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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see [A/61/19/Rev.1](#), para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2021 substantive session ([A/75/19](#)). The matrix is supplemental to the report of the Secretary-General ([A/76/505](#)). A summary of each recommendation is given, as well as a reference to the number of the relevant paragraph in the report of the Special Committee.



Para. in
A/75/19

I. Introduction

18 Discussions are currently under way to identify the most suitable way to proceed with such a memorial.

22 An informal briefing regarding operational field issues, including the Secretariat's assessment of developments in ongoing United Nations peacekeeping operations, will be provided to the Special Committee on Peacekeeping Operations at the beginning of its substantive session.

II. Conduct of peacekeepers and peacekeeping operations

36 Training, in particular during induction, and awareness-raising campaigns continue to cover misconduct, the obligation to report it and how to do so. Such programmes are conducted by or in cooperation with the conduct and discipline components of the missions.

37 The Secretariat continues to take measures to ensure that all peacekeeping personnel maintain the highest standards of conduct. To that effect, past instances of misconduct and the measures taken in response are taken into account during force generation, including with regard to certification requirements. All personnel to be deployed continue to be vetted against records of prior misconduct maintained in the case management tracking system. Civilian personnel are also screened against records of sexual exploitation and abuse and sexual harassment maintained in the ClearCheck database. The ClearCheck database is used by 26 entities of the United Nations System Chief Executives Board for Coordination to prevent any personnel who were dismissed following substantiated allegations of sexual exploitation and abuse or sexual harassment from being rehired by participating entities. Personnel who leave with an open allegation are also included in ClearCheck.

38 In accordance with the provisions of memorandums of understanding between the United Nations and troop- and police-contributing countries, Member States continue to be informed as soon as prima facie evidence of allegations of misconduct, including sexual exploitation and abuse, are brought to the attention of the Secretariat. This enables troop- and police-contributing countries to designate national investigations officers to investigate. In instances where the United Nations investigates misconduct allegations, for matters involving personnel with the status of experts on mission or in instances where Member States have not designated national investigations officers, the Secretariat will share the results of the investigations with the relevant troop- and police-contributing countries.

39 The Directive on Sexual Harassment in United Nations Peacekeeping and Other Field Missions applies only to uniformed personnel and is superseded by the provisions specified in memorandums of understanding with regard to applicable procedures for investigation. Nonetheless, sexual harassment continues to constitute prohibited conduct for all personnel in peacekeeping missions. Current training and awareness-raising activities for all personnel continue to include information on sexual harassment. The Secretariat is also reviewing measures in place to prevent and address sexual harassment to determine if they can be further enhanced. Support for victims is available in peacekeeping missions through the missions' staff counsellors.

40 This recommendation is not addressed to the Secretariat.

41 The Secretary-General strengthened his compacts with the heads of peace operations to emphasize their accountability in conduct and discipline, including with regard to preventing and addressing sexual exploitation and abuse and sexual harassment. All peacekeeping missions were provided with a misconduct risk management toolkit to identify misconduct risks in their missions, determine mitigation measures and implement them and to monitor developments.

Para. in
A/75/19

42 As part of the force and personnel generation processes, the Secretariat continues to require that Member States provide certification that their troop and police components have received predeployment training using United Nations training materials. In addition to predeployment training, induction, refresher and training-of-trainers sessions continue to be delivered on the prevention of sexual exploitation and abuse. Awareness-raising activities continue to be conducted on a regular basis to reinforce messaging to United Nations personnel on prohibited conduct, including sexual exploitation and abuse.

43 The United Nations continues system-wide efforts to coherently and effectively implement the human rights due diligence policy on United Nations support to non-United Nations security forces. Steps taken include: (a) supporting human rights due diligence policy risk assessments that are linked to ongoing political and security processes; (b) providing strategic and technical advice, including reviewing the effectiveness of the policy's mechanisms and practices; (c) supporting the identification of robust and feasible risk-mitigating measures; (d) supporting the strengthening of the policy's decision-making structures at the mission level; and (e) including the policy in relevant compacts of special representatives of the Secretary-General and heads of entities to strengthen leadership accountability. However, some of these efforts were slowed as a result of the coronavirus disease (COVID-19) pandemic and the Organization's financial constraints in 2021. Some peacekeeping operations consequently lacked the dedicated capacity to implement the human rights due diligence policy and relied on support from Headquarters for surge capacities. Member State support remains critical to continue raising awareness of and compliance with the policy. Uncoordinated bilateral support to non-United Nations security forces is increasingly posing a challenge in some peacekeeping operations, with implications for the human rights due diligence policy.

44 An environmental handbook for military commanders has been promulgated and a new environmental awareness programme tailored to the needs of military and police formed units is being developed through the triangular partnership programme. This initiative will provide environmental awareness training directly to troops in the command language used by the unit. A training-of-trainers programme is being developed to empower military and police formed units officers to deliver this training in the field.

Efforts to reduce the environmental footprints of missions in the field, including through the use of renewable resources, clean technology and green solutions, and the elimination of single-use plastics, continue. Phase two of the environment strategy for peace operations (2017–2023) sets out recommended measures for missions in all of these areas and cross-mission working groups meet on a monthly basis to share good practices across missions. The environmental risk and performance management framework shows continuous improvement at each mission. Baselines have now been set against which progress can be measured going forward.

45 In the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), which has a mandate to protect cultural monuments, guidance in this area has been provided by the United Nations Educational, Scientific and Cultural Organization and is included in the mandatory mission induction training for all staff: civilian, military and police. With regard to raising awareness of cultural and religious customs, the topic is covered in the mandatory core predeployment training materials module on respect for diversity.

46 Statements of unit requirements specify the tasks for military units. These tasks are based on military manuals. From a capability-building perspective, military and police units might have similar tasks, but the difference is made apparent when tasks are implemented in the field. United Nations police components in MINUSMA, for example, are increasingly utilizing the 2019 guidelines on combined military and police coordination mechanisms in peace operations to strengthen cooperation with the Mission's Force, in line with the respective components' comparative advantages and mandated tasks.

Para. in
A/75/19

III. Partnerships

52	<p>The Secretariat continues to engage with regional and subregional organizations to strengthen strategic planning and operational interoperability and complementarity at the field level, including with the African Union. For example, the Justice and Corrections Service engages regularly with the African Union Special Rapporteur on Prisons, Conditions of Detention and Policing in Africa to further the cooperation on the improvement of prison conditions in Africa.</p>
53	<p>Coherence across the United Nations system in support of national stakeholders and in coordination with other partners is essential. At Headquarters, relevant entities, including the Department of Peace Operations, through the Integration Working Group, continue to further strengthen integrated assessment and planning. Dedicated and integrated support on transition planning is provided from Headquarters to peacekeeping operations.</p> <p>The United Nations Transitions Project, jointly led by the Department of Peace Operations, the Department of Political and Peacebuilding Affairs, the Development Coordination Office and the United Nations Development Programme (UNDP), provided operational support to all ongoing transitions, including by deploying transition specialists and other surge capacity personnel and by facilitating knowledge exchange and organizational learning, such as through informal leadership exchanges and studies of lessons learned. For example, in the Democratic Republic of the Congo, a detailed, benchmarked transition plan was developed jointly by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the United Nations country team, in close collaboration with the national Government.</p> <p>The establishment of the new inter-agency task force on policing in May 2021 will contribute to enhanced coherence in United Nations policing and complement the work of the Global Focal Point for the Rule of Law.</p>
54	<p>The light coordination mechanism continues to engage regularly with key Member State training and capacity-building providers to address training gaps, assist providers in identifying training opportunities and facilitate training partnerships. In late 2021, the mechanism will host the first police-specific meeting with police-contributing countries and training and capacity-building providers. In conjunction with the United Nations Peacekeeping Ministerial Conference, to be held in Seoul in December 2021, the light coordination mechanism plans to launch a mobile application to review deployments using a digital toolkit, allowing troop- and police-contributing countries to collect and implement the lessons and innovations identified during the contingent preparation and deployment process. Thanks to extrabudgetary funding, the light coordination mechanism will be able to expand in late 2021.</p> <p>After putting in place comprehensive COVID-19 preventive measures, the triangular partnership programme on-site engineering training courses resumed in Kenya in September 2021 with the participation of African trainees. In-person training in Entebbe, Uganda, on command, control, communications, computers, intelligence surveillance and reconnaissance (C4ISR), conducted by the United Nations C4ISR Academy for Peace Operations, will restart in November 2021. During the global pandemic, the Department of Operational Support also devoted efforts to the development by the triangular partnership programme of remote, online and mixed-delivery training courses to be conducted in the fourth quarter of 2021, including courses on physical security infrastructure, environmental management in engineering and construction process management.</p>
55	<p>This recommendation is not addressed to the Secretariat.</p>
56	<p>Reimbursements for capabilities deployed in formed units are assessed, processed and certified within three months after the end of each quarter. Disbursements of certified reimbursements by the Department of Management Strategy, Policy and Compliance are dependent on the availability of cash.</p>

Para. in
A/75/19

- 57 The United Nations and the European Union continue to strengthen their partnership efforts at both the strategic and operational levels. Discussions began in 2021 on defining joint priorities for 2022–2024, including on measures to strengthen cooperation in places where missions of both organizations are operating in the same area and to advance the utilization of the Framework Agreement between the United Nations and the European Union for the Provision of Mutual Support in the context of their respective missions and operations in the field in order to facilitate timely responses to field requirements and challenges.
- 58 The Department of Operational Support remains committed to building the peacekeeping capacity of member States of the Association of Southeast Asian Nations (ASEAN) that participate in the triangular partnership programme. In accordance with the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations, the triangular partnership programme will pilot a remote training programme on the management of peacekeeping construction projects in December 2021 for three ASEAN countries.
- 59 Training standards and materials are updated regularly to align with operational requirements, the results of mission visits, findings from training needs assessments and new guidance, including policies, guidelines and standard operating procedures. Updated mission-specific documents regarding the deployment of troop- and police-contributing countries are available from the Office of Military Affairs and the Police Division, respectively, upon request from Member States.
- 60 The Integrated Training Service of the Department of Peace Operations maintains regular contact with both national and regional training centres and cooperates with them in delivering regional and global trainings-of-trainers sessions to roll out training packages as they are developed. In addition, the Integrated Training Service publishes a quarterly newsletter for training centres that includes updates related to new guidance and training material, with links to their respective locations on the Peacekeeping Resource Hub website.
- 61 The Secretariat and the African Union continue to support the development of policies and other guiding documents; the sharing of information, knowledge and expertise; the generation of forces; and joint reporting.
- 62 In consultation with the Office of Military Affairs, the Police Division and field missions, the Department of Operational Support continues to consult with and provide troop- and police-contributing countries with factual information on changes to memorandums of understanding arising from Security Council mandates, General Assembly resolutions, mandated tasks and operational conditions. The Secretariat regularly convenes informal meetings with troop- and police-contributing countries to keep them abreast of new developments and issues of joint concern or priority.
- 63 The Secretariat is developing, in collaboration with Member States, a policy on long-term rotation plans and innovative multinational rotation concepts, but very few Member States have shown interest in such a policy, which complicates the drafting of the policy.
- 64 The Secretariat continues to provide regular briefings on staffing. The Office of Military Affairs is one of the most diverse offices in the Secretariat, with a total of 46 troop- and police-contributing countries represented at Headquarters and 118 troop-contributing countries deployed in the field. The Office provides an equal and transparent chance to nominated candidates from troop- and police-contributing countries to all posts at the professional level, including staff and senior positions, at Headquarters and in field operations, in accordance with General Assembly resolution [72/262 C](#).

Para. in
A/75/19

66 The Organization, through the United Nations Office to the African Union, continues to support the African Union and the regional economic communities and mechanisms and to strengthen the African Standby Force. The Office also provided support for the review of the training policies and directives of African Union-led peace support operations and for the design, development and implementation of training and capacity-development initiatives within the framework of the African Union Doctrine on Peace Support Operations. The Department of Operational Support, in coordination with the United Nations Office to the African Union, supported efforts to accommodate African Union vehicles at the Entebbe Support Base for possible deployment in support of the African Standby Force.

67 Joint efforts between the Secretariat and the African Union Commission continue in order to strengthen joint planning, deployment, management and transition of African Union peace operations through the implementation of the December 2018 joint declaration on cooperation for African Union peace support operations. For example, the hiring of a consultancy service to draft a joint African Union-United Nations planning document that reflects each phase of the lifespan of African Union peace support operations is under way.

68 The Organization continues to step up its support for the African Union on disarmament, demobilization and reintegration, including the “Silencing of the Guns” initiative. Operational activities and strategic advice on disarmament, demobilization and reintegration, community violence reduction and weapons and ammunition management were provided in three peacekeeping missions in African Union member States: the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), MONUSCO and MINUSMA. Within the framework of the African Union Disarmament, Demobilization and Reintegration Capacity Programme, the Secretariat, the World Bank and the African Union continued to provide technical assistance to Member States and peace operations in designing and implementing disarmament, demobilization and reintegration.

The Secretariat pursued coordination with the African Union, including through the steering committee on security sector reform of the African Union.

In Somalia, technical assistance and training provided by the Mine Action Service to the African Union Mission in Somalia in mitigating the threat posed by improvised explosive devices provided critical support to the African Union’s largest mission.

The Secretariat, including through its Justice and Corrections Standing Capacity, engages regularly with its counterparts in the African Union, the European Union and other regional groups and with judicial and corrections networks on facilitating coherence and interoperability in operational activities and planning.

The Department of Operational Support continued its engagement with the African Union to build operational support expertise through the knowledge and expertise exchange programme, including by deepening collaboration in the areas of supply chain and knowledge management.

69 While formal training sessions had to be suspended owing to COVID-19, capacity-building and development assistance to the African Union in policing and law enforcement continued through the United Nations Office to the African Union. The African Union and its member States continued to participate virtually in the curriculum development groups of the United Nations police training architecture programme, as well as in the working groups that are reviewing and revising guidance documents for United Nations police.

70 The United Nations and the African Union continue to work closely on the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, strengthening their cooperation in responding to conflict throughout the African continent.

Para. in
A/75/19

The two organizations, notwithstanding the impact of the pandemic, continued to work in close coordination to enable an effective international response to conflict throughout Africa. The two organizations found innovative ways of dealing with some aspects using virtual means.

The Secretariat also continued to work closely with the African Union Commission to strengthen the joint planning, deployment, management and transition of African Union peace support operations, including through the implementation of the December 2018 joint declaration on cooperation for African Union peace support operations.

Following an assessment of United Nations-African Union cooperation and of the structure and capacity of the United Nations Office to the African Union, the Secretary-General communicated the main findings of the assessment to the Security Council in October 2020 (see [S/2020/1179](#)), and entrusted joint implementation of the recommendations and observations to a United Nations inter-agency task force, which will work in close collaboration with the African Union. A mapping exercise of the existing United Nations-African Union cooperation and coordination mechanisms was also conducted at Headquarters and at the field level, and is in the process of being finalized in order to determine areas that require streamlining and simplification.

71 The United Nations Security Council and the African Union Peace and Security Council continued to prioritize the strengthening of their strategic partnership to enhance peace and security in Africa.

In 2021, the Secretariat and the African Union Commission continued to regularly facilitate formal and informal interactions between the United Nations Security Council and the African Union Peace and Security Council, providing opportunities for greater clarity on peace and security challenges in Africa.

72 The Secretariat, through the United Nations Office to the African Union, continues to work with the African Union Commission. The establishment of a joint United Nations-African Union technical working group is under way to further enhance collaboration on peacekeeping and peace support operations on the African continent.

The United Nations, in coordination with the United Nations Office to the African Union, the Office of the United Nations High Commissioner for Human Rights and the Department of Management Strategy, Policy and Compliance, continued to collaborate on a joint project proposal to support the establishment and operationalization of an African Union human rights, international humanitarian law and conduct and discipline compliance framework for African Union peace support operations, which builds on a number of political commitments made by the United Nations and the African Union.

IV. Peacebuilding and sustaining Peace

78 Early and integrated planning of United Nations transitions and the need for dedicated cross-pillar support from Headquarters, including by systematically integrating gender analysis and expertise, remained a priority for the United Nations.

In the Sudan, the drawdown of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) comprised the transfer of knowledge on mandated programmes, including the State liaison functions, to the United Nations Integrated Transition Assistance Mission in the Sudan and the United Nations country team to ensure adequate support for national priority areas.

Para. in
A/75/19

In the Democratic Republic of the Congo, a detailed transition plan was developed by MONUSCO and the United Nations country team, in close collaboration with the national Government, that included benchmarks and was reflective of gender perspectives. Programmatic support and funding is being stepped up for transition priorities such as security sector reform, the rule of law, policing, and justice and corrections, including through a joint justice reform programme with national authorities and through the nationalization of all explosive ordnance disposal operations. A growing United Nations-World Bank partnership complements these efforts.

The United Nations Transitions Project provided operational support to all ongoing transitions, including by deploying transition specialists and other surge capacities and by facilitating knowledge exchange and organizational learning, such as through informal leadership exchanges and lessons-learned studies.

Adequate peacebuilding resources are a critical success factor during transitions. The Peacebuilding Fund has a dedicated transition window, with a target of 35 per cent of total allocations. In the Sudan, for example, between 2018 and 2020, the Peacebuilding Fund invested approximately \$30 million, including in the areas addressed by the programmes of the State liaison functions.

79 Peacekeeping operations, where mandated, assist national actors in addressing the root causes of conflict. In the Central African Republic, community violence reduction projects aim at improving security through economic and social reinsertion, with MINUSCA advocating that 35 per cent of community violence reduction projects target women. The United Nations Mission in South Sudan (UNMISS), together with 16 partners, launched its first community violence reduction project in Jonglei and the Pibor Administrative Area. With regard to justice and corrections, MONUSCO and UNDP designed, with national authorities, a joint justice reform programme aimed at strengthening rule of law institutions. In Mali, MINUSMA provided advice to national authorities on issues related to the competencies of traditional justice authorities and their relationship to formal justice authorities.

80 The Secretariat works to optimize coordination in support of peacebuilding and sustaining peace. On security sector reform, for example, the Secretariat continued to capitalize on the Inter-Agency Security Sector Reform Task Force – co-chaired by the Department of Peace Operations and UNDP – to foster system-wide coherence, working to align approaches in specific countries and develop guidance for security sector reform practitioners, including on emerging areas of cooperation with the World Bank on security sector reform. In the Central African Republic, MINUSCA continues to work closely with United Nations agencies and programmes in its support for national disarmament, demobilization and reintegration and community violence reduction programmes. It is implementing community violence reduction projects jointly with the United Nations Office for Project Services and the International Organization for Migration.

81 In 2021, the Police Division deployed three experts on serious and organized crime to Haiti in support of efforts by the United Nations Integrated Office in Haiti to assist the Haitian National Police. For its part, the Mine Action Service continued to build its rapid response capacities through its threat mitigation advisory team. The security sector reform standing capacity deployed personnel to the Democratic Republic of the Congo to support joint programming on policing reform. In Mali, the Justice and Corrections Standing Capacity supported national authorities' prosecutorial strategy for serious crime, including conflict-related sexual violence. In the Democratic Republic of the Congo, the Justice and Corrections Standing Capacity supported MONUSCO in designing and finalizing a joint rule of law programme aimed at supporting sustainable judicial accountability. Deployments in Mali, the Central African Republic and the Democratic Republic of the Congo supported professional and accountable prison services.

Para. in
A/75/19

To strengthen the implementation of rule of law mandates in the areas of justice, corrections and police, the Global Focal Point for the Rule of Law deployed experts from across its partners to assist peace operations in formulating new joint rule of law programmes.

82 Peacekeeping operations continue to support the inclusion of different segments of the population in efforts by national and local stakeholders to pursue political solutions, advance the peace process and promote intercommunal dialogue. For instance, MINUSCA organized training sessions on social cohesion and conflict management for dozens of community leaders, including women, in the area of Bambari.

Peacekeeping operations recognize youth as a critical constituency. MONUSCO has organized capacity-building workshops for young men and women leaders on conflict resolution in Mahagi and Djugu territories. Peacekeeping operations serve as key actors in the implementation of the United Nations youth, peace and security agenda.

Moreover, peacekeeping missions work closely with local women leaders, peacebuilders and their networks to support their meaningful participation in peace processes at the national and local levels. The United Nations Peacekeeping Force in Cyprus (UNFICYP), in the lead-up to the informal five plus one meeting in April 2021, provided support to women's intercommunal civil society platforms, which mobilized to advocate for a resumption of talks that included the meaningful participation of women.

83 This recommendation is not addressed to the Secretariat.

84 As part of Umoja Extension 2, an integrated planning, management and reporting solution is under development that will enable Umoja to manage substantive and programmatic activities and will facilitate the Secretariat's access to centralized information and reporting to Member States. Information on financial aspects of programmatic activities and thematic areas, as well as implementing partners, is included in the budget for each individual mission.

85 Quick-impact projects extend the range of activities available to peacekeeping operations, delivering tangible peace dividends for local populations, thereby building confidence with local stakeholders. The Secretariat has striven to enhance their efficiency and effectiveness while ensuring that quality control is maintained and that the projects conform to relevant financial rules and procedures: a difficult balancing act, given the volatility of peacekeeping settings.

Quick-impact projects have proven critical in addressing emerging needs, such as in 2020, when several missions repurposed quick-impact projects to support COVID-19 responses by local health authorities through sensitization campaigns, and to provide funding to local non-governmental organizations to produce and distribute personal protective equipment. Quick-impact projects also support long-term endeavours that contribute to sustainable political processes, such as in Mali, where quick-impact projects are being used to support the establishment by the Government of communal reconciliation committees in the Mopti and Ségou regions. In South Sudan, UNMISS police provide logistical support through nine quick-impact projects that enhance the infrastructure of police stations and police posts across the country.

86 In line with the relevant provisions of Security Council resolutions, reports of the Secretary-General regularly include updates on the progress of mandate implementation, including on challenges encountered and, where relevant, missions' support to nationally owned political processes. These elements are also often highlighted in briefings by the Special Representative or Envoy of the Secretary-General to the Security Council. For example, MINUSCA reported on ways it helped create space to preserve democratic order and institutional stability and find durable political solutions for the crisis in the Central African Republic. In its reporting, MINUSMA laid out its response to worrying trends across the central part of Mali, which included a 50-day plan for area, several MINUSMA-funded civil society projects and an intensified engagement by the Special Representative of the Secretary-General with Malian authorities.

Para. in
A/75/19

87 The new policy and programming tools of the World Bank (the World Bank Group Strategy for Fragility, Conflict and Violence, the risk and resilience assessments and the financing envelopes created for countries facing acute risks of fragility, conflict and violence during the International Development Association's lending window in 2019) provide platforms for strategic and operational collaboration at the country level. Consultations have been undertaken in Mali, the Central African Republic and the Democratic Republic of the Congo on the financing envelopes in support of national prevention and transition strategies and to build capacities to address conflict and fragility risks. At the policy level, the Department of Peace Operations, with funding from the Peacebuilding Support Office, is working with the World Bank to advance policy tools for sustainable security sector reform, including guidance on security sector reform and the prevention of conflict. The International Monetary Fund has also consulted with the Secretariat and agencies, funds and programmes on a strategy for fragile and conflict-affected States, expected in December 2021, which will provide new opportunities for collaboration to help peacekeeping host countries transition out of fragility and strengthen economic stability.

The Global Focal Point for the Rule of Law continued to bolster a "One United Nations" approach to the provision of rule of law assistance. Overall, the Global Focal Point, together with the UNDP global programme on strengthening the rule of law and human rights, allocated \$1.8 million to nine field missions for joint initiatives meant to assist national justice, corrections and police authorities.

88 This recommendation is not addressed to the Secretariat.

89 This recommendation is not addressed to the Secretariat.

90 This recommendation is not addressed to the Secretariat.

91 Under the co-chairmanship of the Department of Peace Operations and UNDP, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration has advanced the dissemination of the Integrated Disarmament, Demobilization and Reintegration Standards in collaboration with training institutions and research centres, aiming at developing national capacities and supporting United Nations field counterparts. Currently, disarmament, demobilization and reintegration is considered an integrated process, comprising disarmament, demobilization and reintegration programmes, related tools and reintegration. Under this new paradigm, practitioners have more flexibility to support disarmament, demobilization and reintegration activities across the peace continuum, from prevention, conflict resolution and peacekeeping to peacebuilding and development. The Standards have been complemented by the development of standard operating procedures on key disarmament, demobilization and reintegration-related tools, notably on weapons and ammunition management during transitions and community violence reduction.

V. Performance and accountability

97 The Integrated Peacekeeping Performance and Accountability Framework was disseminated to Member States following extensive consultations in September 2021. Its implementation has progressed and, as it is a living document, the framework has been reviewed and revised twice: once in February 2021 and once in July 2021. Each time a detailed stocktaking was done among all stakeholders and a detailed update on the progress made was circulated to the Special Committee.

The implementation of the Comprehensive Planning and Performance Assessment System, an element of the Integrated Peacekeeping Performance and Accountability Framework that assesses the impact and performance of peacekeeping missions as a whole, has continued. The Assessment System has been launched in 11 peacekeeping missions to date and is expected to be in use in all missions by the end of 2021.

Para. in
A/75/19

98 During the reporting period, the Secretariat continued to monitor the performance of all personnel. While minor performance shortfalls were reported through regular military, formed police and hospital evaluations, most of the issues identified are being addressed and resolved at the mission level, including through performance improvement plans. Troop- and police-contributing countries are also involved as needed. No new units have been identified as having serious and systemic performance shortfalls. The Office of Military Affairs, the Police Division and the Strategic Force Generation and Capability Planning Cell continued monitoring previously identified shortfalls and working with the troop- and police-contributing countries concerned, including through the facilitation of partnerships, engagement at the level of the Under-Secretary-General or Military Adviser, advisory visits, predeployment visits and unit downsizing, retasking or repatriation. It is important to note that the ultimate sanction, the repatriation of a unit, only occurs after an intense consultative process, focused on assistance rather than sanction, has taken place. Despite remaining shortfalls and the exacerbating circumstances of the COVID-19 pandemic, improvements were noted. The Office for the Peacekeeping Strategic Partnership also continued mission visits and flagged any issues observed to the relevant mission, Headquarters and troop- and police-contributing countries.

99 The Office of Military Affairs conducts biennial military capability studies throughout all peacekeeping missions, the purpose of which is to identify capability shortfalls, including critical assets, and recommend improvements.

100 The Department of Peace Operations has continued its implementation of the Comprehensive Planning and Performance Assessment System, which has been launched in 11 peacekeeping operations, including UNAMID, which has since closed. Results show that the Assessment System is enabling integrated mission planning, as well as data-driven assessments of integrated mission performance. Lessons learned are regularly used to refine the Assessment System's methodology. All missions using the Assessment System have developed or are developing joint military-police-civilian plans for mandate delivery, which include indicators to track progress over time. Informed by indicator data, 22 assessments of integrated mission performance have been conducted that assess progress towards accomplishing mandated tasks and identify where operations can be strengthened. More than 625 recommendations for improving mandate delivery and mission impact have been generated, which are being used to inform decision-making and strengthen performance. Missions are also increasingly using Assessment System data and analysis to inform reporting. The Assessment System will be rolled out to the United Nations Military Observer Group in India and Pakistan and the United Nations Truce Supervision Organization by the end of 2021, completing its roll-out to all peacekeeping operations. Methodology will be refined and guidance for the ongoing management of the Assessment System will be developed.

101 The Secretariat established a peacekeeping operations client board in early 2021; its first meeting was held in April 2021. It was established as a result of the Integrated Peacekeeping Performance and Accountability Framework and to fill gaps in feedback provided by missions to Headquarters. The board represents a geographic range of missions, represented at the Head of Mission/Special Representative of the Secretary-General level, and will meet twice a year. The board is chaired by the Under-Secretary-General for Peace Operations, with the participation of the Department of Operational Support, the Department of Management Strategy, Policy and Compliance and key offices of the Department of Peace Operations. During the meeting, the issue of political support from Headquarters to missions and increasing the integration between Headquarters and the field missions in the Department of Peace Operations, the enhancement of information flows related to engagement with regional organizations to the field, and rotations and vacancies were discussed. Following the meeting, a list of proposed actions was developed and several actions were also included in the Action for Peacekeeping Plus monitoring framework, such as the provision of political support from Headquarters to missions and the integration of the Department of Peace Operations.

Para. in
A/75/19

102 A clear, comprehensive procedure on caveats has not been formalized. However, the procedure will be formalized after the approval of the forthcoming United Nations Military Manual. To avoid detrimental effects on mandate implementation, the Office of Military Affairs continuously strives to select contingents that do not have caveats. The statement of unit requirements outlines the capabilities, tasks, major equipment and level of self-sustainment for each military unit earmarked for the deployment. The statement of unit requirements provides the operational requirements and is not subject to change. Force Commander evaluations are structured in such a manner that caveats are reported by the evaluators. In cases where underperformance is recorded as a result of these caveats, the Military Performance Evaluation Team provides recommendations to the Office of Military Affairs and the troop-contributing countries concerned. It is important to note that if underperformance is the result of capability shortfalls, the matter is referred to the Military Planning Service for alignment with the statement of unit requirements. In cases where the unit does not conform to the statement of unit requirements, then the matter will be dealt with by the Military Performance Evaluation Team as a performance shortfall. The Police Division continues to engage with police-contributing countries, including on caveat-related issues. To date, no police-contributing countries have declared caveats.

103 The Department of Peace Operations undertook a comprehensive survey of planning structures and capacity in all peacekeeping missions, and a comprehensive desk review of policies, results-based budgets, mandates, staffing tables and work streams related to planning in order to identify recommendations for improvement. The key findings and recommendations of the desk review and the survey of planning structures and capacity were reflected in a comprehensive report and discussed widely at Headquarters and with field missions. The Department has initiated the development of a policy on mission planning units, informed by the recommendations of the report, to provide field missions with new guidance on the establishment (including resourcing), management, role and responsibilities of such units.

The roll-out by the Department of Peace Operations of the Comprehensive Planning and Performance Assessment System provides missions with a tool to develop an integrated mission plan for mandate delivery that is informed by performance assessments based on data. The Assessment System also allows missions to use data to track progress achieved towards the meeting goals of the plan over time, which can inform reporting to Member States. However, limited planning capacities in peacekeeping operations remain a challenge in all peacekeeping operations.

104 The strategic assessment review will identify possible changes in operational environments to implement changes in existing peacekeeping missions. It is vital that all strategic and operational changes are identified through a logical and comprehensive process.

105 Peacekeeping training materials are regularly developed and updated based on current guidance and new operational requirements. In 2021, the Integrated Training Service initiated the development of six new predeployment training materials. These specialized training materials will be tested by the end of 2021. As of September 2021, four pilot courses have been rolled out or scheduled, including to test course materials for national investigations officers and logistics operational officers. With regard to leadership training, the roll-out of the Enhanced Training for High-level Operational Support programme, which will replace the Senior Mission Administration and Resource Training Programme, will take place at the end of 2021, COVID-19 restrictions permitting.

Military and police leadership courses are conducted jointly by the Integrated Training Service, the Office of Military Affairs and the Police Division. In addition, all missions are required to conduct at least one mission-wide exercise each year. The capacity to conduct these mission exercises is provided by a Member State in collaboration with the Secretariat. None of these courses are funded by the support account for peacekeeping operations and are reliant upon the generosity of individual Member States that recognize the importance of leadership training.

Para. in
A/75/19

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| 106 | <p>To facilitate the timely deployment of military contingents and advise the troop-contributing countries on their preparation and readiness, the Department of Peace Operations continued to rely on the Peacekeeping Capability Readiness System to assess, select and deploy all units during the reporting period. Following a pledge, an assessment and advisory visit helps determine the readiness and preparedness and, if recommended, elevate the unit to level 2. Owing to the COVID-19 pandemic, the Department conducted remote and in-person strategic, as well as mission-specific, assessment and advisory visits in 2020/21, while in-person predeployment visits were also conducted. The United Nations Manual for the Generation and Deployment of Military and Formed Police Units to Peace Operations and the standard operating procedures for the selection of military units were finalized, which will help ensure transparency and effectiveness in selecting contingents.</p> |
| 107 | <p>The Secretariat has supported troop- and police-contributing countries in their preparations for possible co-deployments, and has organized workshops so that capacity-builders and recipients fully understand United Nations requirements. The light coordination mechanism has convened a series of meetings with Member States and the Secretariat to identify options, within United Nations rules and procedures, to enable mobile training teams to deploy to peacekeeping operations. As a follow-up to these meetings, the Integrated Training Service is drafting standard operating procedures for mobile training teams led by Member States.</p> |
| 108 | <p>Updated training standards and material, based on current operational requirements, are available for download on the Peacekeeping Resource Hub website, including job-specific materials for different categories of police and military personnel and mission-specific documents. The costs for the translation of materials is not funded by the support account for peacekeeping operations, but provided only through extrabudgetary or in-kind contributions from Member States. The requirement for translation far outstrips the availability of voluntary contributions and support.</p> |
| 109 | <p>The Office of Military Affairs and the Police Division of the Department of Peace Operations and the Uniformed Capabilities Support Division of the Department of Operational Support coordinate to ensure that changes in statements of unit requirements are appropriately reflected in memorandums of understanding and that such statements are based on operational requirements in the field. Memorandums of understanding for contingents deployed to new, expanding and existing missions are transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment. The Secretariat developed a standard operating procedure that standardizes the process for developing and amending statements of unit requirements.</p> |
| 110 | <p>The Department of Operational Support has developed 100-person expeditionary camps for the positioning of strategic deployment stocks or for purposes of rapid deployment. The Department is developing a solicitation for membrane structures with pneumatic rather than rigid framing, for purposes of advanced rapid deployment in certain circumstances. Solicitation is currently at the pre-award stage. The Department also works with relevant partners to develop health support plans for upcoming missions.</p> |
| 111 | <p>The Department of Operational Support notifies the permanent missions of troop- and police-contributing countries of absent or non-functional equipment associated with capabilities deployed under a memorandum of understanding. Notifications are provided in writing on a quarterly basis.</p> |
| 112 | <p>Statements of unit requirements identify capability needs in field missions. Negotiations on a memorandum of understanding, which follow the development of a statement of unit requirements, are a forum in which troop- and police-contributing countries are part of the planning procedure and all challenges or shortfalls can be reported, if appropriate. Possible changes will be recorded in a deviation table but will not change an existing statement of unit requirements. The Uniformed Capabilities Support Division, the Office of Military Affairs and the Police Division coordinate closely to ensure that changes in statements of unit requirements are appropriately reflected in memorandums of understanding.</p> |

Para. in
A/75/19

VI. Politics

118 The Secretariat continues to prioritize the primacy of political solutions by emphasizing “collective coherence behind a political strategy”, a priority of the Action for Peacekeeping Plus initiative that acknowledges the need for peacekeeping missions to work towards a common strategy both internally and with key partners. For example, as part of a broader political strategy in the Democratic Republic of the Congo, MONUSCO deployed its good offices to defuse tensions amid the reconfiguration of the governing coalition from late 2020 through the inauguration of a new Government in April 2021. In the aftermath of the May 2021 coup d’état in Mali and the launch of the political transition, MINUSMA has been playing a central role in the local transition monitoring committee together with the Economic Community of West African States (ECOWAS) and the African Union.

Missions also promoted inclusive community dialogue strategies to prevent, mitigate and resolve intercommunal conflicts, including by supporting community-based early warning mechanisms that include women. MINUSCA facilitated dozens of community dialogues and capacity-building workshops for peace actors to establish local peace and reconciliation committees that successfully managed the resolution of 39 intercommunal conflicts.

119 The Declaration of Shared Commitments on United Nations Peacekeeping Operations remains the core agenda for all peacekeeping-related work, both at Headquarters and in the field. The Secretariat has continued its efforts to implement and monitor progress on the realization of the Secretary-General’s commitments. The Secretariat has, in diverse forums, updated Member States on the progress made, the challenges encountered and the impacts of the implementation of the Action for Peacekeeping initiative in peacekeeping. The briefings and reports to Member States have also been accompanied by relevant supporting data where available, for example on performance, safety and security, and conduct and discipline.

The Office of the Under-Secretary-General for Peace Operations, in consultation with colleagues in field missions and across the Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance, is working on developing a data-driven monitoring framework that will, to the greatest extent possible, enable the Secretariat to better speak to the results of its efforts to take forward the Action for Peacekeeping Plus agenda.

120 The Secretariat focused its attention on grounding assessments and reporting in a rigorous analysis of contextual factors and trends, including by building on an increasing number of data sources. The Secretariat also continued to increase the use of data and visualizations in its reporting. Based on best practices and evolving challenges in missions, and to support the institutionalization of a stronger planning culture, the Secretariat worked on creating guidance to support the development of key planning documents specific to field missions. Training on actionable conflict analysis aims at strengthening the analytical capacity of staff across the Department of Peace Operations and the Department of Political and Peacebuilding Affairs to conduct a rigorous and multidimensional conflict analysis and to conceptualize options for translating that analysis into actionable responses.

121 The Secretary-General conveys recommendations on the mandates of peacekeeping operations to the Security Council through reports and letters that are based on situational analysis and various consultations at the Headquarters and field levels. In some instances, strategic and/or independent reviews are conducted to formulate these recommendations, as was the case, for example, with the United Nations Interim Security Force for Abyei (UNISFA) and UNMISS (see, e.g., [S/2020/1224](#)). The impact of budgetary decisions by the Fifth Committee is discussed separately during the deliberation of budgets in the Fifth Committee.

Para. in
A/75/19

122	<p>The findings of strategic reviews, independent strategic reviews and/or strategic assessments mandated by the Security Council are shared with the Council in the form of either a report or letter of the Secretary-General. For example, in recent years, reviews and/or assessments were conducted for UNISFA and UNMISS (see, e.g., S/2020/1224).</p>
123	<p>The Secretariat welcomes opportunities for further interaction between all peacekeeping stakeholders, including the Special Committee, and missions on the ground, and will continue to draw on virtual and in-person means to facilitate these interactions.</p>
124	<p>The Secretariat continues to enhance coordination among peace operations, United Nations country teams and other partners, in line with the Secretary-General's peace and security, development and management reforms. Three regional strategies (for the Horn of Africa, the Great Lakes region and the Sahel) have been developed in close coordination with field-based colleagues at both the regional and national levels. Regional partners and their existing regional frameworks helped inform the processes that created the strategies. The missions and United Nations country teams meet regularly, under the leadership of regional envoys, to exchange analysis and coordinate their efforts.</p> <p>Building on its drawdown strategy, MONUSCO and the United Nations country team developed a transition plan that includes 18 benchmarks aimed at creating an enabling environment to transition from peacekeeping to a new phase of engagement. Together with United Nations agencies, funds and programmes and United Nations entities across the subregion, MONUSCO participated in the process led by the Special Envoy of the Secretary-General for the Great Lakes Region that led to the development of the 2021–2023 action plan to operationalize the United Nations regional strategy for peace consolidation, conflict prevention and conflict resolution in the Great Lakes region.</p>
125	<p>The Secretariat facilitates formal and informal exchanges with troop- and police-contributing countries to discuss mission-related issues and build on their knowledge and experience. Forums include the Security Council, the General Assembly, the Working Group on Peacekeeping Operations, the Group of Friends of Corrections in Peace Operations and the Group of Friends of United Nations Police, United Nations Chiefs of Police Summits and the United Nations "Police Week". The Secretariat has also conducted informal discussions with specific troop- and police-contributing countries.</p>
126	<p>Missions continue to engage and consult widely with all relevant stakeholders, including national stakeholders and regional and subregional actors, in the execution of their Security Council mandates. For example, in the Central African Republic, the United Nations, the African Union, the Economic Community of Central African States and the European Union conducted a joint high-level visit. MINUSCA and the United Nations Regional Office for Central Africa continued to work closely together to sustain regional support to revitalize the peace process. In Mali, the Special Representative of the Secretary-General for Mali, the High Representative of the African Union for Mali and the Sahel and the representative of ECOWAS continued to work closely to help ensure the return to constitutional rule. In South Sudan, UNMISS continues to work closely with the Intergovernmental Authority on Development and the African Union to implement the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan.</p>
127	<p>The Secretariat continues to work on developing parameters for the sequencing and prioritization of mandates.</p>
VII. Protection	
133	<p>This recommendation is not addressed to the Secretariat.</p>

Para. in
A/75/19

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| 134 | <p>The protection of civilians remains a priority objective of peacekeeping, with more than 95 per cent of peacekeeping personnel implementing protection of civilians mandates. The policy of the Department of Peace Operations on protection of civilians promotes consistency in approaches to the protection of civilians while recognizing the varied operational contexts and the need for flexibility. Operations have increased their impact by using integrated and tailored protection of civilians strategies, employing all the tools available and relying on the comparative advantages of mission components. All mission components and personnel have a role in all three protection of civilians tiers throughout all response phases. Missions prioritize community engagement for the purposes of understanding protection concerns and threats and supporting communities in enhancing their own protection capacities.</p> |
| 135 | <p>All peacekeeping training materials, including on protection, are regularly updated based on current guidance, and are made available on the Peacekeeping Resource Hub website. Protection scenarios are included in senior management training and in core predeployment training materials for all personnel. With regard to in-mission training, mission exercises and rehearsals are used as a means of strengthening performance in protection tasks. All peacekeeping missions run at least one mission-wide crisis management exercise each year, while some conduct more, including at the sector level.</p> |
| 136 | <p>All missions mandated to protect civilians have developed context-specific protection of civilians elements in their respective Comprehensive Planning and Performance Assessment System frameworks. The Department of Peace Operations has also developed guidance for protection of civilians advisers and officers on mainstreaming protection of civilians into the Assessment System and developing protection of civilians indicators.</p> |
| 137 | <p>The Justice and Corrections Service continued efforts to enhance the management of prison conditions and support the protection of the rights and dignity of prison populations while strengthening the capacity of prison administrators to pre-empt and resolve incidents. The work of MONUSCO on prison intelligence and security supported early interventions in prison incidents. MINUSCA has worked to enhance the prison classification process through risk assessments used to inform prisoner placement. MINUSMA provided support to prison administrators regarding the effective management of individuals detained for terrorism-related crimes.</p> |
| 138 | <p>MINUSMA developed an early warning and rapid response system for the protection of civilians, and continued to innovate its strategy for the protection of civilians with data-driven approaches and the use of technology. A new early warning response cell was created at the field level and a new 24-hour hotline was introduced that can be used by the local population to report imminent attacks. A mobile application was developed to disseminate early warnings, which is also being adapted for use in MONUSCO. Early warning systems are also under review by UNMISS and a new early warning and rapid response system is being developed for UNISFA.</p> |
| 139 | <p>MINUSCA has recently finalized a new mission-wide protection of civilians strategy, while MONUSCO has finalized a mission-wide protection of civilians strategic framework. In Beni, MONUSCO established an integrated operations and coordination hub with an integrated team of civilian, police and military personnel ensuring that quality information guides decision-making related to the protection of civilians.</p> |

Para. in
A/75/19

140 Peacekeeping operations continue to develop the systematic collection and analysis of data on threats of violence against civilians. The Situational Awareness Geospatial Enterprise (SAGE) platform, and the associated visualization and analysis of SAGE data using analytics tools such as Microsoft Power BI, continues to provide an effective mechanism to quickly identify protection of civilians trends and geographic hotspots. Data collected are also readily available in real-time to mission components. In UNMISS, analysis of SAGE incident trends informs and influences the planning of mission activities. In MONUSCO, the Senior Management Group on Protection, a forum that involves substantive civilian and uniformed components of MONUSCO, the Office for the Coordination of Humanitarian Affairs of the Secretariat and the Office of the United Nations High Commissioner for Refugees, uses the SAGE protection of civilians dashboard for decision-making. In MINUSMA, SAGE is used to track protection of civilians incidents as well as to study the impact of protection of civilians patrols.

141 The protection of civilians policy and the Handbook on the Protection of Civilians in United Nations Peacekeeping both emphasize the responsibility of peacekeeping missions to mitigate civilian harm as a result of military and police operations, and the Handbook provides detailed guidance on implementation. In recent joint offensive operations against the Allied Democratic Forces in Beni territory, MONUSCO and the Armed Forces of the Democratic Republic of the Congo were able to identify and address potential threats to civilians resulting from those operations during the planning phase. Missions continue to strengthen the implementation of the human rights due diligence policy, including mitigation measures. An internal review of policies and practices to mitigate civilian harm is currently under way to identify best practices, as well as opportunities and challenges, related to enhancing the mitigation of harm to civilians in United Nations peacekeeping.

142 MINUSMA, MINUSCA, MONUSCO and UNMISS all conduct hotspot mapping to identify where civilians are most at risk and develop forward-looking quarterly threat assessments. In MINUSMA, analyses derived from the spatio-temporal mapping of incidents of violence against civilians and the impact of MINUSMA activity are increasingly taken into consideration during operational planning processes. In UNMISS, analyses of civilian casualties and human rights violations are regularly used as the basis for new patrolling patterns. In MONUSCO, protection is being prioritized by the high-level joint working group of the Government and MONUSCO ahead of the Mission's drawdown.

143 The Office of Military Affairs continues to emphasize within statements of unit requirements the key military capabilities needed for the protection of civilians, such as intelligence, surveillance and reconnaissance and community engagement for situational awareness, quick-reaction forces and aviation assets, as well as continuous cooperation with local armed forces and friendly forces through liaison, training sessions and combined or coordinated military operations.

144 Peacekeeping operations have introduced a variety of tools to better understand protection needs and threats to civilians. For instance, the deployment of community liaison assistants in MONUSCO, MINUSCA and MINUSMA has contributed to the strengthening of community-based early warning mechanisms. There have also been efforts to develop analytical and planning tools tailored to better understand local conflict dynamics that drive violence against civilians, notably through the development and ongoing deployment of a tool that enables the analysis of local conflicts and the development of plans to address them. However, there is a need to further strengthen analytical and planning capacity, especially at the field office level, to be able to capitalize on the vast amounts of data captured by missions.

145 The Department of Peace Operations has been working to systematize strategic communications support and training for leadership personnel and a wider range of mission personnel, with the intent of raising awareness about mission mandates, building support and countering misperceptions and disinformation. This has been achieved by working closely with strategic communications and public information services in the field to expand the use of proxy communications and non-branded United Nations messaging with support from international and local influencers.

Para. in
A/75/19

Peacekeeping missions also continue to establish networks of influencers, especially with community associations, local radio stations and bloggers, through which messages are disseminated to shape the narrative and influence public perception. For example, UNMISS joined a WhatsApp group with more than 500 influencers to share accurate and timely information and increase its situational awareness. In Mali, WhatsApp was used to distribute audio messages from United Nations officials to combat rumours about MINUSMA.

146 Despite the challenges posed by COVID-19 to efforts to reinforce the rule of law through the timely investigation and prosecution of conflict-related sexual violence, the Team of Experts on the Rule of Law and Sexual Violence in Conflict has engaged in 13 conflict-affected settings. In the Central African Republic, for example, the Court of Appeal in Bangui handed down three convictions for conflict-related sexual violence in 2020, after the Team of Experts provided technical and financial support to the national judiciary.

147 The launch in 2020 of the United Nations policy on United Nations field missions preventing and responding to conflict-related sexual violence has raised awareness among mission components of respective responsibilities related to the prevention of and response to conflict-related sexual violence and fostered greater collaboration. In South Sudan, for example, the timely identification of sexual violence hotspots by women's protection advisers and other mission components enabled UNMISS to plan and conduct targeted patrols.

To enhance the implementation of the mandate on conflict-related sexual violence, the Department of Peace Operations also facilitated thematic exchanges with women's protection advisers across missions on various topics, such as engagement strategies with non-State armed groups on conflict-related sexual violence. In addition, user-friendly pocket cards on protection, with key guidance on how to deal with conflict-related sexual violence, were developed for uniformed personnel deployed in peacekeeping missions. Furthermore, in an effort to promote learning across missions, the Department launched a first-of-its-kind report featuring good practices in preventing and responding to conflict-related sexual violence.

148 The implementation of the child protection mandate in peacekeeping operations remains largely unresourced, compared with the number and extent of the child protection tasks mandated by the Security Council to the relevant missions and the scale of grave violations against children in the countries where those missions are deployed. The current budget for child protection activities in the four peacekeeping operations that have a child protection mandate (MINUSCA, MINUSMA, MONUSCO and UNMISS) amounts to only 0.21 per cent of the budget of all four missions combined.

149 In December 2020, the Secretariat updated the Special Committee on the implementation of the peacekeeping intelligence policy, including on the status of key guidance documents. Individual briefings have also been provided to Member States who request them. The guidelines on open-source peacekeeping intelligence and the guidelines on the exchange of intelligence and/or peacekeeping intelligence with non-United Nations and non-mission entities have entered the final consultation process. A handbook on implementing peacekeeping intelligence in peacekeeping operations is being developed. Guidelines on the use of geospatial/imagery peacekeeping intelligence are being considered.

Para. in
A/75/19

150 MINUSCA holds regular consultations with national authorities, security institutions, bilateral forces and missions of the European Union to delineate its mandate and role, including in the context of the status-of-forces agreement. In October 2021, the Security Council was informed of the outcome of an assessment to explore options for United Nations support for the Joint Force of the Group of Five for the Sahel. Stressing the need to maximize local capacities, ownership and coordination, the Secretary-General recommended the establishment of a dedicated United Nations support office. With its role clearly delineated, MINUSMA continued to support the Group of Five for the Sahel, Operation Barkhane and the European Union Training Mission in Mali with logistics in accordance with relevant Security Council resolutions and standing technical agreements.

VIII. Safety and security

156 Coordination among departments and divisions on matters relating to the safety and security of peacekeepers has been streamlined through the establishment of a coordination framework comprising four focal points: (a) the Focal Point for Security of the Department of Peace Operations; (b) the Safety Officer of the Health-Care Management and Occupational Safety and Health Division of the Department of Operational Support; (c) the Chief of the Current Military Operations Service in the Office of Military Affairs of the Department of Peace Operations; and (d) the Chief of the Mission Management and Support Section in the Police Division of the Department of Peace Operations.

The Focal Point for Security, working with the Peacekeeping Operations Support Section of the Department of Safety and Security, is the focal point for security for all Department of Peace Operations personnel covered under the United Nations security management system. On issues related to safety, the focal point is the Safety Officer in the Health-Care Management and Occupational Safety and Health Division. The Chief of the Current Military Operations Service in the Office of Military Affairs is responsible for security incidents involving formed military units. For security incidents involving formed police units, the Chief of the Mission Management and Support Section in the Police Division serves as the focal point.

157 The notification of casualty (NOTICAS) database system is used across all peacekeeping missions to centrally record all peacekeeper casualty data. In addition, the SAGE database system, which is now a component of the Unite Aware technology platform, is being used in all but two field missions to record and provide incident data to analyse attacks and trends at the mission level. The Safety and Security Incident Reporting System database captures security-related incidents related to United Nations security personnel globally. With inputs received from all field missions led by the Department of Peace Operations, the Current Military Operations Service in the Office of Military Affairs, in collaboration with the United Nations Operations and Crisis Centre, maintains a database on hostile incidents to capture all unfriendly actions against peacekeepers. While the data in these databases refer to the same information, they are stored differently in line with the functional data requirements of each office.

158 UNMISS and MINUSCA are currently systematically recording violations of status-of-forces agreements using SAGE. As this database continues to be adopted in an increasing number of field missions, the Secretariat will issue guidance on the systematic tracking and reporting of such violations. This guidance will be informed by an analysis of needs, existing practices and types of violations, the data for which will be gathered through a survey. The Secretariat will work with field missions to ensure that the information is accessible to all appropriate personnel and used to inform operational planning, situational awareness and reporting, including monitoring and the resolution of risks. The Secretariat has also proposed an extrabudgetary project on the development and delivery of a training module to build capacity on tracking and reporting violations of status-of-forces agreements in field missions.

Para. in
A/75/19

159 In December 2020, the Secretariat updated the Special Committee on the implementation of the peacekeeping intelligence policy, including on the status of key guidance documents. Individual briefings have also been provided to Member States who request them. The guidelines on open-source peacekeeping intelligence and the guidelines on the exchange of intelligence and/or peacekeeping intelligence with non-United Nations and non-mission entities have entered the final consultation process. A handbook on implementing peacekeeping intelligence in peacekeeping operations is being developed. Guidelines on the use of geospatial/imagery peacekeeping intelligence are being considered.

160 The strategy for the digital transformation of United Nations peacekeeping, launched in August 2021, was prepared by the Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance through a collaborative and consultative process. Anchored in the Secretary-General's push for system-wide digital transformation, the strategy conceives of digital technologies as key enablers that allow peacekeeping operations to achieve an analysis-driven, forward-looking understanding of the conflict environment, enhance the safety and security of peacekeepers and shape agile and responsive mandate implementation. The strategy builds on key principles to guide the implementation of four goals over the next two years: (a) drive innovation to evolve and capitalize on technological innovation; (b) maximize the potential of current and new technology; (c) understand threats to the safety and security of peacekeepers and to mandate implementation; and (d) ensure responsible use.

161 The Department of Peace Operations has developed guidelines for force protection for military components of peacekeeping missions. The policy on authority, command and control in United Nations peacekeeping operations states that: "In integrated operating bases, the most senior military commander shall be responsible for the planning and execution of comprehensive security management of the base." Integrated base defence involves multiple security stakeholders in its planning and operations, including military, police and mission support. The Department of Safety and Security advises on camp protection, utilizing the United Nations security management system's security risk management process to recommend risk mitigation strategies and using civilian security services for perimeter security and camp access control. In circumstances where the security management system's security risk mitigation measures are not adequate to the threat, the formed military units play a larger role in maintaining perimeter security, as determined by the most senior military commander. Where appropriate and required, force protection capabilities may be deployed in the mission area under a memorandum of understanding or a letter of assist. Commercial options may also be available in certain specified instances.

162 The Office of Military Affairs is implementing the procedures established in the United Nations Manual on Ammunition Management in coordination with the Department of Operational Support during predeployment visits, assessment and advisory visits and visits before units are repatriated, and encouraging Member States to follow policy guidelines. For the replenishment or replacement of ammunition requested by Member States in mission areas, the Secretariat reviews ammunition shelf life. In 2021, to assist missions with ammunition management, the Office of Military Affairs hosted an online workshop for ammunition technical officers, and the Integrated Training Service developed training materials for troop- and police-contributing countries on weapons and ammunition management. The Office for the Peacekeeping Strategic Partnership led a study on ammunition management in field missions. The Mine Action Service provided specialists to mentor the ammunition management personnel of troop-contributing countries and to dispose of ammunition unfit for repatriation.

Para. in
A/75/19

163 To ensure support is available at the point of care, the Department of Operational Support made available a United Nations training course on buddy first aid through a free online application. The Department also developed and held a training course for field medic assistants. The Mine Action Service continues to support troop- and police-contributing countries by delivering predeployment training on the mitigation of threats from improvised explosive devices.

164 Through its recently established improvised explosive device threat mitigation mobile training team, the Mine Action Service supported the development of specialized improvised explosive device threat mitigation capacities among contingents. Tailored, mission-specific improvised explosive device threat mitigation also continued to ensure that contingent capacities were aligned with specific threats. The Mine Action Service also continued to support information exchange on improvised explosive devices by maintaining the “Smart IED Threat Mitigation Technology Road Map” platform.

An independent strategic review on peacekeeping responses to improvised explosive devices, called for in a statement by the President of the Security Council dated 24 May 2021 ([S/PRST/2021/11](#)), will provide guidance to the United Nations and Member States in order to further enhance the safety and security of peacekeepers operating in high-threat environments. A system-wide United Nations task force on improvised explosive devices led by the Office of Military Affairs and the Mine Action Service has begun initial discussions on a counter-improvised explosive device strategy, which will be finalized based on the findings and recommendations of the independent strategic review. The process will involve troop- and police-contributing countries.

165 In 2021, the Security Council adopted resolution [2589 \(2021\)](#) on crimes against peacekeepers, in which it called on Member States that host or have hosted peacekeeping operations to promote accountability for all acts of violence against peacekeeping personnel. The Council also recognized the need to enhance support to help these countries address impunity. In this context, the Secretariat continues to provide support in accordance with national and international criminal justice and human rights norms and standards.

In the Central African Republic, the Democratic Republic of the Congo and Mali, where 90 per cent of peacekeeping fatalities from malicious acts have been recorded since 1 January 2013, there has been an increase in the number of alleged perpetrators identified (from 170 in October 2019 to 223 in June 2021); an increase in the number of alleged perpetrators detained (from 119 in October 2019 to 162 in June 2021); and an increase in the number of cases with confirmed national investigations (from 83 in October 2019 to 107 in June 2021). MINUSCA, MINUSMA and MONUSCO provided technical assistance and capacity-building to facilitate relevant investigations and prosecutions.

166 The Department of Peace Operations has been working closely with peacekeeping missions to strengthen strategic communications and boost mission capacity to monitor and address disinformation, misinformation and hate speech. This has been done by leveraging digital monitoring and analysis tools such as Talkwalker, in addition to more traditional media monitoring and engagement activities.

The Department worked with MINUSMA, MINUSCA and MONUSCO and the Facebook team on “Francophone Africa” to identify pages and groups spreading misinformation and disinformation. The Department collaborated with Facebook, Instagram and Twitter to verify all official peacekeeping mission accounts to indicate their authenticity and fight misinformation from fake accounts.

In 2021, the Department increased its engagement with United Nations system and external partners, including the Challenges Forum, to address misinformation and disinformation in peacekeeping contexts.

<i>Para. in A/75/19</i>	
167	Board of inquiry reports are promptly shared with Member States at their request, or whenever the Secretariat deems it appropriate to share such reports that involve the personnel of that country and that may have implications for that country's procedures, training or other actions.
168	The Office of Military Affairs continues to contribute to updates from the United Nations Operations and Crisis Centre on changes in risk exposure in relation to operational incidents and changes in the methods of operations of threat forces.
169	The Department of Operational Support supported 21 hospitals in assessing their readiness to treat COVID-19 patients in accordance with World Health Organization (WHO) guidelines. The Health-Care Management and Occupational Safety and Health Division is training United Nations medical personnel as certified assessors in order to build expertise on assessing the adherence of medical facilities to standards. The Department developed evidence-based clinical pathways on medical conditions commonly occurring in the field and assisted the relevant United Nations and troop-contributing country health-care providers in implementing these pathways. The Department launched a hospital assessment tool that assesses compliance with United Nations standards. Hospitals run by troop-contributing countries are required to undergo this evaluation in the fifth and tenth months of their rotation. In addition, as part of the standardization of health care in field missions, the Department established a credentialing system with the aim of ensuring that health-care providers have the necessary skills, experience and qualifications before their deployment.
170	The Department of Operational Support intends to complete the processing of death and disability claims within 90 days of the receipt of a complete submission, including all required documentation.
171	The Department of Operational Support supported 21 hospitals in assessing their readiness to treat COVID-19 patients in accordance with WHO guidelines, trained United Nations medical personnel as certified assessors, developed clinical pathways on medical conditions commonly occurring in the field and launched a hospital compliance assessment tool.
172	The Secretariat is prioritizing women's health training and addressing barriers to women's health in the field through the development of a women's health e-learning programme. The Department of Operational Support is actively developing and updating public health emergency risk mitigation plans and other health preparedness plans. The Department has also developed a virtual outbreak investigation model that can be used to provide remote support and training to missions during public health emergencies.
173	Peacekeeping operations continue to support host country authorities, at their request, in their efforts to contain the COVID-19 pandemic, within their mandates and capacities, including by facilitating humanitarian access, combating misinformation and disinformation and using the Comprehensive Planning and Performance Assessment System to track and mitigate impacts on mandate delivery. An after-action review is currently under way to capture lessons learned from the COVID-19 Field Support Group and a broader project on the impact of COVID-19 on mandate implementation is also in development. The Field Support Group continues to share updated mission data, such as data on cases, testing, medical equipment shortfalls, personnel rotations and impacts on mandate implementation. In addition, regular briefings to the Special Committee have continued. The Under-Secretaries-General for Peace Operations and for Operational Support have also met regularly with troop- and police-contributing countries during the reporting period. In addition, the Department of Peace Operations has engaged Member States in efforts to capture lessons from the COVID-19 response, including a midterm review of rotations and an after-action review of the work of the COVID-19 Field Support Group.

Para. in
A/75/19

174 Helping to prevent and contain the spread of COVID-19 among peacekeeping personnel and the communities they serve is a moral, political and operational imperative. With uniformed personnel constituting the majority of deployments, particular attention continues to be paid to their movements in and out of host countries, in close coordination with local authorities as well as with troop- and police-contributing countries. The deployments, rotations and repatriations of uniformed personnel resumed in July 2020 under strict emergency measures. A midterm review to capture lessons learned from this resumption was completed in February 2021 in consultation with troop- and police-contributing countries. In the light of concerns regarding COVID-19 variants, the 14-day quarantine was, out of an abundance of caution, supplemented by a COVID-19 polymerase chain reaction (PCR) testing requirement for all incoming uniformed personnel effective 1 July 2021. While the number of completed rotations have increased steadily since their resumption in July 2020, the global spread of the Delta variant of COVID-19 and the resulting movement restrictions have caused occasional delays. A total of 171,738 uniformed personnel rotated between 1 August 2020 and 31 July 2021.

175 COVID-19 vaccination plays an important role in protecting peacekeeping personnel. A United Nations system-wide COVID-19 vaccination programme is being rolled out to complement national vaccination programmes and the efforts of the COVID-19 Global Access (COVAX) Facility. The programme aims at vaccinating to all United Nations staff and eligible dependants, uniformed personnel and key implementing partners. A COVID-19 vaccination support team led by the Department of Operational Support has been established at Headquarters and comprehensive guidance, communication materials and training courses have been developed.

As of June 2021, more than 75 per cent of the 300,000 procured and donated doses have been delivered to the field. In accordance with the recommendation of the Group of Friends on vaccinations for uniformed personnel, a number of troop- and police-contributing countries have committed to vaccinating their uniformed personnel before they are deployed. The United Nations and Member States will continuously endeavour to support troop- and police-contributing countries that may not have access to a sufficient supply of vaccines.

176 The action plan to improve the security of peacekeepers has been operational for more than three years now, and has seen notable progress. The fourth iteration of the action plan, approved in January 2020, is still under implementation, and focuses on base defence and force protection, training and performance evaluation, mobility and flexibility, peacekeeping intelligence, integrated trauma care and fully integrated planning. Missions and Headquarters continue to focus on the political context in which peacekeepers are deployed and on the implementation of the action plan.

177 The existing guidelines for the establishment of field accommodation facilities are reviewed and updated on an ongoing basis. In the context of COVID-19 and the use of transit camps for quarantine purposes, the Secretariat has created guidance to help mitigate the potential spread of the coronavirus. The Secretariat is assessing the camps, including their catering and welfare facilities, and taking into consideration the extended stay for deploying contingents, to identify possible options for improvements where needed. COVID-19 measures, including quarantine requirements, will be updated as conditions warrant.

IX. Women, peace and security

183 Peacekeeping missions continued to partner with women to ensure their full participation at all stages of peace processes. MINUSMA continued to provide support to ensure the meaningful participation of the women delegates of the Agreement Monitoring Committee, whose numbers increased from 3 to 31 per cent in 2020. In the lead up to the informal five plus one meeting on Cyprus in April 2021, UNFICYP provided support to women's intercommunal civil society platforms, which mobilized to advocate for the resumption of talks with the meaningful participation of women. MONUSCO leadership engaged with local women leaders to ensure they informed the transition plan.

Para. in
A/75/19

Missions continue to increase their gender-responsiveness. The United Nations Interim Administration Mission in Kosovo integrated gender perspectives and objectives into all mission plans, reports and workplans. Gender analysis has been improved through data-driven mechanisms, has informed strategic planning and has helped identify and mitigate violence affecting women and girls. In South Sudan, gender analysis and sex-disaggregated data informed the deployment of gender-responsive patrols by UNMISS. In the Democratic Republic of the Congo and Mali, gender-responsive conflict analysis informed transition planning. MINUSCA supported access to justice for women, as well as the formation of a specialized police cell and prosecutors to address conflict-related sexual violence.

184 The Department of Peace Operations strengthened efforts to enhance the full, equal and meaningful participation of women in peacekeeping, including through outreach with Member States. For example, the Office of Military Affairs launched a gender parity data initiative in June 2021 to increase transparency and enable troop-contributing countries to better assess their progress against uniformed gender parity strategy targets.

The Department of Management Strategy, Policy and Compliance is committed to increasing the number of civilian women in senior peacekeeping leadership positions by leveraging upcoming retirements and preparing action plans to help entities meet their gender parity and geographic diversity goals. The Department held outreach meetings with heads of entities to introduce action plans, support their implementation and monitor progress. Temporary special measures promulgated in August 2020 (ST/AI/2020/5) support the selection of female candidates whose qualifications are equal or superior to those of competing male candidates.

The senior women talent pipeline has supported the recruitment of more women among senior-level civilian staff. Through its geographically diverse talent pool of some 260 pre-assessed candidates, the senior women talent pipeline supports female candidates seeking senior-level vacancies in peace operations and provides tailored training and development opportunities to candidates. Since 2014, 51 candidates from the pipeline have been appointed to positions ranging from the P-5 level to the level of Under-Secretary-General, some 80 per cent of which have been in peace operations.

The number of women in senior leadership positions at Headquarters and in field missions continued to increase during the reporting period. As at 31 July 2021, two women were serving as heads and four as deputy heads of peacekeeping missions. In May 2021, Major General Maureen O'Brien became the first female Deputy Military Adviser to the Secretary-General and there are currently three women serving in the most senior military positions in the field. In addition, five out of nine police components in peacekeeping operations are headed by women and five women serve as deputy heads of police components.

185 The Department of Peace Operations has strengthened efforts to identify needs and challenges with regard to the deployment of more women. In April 2021, the Department initiated a project to better understand the barriers faced by uniformed female peacekeepers, including through a survey, and make recommendations. A survey was also piloted for female justice and corrections personnel in August 2020.

The Department of Operational Support is committed to supporting gender parity through the Elsie Initiative project on working and living conditions. The second phase of the project will provide technical and systematic support in the field to improve working and living conditions. In collaboration with this project, the Police Division and the Office of Military Affairs have worked to incorporate a gender perspective into the design of a conceptual layout of a 200-person camp.

Para. in
A/75/19

The Department of Management Strategy, Policy and Compliance is working to foster an enabling environment for women in field missions by raising awareness of conscious and unconscious bias, and by building the capabilities of hiring managers and supervisors.

186 The Department of Peace Operations project on promoting good practices in increasing the representation of women in defence sectors will develop a report on the status of women in defence sectors and identify good practices in increasing their representation, aiming at facilitating an exchange of good practices among Member States. In 2021, efforts were made to strengthen an enabling and safe environment for uniformed women personnel in peacekeeping. For example, Headquarters- and mission-level uniformed gender advisers and gender focal points have increased their collaboration in order to establish safe, enabling and gender-sensitive working environments. Women's networks have been set up to raise awareness about gender issues, including sexual harassment. In 2021, members of the UNMISS women's police network visited various field sites to survey or assess the working and living conditions of female police officers. In May 2021, the United Nations Women Corrections Officers Network was launched to strengthen female officers' awareness of deployment opportunities and selection processes. Training materials and sessions have been prepared, or are being developed, to ensure gender-responsiveness, advance inclusivity and address gender-based discrimination.

187 In the United Nations Infantry Battalion Manual, the Office of Military Affairs introduced a new capability called an engagement platoon. The engagement platoons are tasked with establishing and supporting sustained dialogue with key influencers and local community leaders, bolstering situational awareness. One of the major requirements of this capability is that there be gender parity in the platoon. Guidance provided by the Department of Peace Operations recommends that Member States ensure that at least 25 per cent of individual police officer candidates are women, and that formed police units include at one platoon composed of women.

188 The Office of Rule of Law and Security Institutions continues to promote gender-sensitive and gender-balanced security sector reform, including through the development of the first-ever report on the status of women in defence sectors and the development of specialized guidance on the role of gender-responsive security sector reform, in partnership with the World Bank.

Peacekeeping missions also support host countries in their efforts to enable the meaningful participation of women. UNMISS launched a project to map the level of representation of women in the security sector. MINUSMA supports gender focal points in security institutions in their efforts to integrate gender into security operations, while MINUSCA supports gender-sensitive recruitment in the defence forces, correction services and internal security forces.

189 The Department of Operational Support will continue its efforts to expand the percentage of women in talent pools through regular generic rostering exercises, as well as the senior women talent pipeline. Since the establishment of the pipeline, 51 candidates have been placed in senior roles (P-5 to Under-Secretary-General). The Department also continues its effort to streamline gender mainstreaming and promote gender parity within the Secretariat through training. The Office of Supply Chain Management has been engaging with women-owned businesses for procurement opportunities available in the United Nations system, working with WEConnect International by participating in seminars and outreach events for women-owned businesses. The Department has also been making targeted efforts to support some of the largest peacekeeping missions in achieving gender parity, especially as the largest missions are also some of the furthest behind and have the highest turnover in staffing. For example, observations and lessons learned from a recent mission to MINUSMA can help identify useful actions to improve the gender composition of other missions of similar size and context, such as MONUSCO, MINUSCA and UNMISS.

Para. in
A/75/19

190 Women and peace and security issues have been included in the senior compacts of mission leadership, and the Department of Peace Operations has worked to enhance accountability through data-driven decision-making. The Department continues to systematize data collection to monitor progress, trends and challenges in the implementation of mandates related to women and peace and security. Eight peacekeeping missions are reporting on women and peace and security indicators. Interoperability of the women and peace and security indicators with system-wide accountability frameworks has improved, in line with the United Nations data strategy. The women and peace and security core indicators are linked to the Comprehensive Planning and Performance Assessment System, and women and peace and security elective indicators have been integrated into the Assessment System in UNFICYP and MINUSCA. Analysis of the data has informed the work of the Informal Expert Group on Women and Peace and Security of the Security Council and briefings to the Special Committee, and informed strategic communication campaigns. Work is in progress to enhance coherence and coordination across peacekeeping components on data collection, and improve the accessibility of the women and peace and security dashboard and make it more user-friendly. Mission leadership's engagement in political advocacy has been critical to strengthening women's participation in the peace process in Mali and South Sudan, for example, and in the Democratic Republic of the Congo.

191 Member States are encouraged to increase their nominations of women for senior military leadership, United Nations military experts on mission and military staff officer positions. Member States are also routinely encouraged to nominate qualified female participants for all training courses conducted by the Integrated Training Service. When deploying mobile training teams, the Department of Peace Operations works to ensure that at least one member of the instructional team is a woman. The Department also works closely with the Elsie Initiative, launched at the 2017 United Nations Peacekeeping Defence Ministerial, in developing and testing approaches to promote meaningful participation of uniformed women in United Nations peace operations. To increase the equal and meaningful participation of senior women police officers, the Police Division has coordinated all women predeployment assistance efforts since 2013 and offers courses, first launched in 2017, to the now 170-member-strong "Senior Women Police Command Cadre". However, Member States are responsible for the professional development of female military and police personnel.

192 Gender advisers have played a critical role in advancing women and peace and security mandates in peacekeeping. Most of the civilian senior gender advisers report directly to the heads of mission, which has enhanced the integration of women and peace and security and gender priorities into strategic decisions. Gender advisers, at both the Headquarters and mission levels, provide capacity-building for focal points to ensure delivery on women and peace and security mandates, and work in close collaboration with focal points to assess gendered implications for their areas of work and improve the integration of gender and women and peace and security.

The Department of Peace Operations continues to enhance the coherence of women and peace and security capacity-building efforts. A series of webinars was conducted for peacekeeping personnel in 2020 to share lessons learned and best practices for cross-mission learning. The Gender Equality and Women, Peace and Security Resource Package, which is a strategic capacity-building tool and reference guide for peacekeeping personnel, was launched in February 2020.

The Office of Military Affairs and the Integrated Training Service have initiated a revision of the guidelines on integrating a gender perspective into peacekeeping military components and started developing a course for military gender advisers and focal points. The revised guidelines will include a recommendation to appoint military gender advisers at all Force headquarters and the selection of military gender focal points across all military functions.