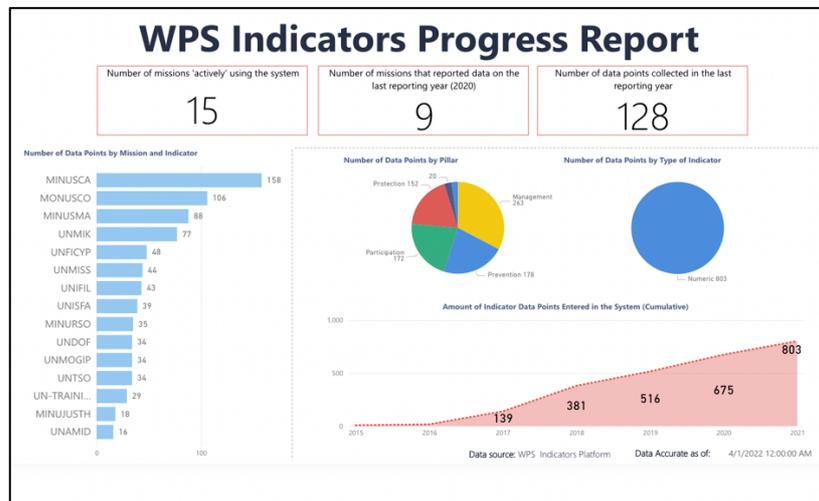
CPAS-hosted WPS Dashboard

Challenges and Solutions

1. Organizational culture

The systematic gathering and use of data – as well as moving to regular, joint and mission-wide impact assessments linked with proactive, quick and flexible planning – constitute significant cultural shifts and require a wide range of staff at all levels to be actively involved. Consistent demands from Member States and UN leadership for more data-driven reporting and planning has helped advance this shift. Moreover, regular training provided by the CPAS Team has helped build a cadre of peacekeeping personnel proficient in gathering and entering data and confident in using it for impact assessment, planning and reporting. However, low levels of data literacy amongst peacekeeping staff remains a challenge which needs to be addressed as part of the Secretary-General's Data Strategy and peacekeeping's Digital Transformation Strategy.

2. Limited dedicated capacity for mission-wide planning

Numerous reports and official UN documents have highlighted the criticality of effective mission-wide planning to achieving the strategic and operational objectives identified in the mandate and maximize the impact of each component.[14] There is now also broad recognition in peacekeeping that missions require adequate dedicated planning capacity to undertake these critical functions. Yet, as identified by General Menon in his note on systemic issues in peacekeeping in 2020 and further detailed in the 2021 DPO study on mission planning units, most missions do not comprise of sufficient – or in several cases any – capacity for mission-wide planning. The implementation of CPAS has further exposed this chronic understaffing, as mission planning units are generally responsible for coordinating CPAS planning and impact assessment processes.

DPET, together with the Integrated Planning Unit in the Office of the DPO Under-Secretary-General and other relevant offices, has supported missions in addressing these critical staffing gaps, including by helping missions develop related budget requests and advocating with Member States for their approval. In the meantime, and based on feedback from the field, DPET has streamlined the CPAS methodology to make it more efficient without compromising on effectiveness. These modifications to the methodology have resulted, for example, in MINUSCA undertaking an impact assessment and a context mapping in approximately half the time it took in previous iterations.

Moreover, it is important to note that CPAS implementation requires substantial investment at the beginning, when the mission comes together for an in-depth context mapping and building of the CPAS results framework. It is also critical that all mission components regularly contribute to CPAS processes, otherwise the system will feel "heavy" for staff managing its implementation. The more CPAS has progressed in a mission and involves capacity from across a mission, the less work is required by individual staff members. It also makes the process more meaningful: missions where CPAS is well established have reported that the experience of coming together in impact assessments to jointly review data, evaluate their work and develop recommendations has been a powerful process and galvanized staff from across the mission.[15]

Also, as staff – often moving from mission to mission – become more familiar with the approach, a cadre of CPAS trained and experienced staff is slowly emerging across peacekeeping and the methodology becomes easier and quicker to implement. Yet, the need for regular training remains, not least because uniformed personnel is subject to regular rotation in cycles sometimes as short as six months, and not all civilian staff are only moving between peacekeeping operations. The CPAS Team is also developing light training module that uniformed personnel can use as part of their induction.

3. Reliable data

Collecting reliable data in a peacekeeping environment that often includes active conflict zones is challenging, and data sharing is often impeded by a lack of standardization for data collection and storage across and beyond the UN system. CPAS has addressed many of these challenges. By providing a centralized database and bringing together different datasets from across the mission, the UN country team, and external sources, CPAS enables exponential leveraging of data. Numerous

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[14] E.g. the 2021 Review of UN integration, the 2020 Report of the Special Committee on Peacekeeping Operations, Substantive Section (A/75/19), the 2019 Study of the Center for Civilians in Conflict "Strengthened Planning in UN Peacekeeping Operations: How MINUSMA is Reinforcing its Strategic Planning Unit"; the 2015 Report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people (A/70/95 – S/2015/446), and several Security Council resolutions mandating peacekeeping operations.
[15] E.g. MINUSCA, UNFICYP, MINURSO.

procedures are in place to challenge and verify data. For example, several components being involved in collecting a particular dataset, such as UNPOL and a human rights section in collecting data on conflict-related deaths, serves as a safeguard against inconsistencies. Furthermore, the information collected is stress-tested in regular impact assessments, where staff from different areas of expertise working in related mandated areas come together to jointly review the data.

4. Different planning and reporting cycles

As shown above, CPAS can generate useful data and analysis for a range of reporting needs and planning processes. However, the cycles of Security Council reporting, RBB, etc., do not match. While missions can flexibly define their CPAS cycles to align with other processes, collect data on a monthly basis to maximize its use, or conduct an impact assessment as required, the lack of general alignment across mandated reporting remains a challenge which cannot be addressed by CPAS.

Conclusions and Next Steps

Consistent feedback from missions has shown that CPAS has successfully met requests to improve how peacekeeping missions can assess and show their impact, based on reliable data. Moreover, CPAS data and analysis yield a wealth of valuable evidence that can be used for informing more impactful mandate implementation. Accordingly, the CPAS methodology has evolved to systematically link impact assessments to planning to leverage this information for adjusting operations.

It has also become clear that CPAS is addressing two critical gaps in peacekeeping. The first relates to regular, systematic, integrated mission-wide planning. Before CPAS, there was no sound methodology and associated process for integrated planning, covering the mission as a whole and translating strategic priorities into mission outputs.[16] Especially in multi-dimensional peacekeeping operations, CPAS has helped to systematically connect uniformed and civilian planning capacities across the mission. CPAS has also made mission-wide assessments and planning more regular. Whole-of-mission assessments were previously limited to Strategic Assessments or Independent Reviews occurring every four to five years. CPAS allows missions to more nimbly assess and adjust operations, as required, to rapidly evolving contexts – and it allows missions to base such assessments and planning processes on a solid information base, leveraging data and analysis on performance and impact.

"Today, we have the capacity to better capture our missions' actual impact on the ground and quickly adapt as needed. This evidence-based assessment of our performance helps demonstrate UN Peacekeeping's contribution to peace and security objectives. By strengthening our processes, our missions can adapt activities, so our interventions result in real, long-term change for the people we serve."

Jean-Pierre Lacroix,
Under-Secretary-
General for Peace Operations

The second gap relates to the usage of data. Before CPAS, there was no platform to centrally collect, store and share data. CPAS has become a central hub for data collection in missions, while remaining flexibly tailored to the data needs of each. Additionally, the system has helped improve the ways missions can visualize this data and use it to inform decision-making and planning.

CPAS has also helped strengthen accountability to and transparency with Member States on progress against mandated tasks. It provides inter-governmental bodies with data and analysis in reports to better understand the impact of peacekeeping operations, trends over

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[16] The 2013 Policy on Integrated Assessment and Planning defines the minimum and mandatory requirements for the integrated conduct of assessments and planning in conflict and post-conflict settings, but it does not provide methodology or processes for integrated, mission-wide planning.

time and trends across missions, and has enhanced the information basis for decision-making, including on mandate renewal and resourcing.

While some residual challenges remain, the development and roll-out of CPAS has been a success, especially considering a cost-benefit analysis: CPAS was developed with modest means, mainly due to leveraging existing IT system licensing arrangements, and the resources required for implementing the tool pale in comparison to the myriad of benefits for missions and member states outlined above.

The next steps should include:

Further mainstream CPAS into existing planning and reporting processes: DPET is working with a wide range of UN entities on better linking CPAS in the wider landscape of UN planning and performance monitoring frameworks, as well as its role in supporting transition planning and monitoring. Moreover, while some backstopping teams in the joint DPPA/DPO Regional Divisions are fully engaged in supporting missions to conduct CPAS context analyses and developing plans, this is not yet the case across the board. OROLSI and OMA could also be increasingly involved in supporting their respective field presences during these processes, as needed. The usage of CPAS data and analysis for reporting is also uneven. While some missions draw heavily on CPAS,[17] there remains room for improvement in others. DPET will continue to collaborate with the UN Operations and Crisis Centre (UNOCC) and the DPO Information Management Unit (IMU) to progressively enhance the use of (visualized) data in briefing materials, for example to the Security Council or the Executive Committee. CPAS should also be used to further enhance the information base for Strategic Assessments, Independent Reviews, Technical Assessment Missions, Civilian Staffing Reviews and other assessment and planning exercises with data analytics.

Harmonize CPAS with existing results-based management tools: DPO and the Departments of Management, Strategy, Policy and Compliance (DMSPC) and Operational Support (DOS) should continue to harmonize the various results-based management tools. A process for using CPAS to enhance the impact-orientation of the RBB has been developed in consultation with the Missions and Field Operations Finance Division (FOFD). Work to harmonize and synchronize the Umoja Extension 2 Strategic Management Application (SMA) and the Integrated Planning, Management and Reporting tool (IPMR) with CPAS will continue, with a particular focus on interoperability to avoid any necessity for duplicate data entry.

Ensure sustainable support for implementing CPAS: At present, CPAS implementation is being supported by a team in DPO/DPET largely funded with extrabudgetary resources. Now that the development of CPAS and its roll-out is largely completed and focus shifts on consolidation and mainstreaming, some of the tasks currently supported by the CPAS Team in DPET should be gradually assumed by mission-based colleagues and other Headquarters offices, especially in the regional divisions of the peace and security pillar. This includes the context mapping and adjusting the results framework as part of regular planning exercises and using CPAS for evidence-based and impact-oriented reporting to Member States, especially the Security Council. However, it is essential to retain a core team in DPET to support the System's continued implementation to maintain and, in response to mission requests, further develop the supporting IT system; continuously train personnel in the CPAS methodology and the use of the dashboards; provide expertise on the CPAS methodology at critical junctures of CPAS processes, such as impact assessments and revising results

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[17] UNFICYP, for example, relies heavily on CPAS data in their reporting to the Council. The Mission has been able to better evidence their impact using CPAS indicators, which informed 20% of the operative paragraphs in their January 2019 report; 32% in the July 2019 report; 40% in the January 2020 report; 43% in their July 2020 report; 35% in their January 2021 report (due to restructuring the report, the percentage decreased temporarily); and 53% in the July 2021 report. This continuous increase is testament to the progressive streamlining of CPAS data and analysis into mission planning and reporting.

frameworks; further refining policy, methodology and material; continuing to innovate in terms of the use of data; and fully integrating CPAS with other planning, performance monitoring and reporting processes. A sustainable solution to support this core team will have to be identified.

Strengthen data and information management: DPET should continue to work closely with OICT, DMSPC/OPPFB, DOS/FOFD, UNOCC, and the Office of the Director for Coordination and Shared Services, especially the IMU to promote data literacy in peacekeeping, strengthen data collection in conflict environments, and improve data quality and validation.[18] Going forward, data literacy should be a requirement for certain roles in peacekeeping to ensure missions comprise of such skill sets.

Expand CPAS's use in communications: As CPAS data collection becomes regular and shows trends over time, strategic communications should increasingly rely on data visualizations that highlight the impact missions have. Working closely with DPO's Strategic Communications Section, a strategic communications plan has been drafted to enhance the involvement of mission public information offices, including to use reliable, verified data for countering mis- and disinformation.

Complement CPAS analytics with UN external conflict-related data: Data is becoming increasingly available as public domain. For example, the Armed Conflict Location & Event Data Project (ACLED) holds a significant trove of data to track hundreds of thousands of conflict-related incidents in peacekeeping settings that could be leveraged during CPAS processes, complementing the data gathered by UN actors. The use of big data could also be considered, for example metadata on payments via cell phones as a means for gauging levels of economic activity, a possible indicator for peace and stability.
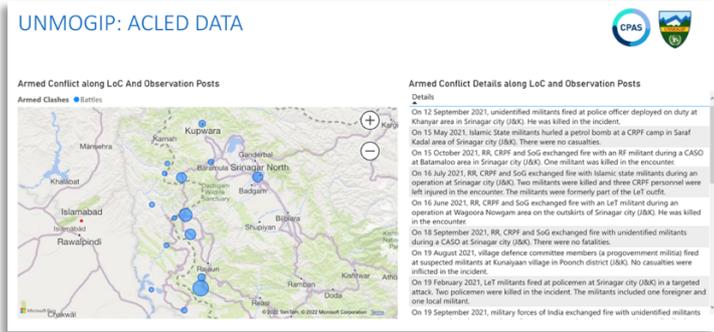
The CPAS platform is interoperable with other IT systems and uses ACLED data and analysis, for example to populate a map used by UNMOGIP

Use CPAS data for cross-mission analysis of common mandated areas: The data and analysis stored in the IT platform provide a wealth of information for identifying successful approaches and systemic challenges in common mandated areas across missions as the basis for distilling lessons, collating best practices, and developing policy, training and guidance material and to identify areas that require further evaluation. Conscious of the differences among missions, DPET has commenced to tap into this potential.

Dispel Member State misconceptions about CPAS: TCCs, PCCs, major financial contributors and other States continue to have multiple conceptions of what CPAS is, does, and how it works. Strategic communication efforts must continue to help Member States gain an accurate understanding of CPAS, to manage expectations and to solicit their sustained support.

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[18] See After Action Review on Data Analytics for Strategic Reviews.

Explore the expansion of CPAS: The success of CPAS in peacekeeping operations has raised the question of whether it could be used elsewhere, including in larger, operational Special Political Missions (SPMs). Some SPMs exist in contexts similar to peacekeeping missions and would likely see similar benefits. This could also facilitate greater coherence in evaluating peace operations across the board and developing policy and guidance that applies to all peace operations.

Annex: Examples of Security Council Factsheets

Fiche d'information de la MONUSCO (Briefing du Conseil de sécurité, septembre 2022)

Sécurité et protection des civils

Environ 89 % des abus des droits de l'homme ont été commis dans des provinces touchées par le conflit. Au Nord-Kivu, les combattants ADF auraient été responsables de la majorité des violations des droits de l'homme et des dommages considérables causés aux civils, y compris la plupart des violations des droits de l'enfant vérifiées. La MONUSCO et les FARDC ont confronté des ADF à plusieurs reprises et ont repoussé ou dissuadé les attaques contre les civils. La MONUSCO a également facilité le passage en toute sécurité des civils en fuite. Au Nord-Kivu, la Brigade d'intervention de la MONUSCO a envoyé des forces de reaction rapide pour contrer les elements ADF et Maï-Maï. Des centaines des civils vulnérables en fuite des attentats des ADF ont trouvé un refuge temporaire dans les bases de la MONUSCO. L'UNPOL a formé la police nationale aux enquêtes du nombre élevé d'enlèvements par des elements ADF.

Le système des réseaux d'alerte communautaires de la Mission a reçu 578 alertes entre le 17 juin et le 31 août, dont 41 % provenaient du Sud-Kivu, 39 % du Nord-Kivu et 13 % de l'Ituri. Les forces de sécurités de l'État et/ou la MONUSCO ont répondu à 55 % des alertes. Les 45 % restants étaient soit trop inprécis, soit hors de portée.

Central African Republic / MINUSCA Fact Sheet (June - October 2020)

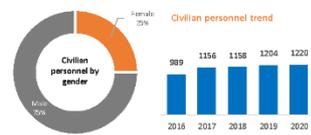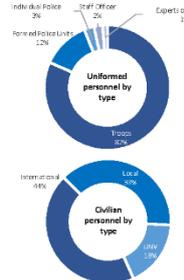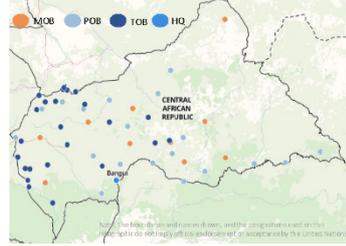Created by: MINUSCA and DPO/Evaluations Team

MINUSCA Overview

MINUSCA mandate renewal

Mandate Start Date: **10 April 2014**
Mandate Expiration Date: **15 November 2020**
Mission HQ: **Bangui**
GDP per capita (current US$): **475.95**
Population: **4.67 million**

Resolution 2499 (2019): Protection of civilians; good offices and support to the peace process, including peace agreement, elections, national reconciliation and transitional justice; facilitate creation of secure environment for delivery of humanitarian assistance; protect the United Nations; support the extension of State authority, the deployment of security forces, national and international justice, and the rule of law, and human rights
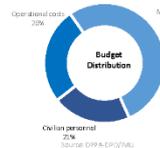
Deployments

MOB POB TOB HQ

CENTRAL AFRICAN REPUBLIC

Bangui

Uniformed personnel by type
- Individual Police 3%
- Staff Officer 2%
- Experts on Mission 1%
- Formed Police Units 12%
- Troops 82%

Uniformed personnel by gender
- Female 6%
- Male 94%

Civilian personnel by type
- International 44%
- Local 38%
- UNV 18%

Civilian personnel by gender
- Female 25%
- Male 75%

Uniformed personnel trend
12152 (2016), 11878 (2017), 13224 (2018), 13371 (2019), 13482 (2020)

Civilian personnel trend
989 (2016), 1156 (2017), 1158 (2018), 1204 (2019), 1220 (2020)

Source: DPO/OMA/FGS and DMSPC/UMOJA

SDG key figures

- Ranked 188th out of 189 countries in the Human Development Index
- 50% of the population suffer from severe or moderate food insecurity
- Ranked 2nd highest maternal and neonatal mortality rates in the world
- 36.8% literacy rate for population over 15 years old and 36.4% youth literacy rate (15 – 24 years old)
- Of the 15,000 youths who enter the labor market every year, only 1,000 find jobs in the formal sector
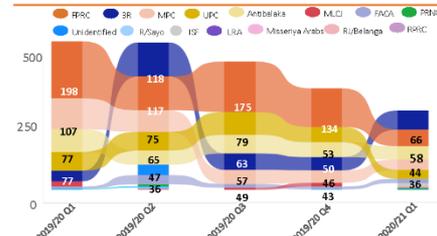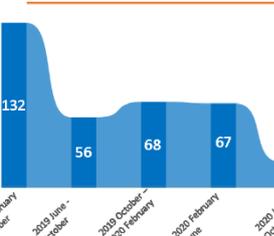
Budget

Budget Distribution
- Military and police personnel 53%
- Operational costs 20%
- Civilian personnel 25%

Source: DPPA-DPO/FMU

Budget Trend
(Billions) 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20

Enhanced Security and Protection of Civilians

Peace agreement violations

Legend: FPRC, 3R, MPC, UPC, Antibalaka, MLCJ, FACA, PRNC, Unidentified, R/Siayo, LSF, LRA, Misseriya Arabs, RJ/Belanga, RPRC

2019/20 Q1: 198, 107, 77, 77, 36
2019/20 Q2: 118, 117, 75, 65, 47
2019/20 Q3: 175, 79, 63, 57, 49
2019/20 Q4: 134, 53, 50, 46, 43
2020/21 Q1: 66, 58, 44, 36

Number of conflict related civilian deaths

132 (2019 February – October)
56 (2019 June – October)
68 (2019 October – 2020 February)
67 (2020 February – June)
20 (2020 June – October)

Armed group activity

Increased activity by 3R in the West and FPRC in Ndele and Bria

Note: The boundaries and names shown, and the designations used on this infographic do not imply official endorsement or acceptance by the United Nations
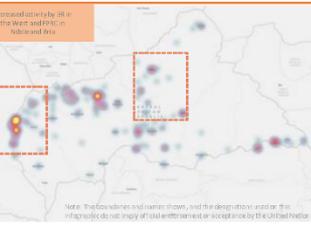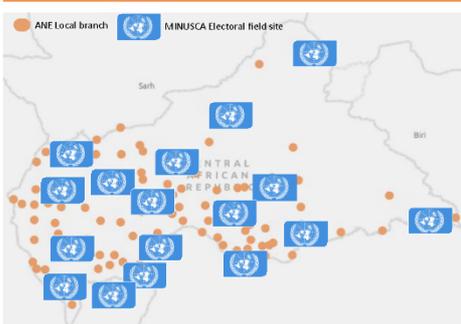
In the west, 3R maintained its aggressive posture against State authority and MINUSCA, perpetrating a series of attacks in the Nana-Mambéré and Ouham-Pendé prefectures. On 15 June, MINUSCA launched a military operation to reduce the threat posed by 3R to civilians and encourage the group's compliance with the Political Agreement. As a result, in early October, voter registration activities resumed and hostages were released following the arrival of a governmental delegation and guarantors of the Political Agreement to the region, with support by MINUSCA. In Ndele and Bria, the mission's engagement in local mediation and reconciliation, coupled with a robust Force posture, played a key role in bringing parties to the table and resulted in the signature of a pact of non-aggression between the Rounga and Goula factions of the FPRC in August. Overall, the mission's proactive and integrated approach to protection of civilians has contributed to reducing civilian conflict related deaths, even in the context of continued armed group clashes. These comprehensive efforts resulted in a consistent decrease in violations of the peace agreement over time.

Support for free, fair and credible elections

Legislation and Key Electoral Events Supported by MINUSCA

✔ Legislation passed

30 Mar 2016: Promulgation of the Constitution

24 Nov 2016: Law on Gender Parity

7 Aug 2020: Promulgated the organic law on the composition, organization and functioning of the National Electoral Authority (ANE)

20 Aug 2019: Promulgation of the Electoral Code

26 Feb 2020: Law on Territorial Collectivities and Decentralization

18 Nov 2019: Creation of the Strategic Committee for the Support the Electoral Process

30 Jan 2020: Launch of national voter registration

4 Sep 2020: Publication of the presidential decree No.20.521 establishing the attributions and functioning of the Cadre de Concertation

14 Sep 2020: ANE informs that it will not be able to complete voter registration and convene the electorate by the legal deadline of 23 September, as established in the Electoral Code of 2019

15 Sep 2020: Council of Ministers meets in an extraordinary session to examine the case and draft a bill modifying certain parts of the Electoral Code to extend the deadline by a month, thus permitting the ANE to complete voter registration within a legal and still Constitutional deadline

15 Sep 2020: Ministerial Arrêté to establish the selection committee for the 11 new ANE Electoral Commissioners

16 Sep 2020: Publication of presidential decree convening an extraordinary session of the National Assembly to review the proposed amendments

18-23 Sep 2020: National Assembly holds extraordinary session. On 23 September, adopts bill amending certain provisions of the Electoral code

25 Sep 2020: Passing of law amending elements of the Electoral Code, to allow an additional 30 days to complete voter registration, while remaining within a legal framework

3-5 Oct 2020: MINUSCA provides logistical aerial support for joint field missions composed of Government/ANE/Members of Parliament from the West to Bouar and Kou

2 Oct 2020: Signature of Integrated Security Plan for Elections (PISE) by the Prime Minister Firmin Ngrebada, the President of the ANE, and the SRSG

Timeline: 2016, 2019, ..., August 2020, 1 September 2020, 15 September 2020

Electoral Sites

ANE Local branch   MINUSCA Electoral field site

Sarh, Bini, CENTRAL AFRICAN REPUBLIC

Note: The boundaries and names shown, and the designations used on this infographic do not imply official endorsement or acceptance by the United Nations

In June 2018 the CAR Government requested the United Nations provide technical, legal, logistical, and security support for the facilitation of elections, including through its good offices to create the necessary political conditions to enable free, fair and credible elections. An Electoral Needs Assessment Mission (NAM) was conducted in September 2018 that identified the UN electoral staffing and budget requirements, as well as a preliminary national electoral calendar and electoral budgets in coordination with the CAR National Elections Authority (ANE). Security Council Resolution 2499 (2019) authorized MINUSCA to undertake the priority mandated activity of supporting CAR's presidential, legislative, and local elections.

To support the Government in this critical task, the MINUSCA Electoral Assistance Division was established in early 2020 with the installation of an Electoral central office in Bangui and 17 Electoral field offices nationwide comprising 71 staff, to provide operational, technical and logistical support both at field/local and headquarters levels through co-location and daily coordination. Significant progress has been made through MINUSCA's good offices, which has enabled the passing of key legislative reforms and the continue advancement of the electoral process. Important legislation has included the composition of the new National Elections Authority office and the revised Electoral Code. Importantly, the Mission has supported open dialogue between the national government and the political opposition, civil society, former Heads of State, and with the Central African people.

Support to voter registration

1.859.890 millions voters registered including 46.5% Women

16 out of 16 Prefectures covered thanks to MINUSCA support

107 MINUSCA flights used so far to transport:

- 112 tons of electoral materials (+ 12 tons by road)
- More than 850 agents of the National Authority of elections

Voter registration by gender

Men / Women

30 Jun 2020: 248K
31 Jun 2020: 319K, 516K
15 Aug 2020: 624K
31 Aug 2020: 783K
15 Sep 2020: 905K, 820K
30 Sep 2020: 945K, 865K
15 Oct 2020: 995K

As result of these initiatives, as well as extensive electoral technical, operational, and security support by MINUSCA, national authorities have revised the electoral legal framework for national and local elections, developed strategic and operational electoral plans, completed electoral mapping, installed all local Electoral Commission sub-offices nationwide, and completed voter registration and published a provisional voter list (as of 15 October, **1,859,890 million** Central Africans have been registered to vote). MINUSCA provided significant logistical support by distributing voter registration materials and equipment to the National Electoral Authority sub-offices nationwide and facilitated the deployment of several hundred voter registration agents to difficult access areas, while also ensuring civilians are protected from electoral related violence and that security conditions are in place for the facilitation of peaceful elections. To this end, an integrated security plan for elections co-prepared by MINUSCA and the National Defense and Security Forces was co-signed on 2 October by the Prime Minister, the ANE President and the SRSG. MINUSCA also provided logistics and security for the deployment and posting of voters' lists from Bangui to the prefectures, sub-prefectures, and certain hard-to-reach localities, as well as supported the deployment of magistrates to support the electoral period.

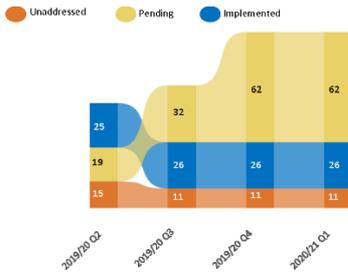Created by: MINUSCA and DPO/Evaluations Team

Support for the implementation of the Political Agreement, reconciliation and inclusive political processes

The Mission enhanced efforts to advance inclusive political and reconciliation processes, including core support for the ongoing implementation of the Political Agreement. As tensions and political mobilization increased ahead of the presidential and legislative elections scheduled for December 2020, the Mission played a critical coordinating and convening role for all signatories to continue inclusive dialogue, to meet their commitments under the agreement and preserve gains. Progress continued in the Agreement's implementation with the promulgation by President Touadéra of reform laws contemplated in the Agreement on political parties and the opposition, and on the pension regime for former Presidents of the Republic. Though challenges arose related to some armed groups violating the agreement, notable progress was made through Mission's support for the operationalization and strengthening of the agreement's follow-up mechanisms at the local and national level. Analysis from the Comprehensive Performance Assessment System (CPAS) demonstrated improved functionality, inclusivity and national ownership over the local peace mechanisms under the Peace Agreement, the Comité de mise en œuvre préfectoral (CMOPs) and Technical Security Committees (CTSs).
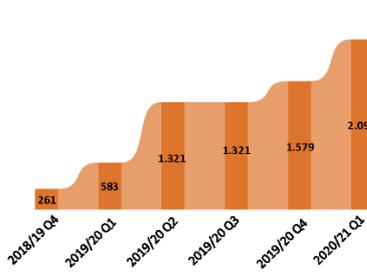
32
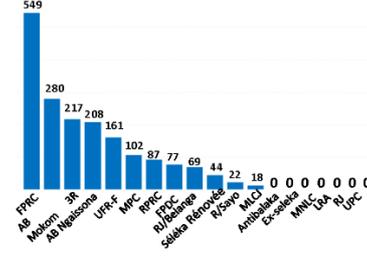**Local peace agreement mechanisms established and operational**

Number of CES recommendations that are: i) Implemented, ii)Pending or iii)Unaddressed

To advance national level dialogue among all 14 armed groups and the Government, the Mission has provided extensive technical support to the Committee Executif de Suivi (CES), which has convened signatories ten times. The Mission is supporting the Government to track and implement the recommendations from the CES meetings to support implementation. Since the first CES, 99 recommendations have been made, 26 are completed, 62 are pending, 11 are unaddressed.

Cumulative number of AG members who have entered the DDR process

**Total number of AG members who have entered the DDR process (From 2019/20 Q1 to 2020/21 Q1)**

Since the official launch of DDR operations on 17 December 2018, a total of 2,095 combatants have been disarmed and demobilized by the government with support by MINUSCA. From 22 June to 25 September, disarmament and demobilization operations resumed with support from MINUSCA and were conducted in Bria, Kaga-Bandoro and Ndélé, for 773 combatants from FPRC, FDPC, Seleka Rénové, MPC, RPRC, and MLCJ, including 40 women, during which 579 weapons of war, 16,134 rounds of ammunitions and 174 explosives were collected. There is a Disarmament and Demobilization operation underway in Birao, in the North East of the country, which expects to disarm over 600 combatants from RPRC et MLCJ, within the next weeks.

Restoration of State Authority
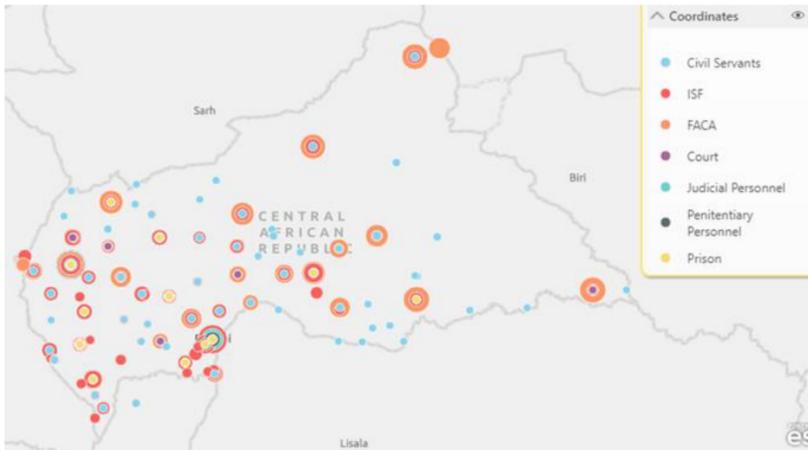
**No. of active and functional prisons throughout the national territory**
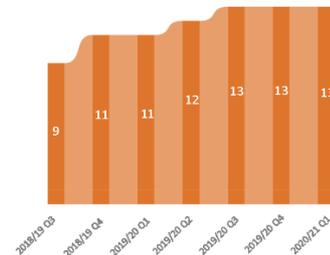
To sustain and consolidate peace and security gains, the Mission continues to support the restoration and extension of State authority throughout the national territory MINUSCA balances its good offices in support to national and local peace initiatives with military action to create conditions that allow for the progressive deployment and effective functioning of legitimate State authority, including 15 of 16 prefects, 71 of 71 sub-prefects, 16 of 16 prefectural secretaries-general and 32 of 71 sub-prefectural secretaries. This represents the deployment of 98% of prefects, sub-prefects and secretary generals across the territory. 152 judicial personnel out of 208 are working in their assigned posts throughout the country, representing 73% of the judicial workforce. 22 out of 28 courts operate regularly with judicial staff present and hold hearings. Local authorities have increased their role in COVID-19 preventive measures, electoral preparations and conflict resolution, including transhumance-related conflict, with support from MINUSCA. The Mission continues to support advancements for the rule of law and the fight against impunity, including through support for the operationalization of prisons and courts across the national territory. On 23 June, 149 newly recruited civilian corrections personnel, including 17 women, were deployed to six prisons countrywide, with mentoring and training support from MINUSCA.

Security of Peacekeepers

Progress in the Implementation of the Action Plan to Improve the Security of Peacekeepers

The Mission has made important progress in the implementation of the Action Plan to improve the security of peacekeepers. This has included enhanced operational performance, integrated trauma and duty of care through improved reactivity and responses, especially in connection to CASEVAC, as well as strengthened advocacy with national authorities for the ratification of the Convention on the Safety of United Nations personnel to ensure accountability and the end of impunity. Priority was placed on the development of camp defense plans, drills and exercises to test and improve defense plans, capitalizing on lessons learnt, and troop adhesion to force protection and guidelines. Positively, peacekeeper fatalities caused by hostile acts have decreased significantly compared to previous periods.
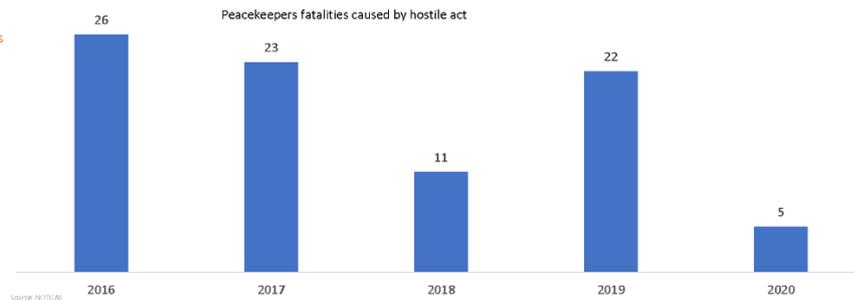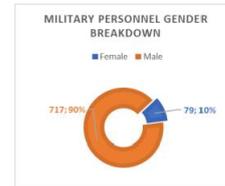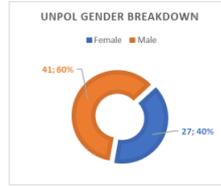
UNFICYP INFO SHEET   1 JULY – 31 DECEMBER 2020

Total personnel: 1,021   Police:68   Civilian:157   Military:796

UNPOL GENDER BREAKDOWN
■ Female ■ Male
41; 60%
27; 40%

MILITARY PERSONNEL GENDER BREAKDOWN
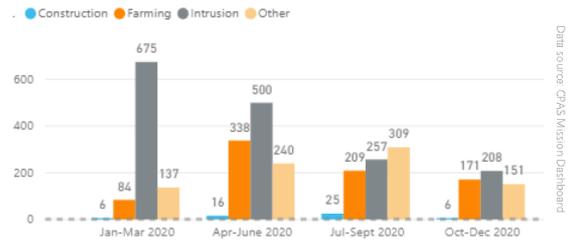■ Female ■ Male
717; 90%
79; 10%

SUPERVISION OF THE CEASEFIRE & MANAGEMENT OF THE BUFFER ZONE

Military violations:

● TOTAL (NG) ● TOTAL (TF)

	Apr-June 2020	Jul-Sept 2020	Oct-Dec 2020
NG	87	87	81
TF	132	66	192

Civilian incidents:

● Construction ● Farming ● Intrusion ● Other

	Jan-Mar 2020	Apr-June 2020	Jul-Sept 2020	Oct-Dec 2020
Construction	6	16	25	6
Farming	84	338	209	171
Intrusion	675	500	257	208
Other	137	240	309	151

Data source: CPAS Mission Dashboard
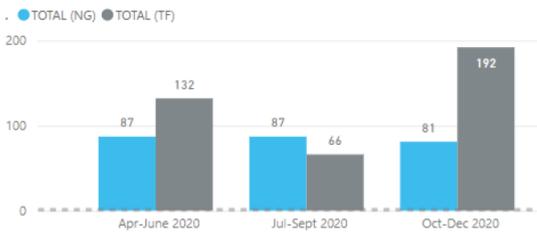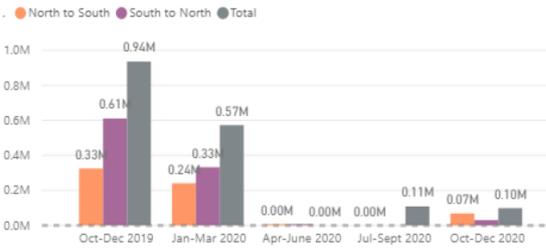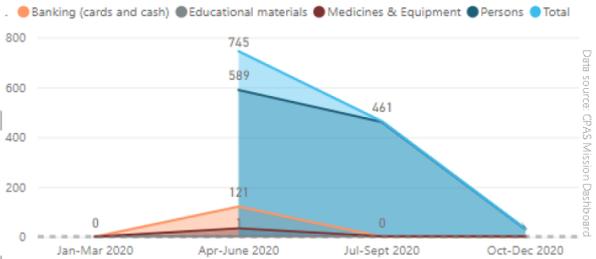
HUMANITARIAN ACTIVITIES & FACILITATION OF ACCESS

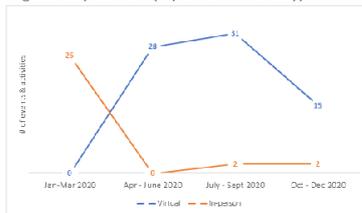Persons crossing in compliance with Green Line Regulations. (Data source: Cyprus Police):

● North to South ● South to North ● Total

	Oct-Dec 2019	Jan-Mar 2020	Apr-June 2020	Jul-Sept 2020	Oct-Dec 2020
North to South	0.33M	0.24M	0.00M		0.07M
South to North	0.61M	0.33M	0.00M		
Total	0.94M	0.57M	0.00M	0.11M	0.10M

Exchanges between north and south facilitated by UNFICYP due to Covid-19 and movement restrictions:

● Banking (cards and cash) ● Educational materials ● Medicines & Equipment ● Persons ● Total

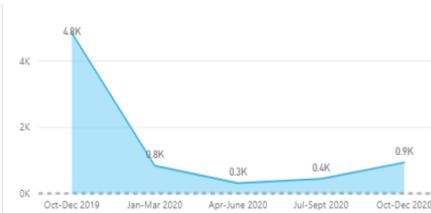|	Jan-Mar 2020	Apr-June 2020	Jul-Sept 2020	Oct-Dec 2020
Total	0	745	461	
Persons		589		
Banking		121	0	

Data source: CPAS Mission Dashboard

TRUSTBUILDING, PEOPLE-TO-PEOPLE CONTACT

Inter-communal events and activities facilitated or organized by UNFICYP (in person and virtually)

# of events & activities

— Virtual — In-person

	Jan-Mar 2020	Apr-June 2020	July-Sept 2020	Oct-Dec 2020
Virtual	0	28	31	15
In-person	25	0	2	2

Participants in UNFICYP facilitated inter-communal events/activities (in person and virtually)

Oct-Dec 2019	Jan-Mar 2020	Apr-June 2020	Jul-Sept 2020	Oct-Dec 2020
4.8K	0.8K	0.3K	0.4K	0.9K

Inter-communal or peace-building activities targeting women and youth

● Women ● Youth

	Jul-Sept 2020	Oct-Dec 2020
Women	8	12
Youth	8	5

Data source: CPAS Mission Dashboard
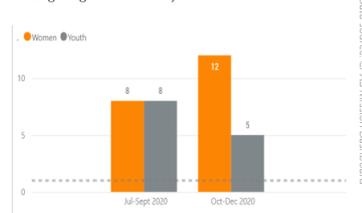
IRREGULAR MIGRATION THROUGH THE BUFFER ZONE

of irregular migrant/asylum seeker crossings through the buffer zone (data source: Cyprus Police, UNFICYP)

July	August	September	October	November	December
17	149	164	163	30	11
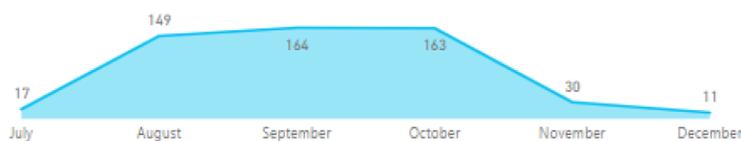
Irregular migrant crossings through the BZ by sector:

Sector 1	404
Sector 4	170
Sector 2	3

Data Source: UNFICYP JMAC