United Nations

Policy on Integrated Assessment and Planning

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Policy on Integrated Assessment and Planning

Contents:

A.   Purpose and rationale

1.   The purpose of this policy is to establish the minimum requirements for integrated conduct of assessments and planning in conflict and post-conflict settings where an integrated United Nations presence is in place or is being considered, and to outline responsibilities of United Nations actors in this process.

2.   Integrated assessment and planning processes are intended to maximize the individual and collective impact of the context-specific activities of the United Nations system aimed at sustaining peace. It is crucial that, at a minimum, all entities and organizations share a common analysis and agree on a set of common strategic objectives to prevent, reduce and resolve violent conflict and sustain peace.[1]

3.   Integrated assessments and planning processes are essential to (i) improve the quality of the situational and conflict analysis; (ii) design interventions that are tailored to the requirements of each situation; (iii) make United Nations integrated presences more nimble to adapt with changing circumstances on the ground, including through gradual and responsible transitions; (iv) support the effective management and coordination of integrated presences in line with mandates and the strategic vision of senior United Nations leadership; (v) avoid gaps and overlaps among different United Nations activities; (vi) identify opportunities for closer cooperation across different parts of the United Nations system for individual and collective impact; (vii) enhance understanding of the resource and field support implications; (viii) make the United Nations a more coherent and consistent partner with host governments and other national, regional and international partners; and (ix) facilitate coordinated communications and coherent messaging.

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[1] See also General Assembly resolution 75/233.

B.   Status and compliance

4.   This policy supersedes the version issued in April 2013 and the interim policy of January 2018. This policy will be complemented by guidance materials, which will be updated periodically.[2]

5.   This policy should be read in conjunction with the Policy on Crisis Management, the United Nations Sustainable Development Cooperation Framework internal guidance. It does not supersede and should be read in conjunction with related mandates and United Nations thematic policies, including on protection of civilians, child protection, participation of youth and women, peace and security.

6.   Compliance with this policy is required by all Secretariat entities and the United Nations agencies, funds and programmes, and will be monitored by the Deputies Committee in its role as the Integration Steering Group.[3]

C.   Scope

7.   The requirements set out in this policy apply in all cases where a multi-dimensional peacekeeping operation or field-based special political mission is deployed alongside a United Nations country team, or where such presence is being considered, regardless of whether the presence is structurally integrated. This policy does not apply to other types of special political missions, namely the offices of special and personal envoys and advisers, panels, monitoring groups and similar expert bodies, nor regional offices and envoys with mandates covering multiple countries. [4] However, these offices will contribute to several of the four requirements listed in this policy, such as the conduct of integrated assessments, if deemed relevant for future United Nations reconfigurations or to advance joint objectives of the mission and the United Nations country team.

8.   This policy focuses on activities of the United Nations aimed at sustaining peace as identified in each particular context and in line with the respective mandates of missions and the relevant mandates of individual United Nations entities, agencies, funds and programmes. This policy relates primarily to requirements for integrated assessment and planning at the overall strategic level across missions and United Nations country teams. During the integrated assessment and planning process, a country-specific business case will guide decisions on the level and depth of integration (e.g., related to structural, programmatic and funding arrangements) required among the different entities in specific areas. United Nations activities in areas other than sustaining peace fall outside the scope of this policy.

9.   In all cases, integration arrangements should support joint analysis, coordination complementarity and coherence among humanitarian, peace and security, development and human rights actors. While humanitarian action can support sustaining peace, its main purpose remains to address lifesaving needs and alleviate suffering. Accordingly, most humanitarian action is likely to remain distinct from other United Nations activities so as not to

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[2] Including the 2006 SG Note of Guidance on Integrated Missions.
[3] See EC decision 2017/15.
[4] Given the evolving nature of United Nations missions, mandates and structures, new missions and the lead Department should assess the benefits, costs and risks of the four requirements of the policy and consider whether their full implementation or a bespoke solution would be more suitable for their operating context.

challenge the ability of United Nations and broader humanitarian actors to deliver according to humanitarian principles.[5] However, humanitarian activities related to protection of civilians, durable solutions to internal displacement and early recovery may be included in the integrated strategic approach of the United Nations based on a joint analysis of context, risks, costs and benefits elaborated in the business case.

10. While this policy does not govern entity-specific operational and budgetary planning processes, entity-specific operational and budgetary planning should be aligned to facilitate operational levels of integration within applicable rules and regulations. It is also understood that integrated assessment and planning exercises should include operational considerations.

D. Definitions

For the purpose of this policy and related guidance:

11. *Integration* is the bringing together of United Nations entities across pillars to enhance the individual and collective impact of the United Nations response, concentrating on those activities required for sustaining peace.

12. An *integrated United Nations presence* is the configuration of the United Nations system in all conflict and post-conflict situations where the United Nations has a country team and a multi-dimensional peacekeeping operation or field-based special political mission, regardless of whether this presence is structurally integrated. A *structurally integrated* presence is an integrated presence in which the head or deputy head of mission simultaneously serves as resident coordinator. An *integrated setting* is a country hosting an integrated United Nations presence.

13. A *multidimensional peacekeeping operation* is a peacekeeping mission comprising uniformed and substantive civilian components, consistent with the mandate of the peacekeeping mission as provided for in the relevant resolutions of the Security Council.

14. A *field-based special political mission* is a country-specific special political mission (SPM) with an ongoing in-country presence. For the purpose of this policy, field-based SPMs do not include panels, monitoring and similar expert bodies or regional offices with mandates covering multiple countries.

15. *Sustaining peace* encompasses activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict, addressing root causes, assisting parties to conflict to end hostilities, ensuring national reconciliation, and moving towards recovery, reconstruction and development.[6]

16. An *integrated assessment* is any United Nations analytical process at the strategic, programmatic or operational level whose outcomes may affect the work of multiple United Nations entities and which therefore requires participation by the concerned entities. A *strategic assessment* is an integrated assessment undertaken by the United Nations system to jointly develop a shared understanding of a conflict or post-conflict situation, the role of

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[5] The humanitarian principles are humanity, neutrality, impartiality and independence, as affirmed by the General Assembly in its resolutions 46/182 and 58/114. More information can be found at: https://www.unocha.org/sites/unocha/files/OOM_Humanitarian%20Principles_Eng.pdf.
[6] Security Council resolution 2282 (2016) and General Assembly resolution 70/262

stakeholders and core priorities for sustaining peace, and to propose options for United Nations engagement on the basis of an assessment of risks and opportunities.

17.   A *business case* is the justification of a particular approach based on an analysis of the benefits, costs and risks of available options. A context-specific business case determines the activities covered under integrated assessment and planning and underpins the overall vision for United Nations engagement in that country.

18.   A *United Nations transition* is a strategic process which builds towards a reconfiguration of the strategy, footprint and capacity of the United Nations in a way that supports peacebuilding objectives and the development of a sustainable peace. A transition should support and reinforce national ownership, be informed by the operational context and the national priorities and needs of the host State and its population, and engage local communities and civil society, with the inclusion and full, equal and meaningful participation of women, youth and persons with disabilities. Where relevant, a transition should include regional and sub-regional organizations and other relevant stakeholders.[7]

E.   Guiding principles for integrated assessment and planning

The following principles guide the conduct of integrated assessments and planning processes:

19.   Collectivity: Integrated assessment and planning must be undertaken with the full participation of the mission and United Nations country team[8], in consultation and coordination with relevant counterparts at Headquarters.

20.   Recognition of the diversity of United Nations mandates and principles: Integrated assessment and planning processes must take into account all recognized principles of United Nations engagement across humanitarian, human rights, development, political and security areas and should not compromise the ability of entities to implement their respective mandates. The integrated approach and integration arrangements should allow for United Nations and broader humanitarian actors to deliver according to humanitarian principles and facilitate effective humanitarian coordination with all humanitarian actors.

21.   Flexibility to context and form follows function: Integration arrangements, including structural, programmatic and operational arrangements, should be developed on the basis of a context-specific business case based on the specific requirements, circumstances and mandates, and can therefore take different forms in different contexts. The business case should consider factors including expected impact, transaction costs, an upfront assessment of risks, the opportunities and constraints associated with mandates and principles and the costs and benefits of proposed integration arrangements. Integrated assessment and planning processes should ensure the assessment of these factors and decide on ways to manage them in a manner satisfactory to all United Nations entities involved. Tasks should be allocated to the United Nations entity best equipped to carry them out. Resources should be requested and allocated accordingly.[9]

22.   Continuous planning and transitions: Transition planning should be an aspect of integrated assessment and planning rather than treated as a separate process, and should be

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[7] Security Council resolution 2594 (2021)
[8] Consultation and coordination with the humanitarian country team will be through the HC supported by OCHA and humanitarian members of the United Nations country team.
[9] See "Identifying Comparative Advantage: Proposed Methodology" developed by the Integration Working Group and endorsed by the Integration Steering Group (2014).

organized in such a manner such that it can anticipate and accommodate significant changes in the structure and mandate of the United Nations presence.[10]

23. <u>Mainstreaming</u>: All integrated assessment and planning processes should take human rights, age, gender and disability into account and align with the relevant United Nations policies.

24. <u>Engagement with other actors:</u> The United Nations system should proactively engage other key actors, including international financial institutions, national, regional and international organizations and civil society organizations, during each phase. Integrated assessments have to define the strategic positioning and role of the United Nations vis-à-vis these actors on the basis of United Nations comparative advantages and the activities being carried out in the context concerned.

25. <u>National and local ownership</u>: National ownership is an essential condition for the sustainability of peace. Where and when clear national peacebuilding priorities have been developed on the basis of broad-based consensus, integrated assessment and planning processes should aim to specify how the United Nations will, if appropriate and in a manner consistent with the mandate of the field mission concerned as defined in the relevant resolutions of the Security Council, support a diverse range of stakeholders in the implementation of these priorities. Approaches should also incorporate comprehensive societal perspectives through multiple potential entry points and diverse mechanisms for participation. They should also include measures to ensure the meaningful participation and involvement of all stakeholders, including civil society and marginalized groups, taking into account their gender, age, sexual orientation, religion, social-economic status and their intersectionality.

F.   Overview of minimum requirements

26.   The minimum requirements set out in this policy apply throughout the life-cycle of integrated presences. Their application starts with the establishment of integrated task forces as soon as an integrated presence is being considered. Their application concludes with the withdrawal of the multidimensional peacekeeping mission or field-based special political mission.

27.   All integrated assessment and planning processes must meet the following requirements, which are described in more detail in the sections below:

   a) The joint conduct of strategic assessments and other integrated assessments;
   b) The development of a common strategic framework;
   c) The establishment of integrated mechanisms at the field and Headquarters levels; and
   d) The conduct of integrated monitoring, reporting and evaluation.

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[10] See also the policy on United Nations Transitions in the Context of Mission Drawdown or Withdrawal and the Secretary-General's planning directive for the development of consistent and coherent United Nations transition processes.

G.   Requirement 1: Joint conduct of strategic assessments

28.   The purpose of a strategic assessment is to bring together United Nations political, peace and security, development, humanitarian and human rights entities to jointly develop a shared understanding of a conflict or post-conflict situation, the role of stakeholders and core priorities for sustaining peace, and to propose options for United Nations engagement on the basis of an assessment of risks and opportunities. The strategic assessment provides a basis for the development of recommendations on the nature, configuration, resource requirements and transition timelines for United Nations engagement for consideration by the Secretary-General. Strategic assessments are distinct from strategic reviews or the independent reviews initiated by the Secretary-General or requested by the Security Council which are intended to refine mission priorities and configurations as well as to assess the viability of their mandates and political processes.[11]

29.   The decision to launch a strategic assessment is made by:

   a) The Secretary-General through the issuance of a planning directive; or
   b) The Executive Committee; or
   c) An integrated task force at director-level or above.

30.   Strategic assessments can be proposed by a number of entities, including:

   a) A member of the Executive Committee;
   b) A member of the integrated task force (ITF);
   c) The head of a peacekeeping operation or field-based special political mission; and
   d) The RC and HC, representing the United Nations country team and humanitarian country team, as applicable.

31.   Strategic assessments should draw on any other analytical processes that components of the United Nations system may have undertaken, such as strategic reviews, independent reviews of missions or common country analyses, including processes undertaken with regional and sub-regional organizations and international financial institutions. The analysis should be human rights and gender responsive and engage relevant expertise. It should prioritize and address conflict and peace drivers and safeguard and optimize the transformative outcomes on gender equality and women, peace and security.

32.   All efforts should be made during strategic assessments to consult relevant interlocutors at the national and local levels. Strategic assessments should be coordinated with relevant regional and sub-regional organizations, international financial institutions and key Member States. When appropriate, other international or regional actors should be invited to participate in the strategic assessment process. Joint strategic assessments may also be undertaken, including in contexts in which a support office is under consideration.[12]

Settings where an integrated United Nations presence has not been established

33.   Strategic assessments are mandatory in all cases where the deployment of a multidimensional peacekeeping operation or field-based special political mission is being considered. Where no integrated United Nations presence is in place, a strategic assessment

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[11] See the Secretary-General's 28 March 2018 remarks to the Security Council, in S/PV.8218
[12] See S/2017/454 on options for authorization and support to African Union peace support operations.

is undertaken by a Headquarters-based integrated task force, which may already exist[13] or may need to be established. The strategic assessment is then undertaken in consultation with the RC and HC, United Nations country team and relevant regional and sub-regional organizations and international financial institutions.

Settings where an integrated United Nations presence has already been established

34.   Where an integrated United Nations presence is in place, strategic assessments should be carried out in anticipation of or following a significant change in the situation or prior to the recommendation for a substantial change in a mission's mandate. A strategic assessment is particularly critical in the context of United Nations transitions involving the potential drawdown or withdrawal of a mission, to ensure a full engagement of relevant United Nations stakeholders and partners when recommending the appropriate follow-on United Nations presence.

Follow up to strategic assessments

35.   Strategic assessments result in a report and, where required, a recommendation to the Secretary-General through the Executive Committee. The report should also clearly articulate the associated vision for the overall United Nations system engagement within which the proposed mission will implement its mandate as well as the country-specific business case underpinning the associated integration arrangements. In all cases, the chair of the ITF has the obligation to include in the report any disagreements over findings and/or proposed options.

36.   The decision on the options proposed in a strategic assessment lies with the Secretary-General. If a decision has been made to propose the establishment of a mission or reconfiguration of the United Nations presence, the recommendation is articulated in a report or letter of the Secretary-General to the relevant intergovernmental body developed in accordance with paragraph 55 of this policy.

37.   If the Security Council authorizes the establishment of a mission or changes to an existing mandate, the mandate and the results of the strategic assessment should be used as a basis for the development or revision of the directive to the S/ERSG, RC and HC and common strategic framework as detailed in paragraphs 38-44.

H.   Requirement 2: Development of a common strategic framework

38.   The detailed vision, shared objectives and means through which the United Nations system will promote sustaining peace are further developed and updated through an inclusive analytical and planning process whose conclusions are reflected in a common strategic framework. Once finalized, the common framework serves as a regular reference for an on-going field-based process of joint analysis and review of the United Nations-wide strategies and integration arrangements.

39.   By default, the United Nations sustainable development cooperation framework is the common strategic framework in an integrated presence. Missions, in coordination with DPPA and DPO, should play a critical role in the development of cooperation frameworks in contexts within the scope of this policy. Elements of mission mandates that are outside the scope of

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[13] Such as Inter-Agency Task Forces or other ad hoc inter-agency working groups. See Requirement 3 for further guidance on Integrated Task Forces.

sustaining peace or which are, by their nature, activities to be done independently from the country team are not included in the common framework.[14]

40.   The <u>joint analysis</u> underpinning the common strategic framework should build on available analysis conducted within the United Nations system or by other national, regional or international institutions, in addition to integrated assessments such as the strategic assessment and common country analysis.

Use of an integrated strategic framework in lieu of the cooperation framework

41.   As new missions will not have been reflected in the existing cooperation framework, a separate integrated strategic framework (ISF) developed based on a directive from the Secretary-General to the S/ERSG, RC and HC should be used in the initial phase of a mission until the next revision of the cooperation framework. This directive should provide, in a manner consistent with the mandate of the new field mission concerned as defined in the relevant resolutions of the Security Council, strategic direction and priorities, initial responsibilities, an outline of structural and coordination arrangements, and basic planning parameters, including guidance on the development of an integrated strategic framework. The issuance of the directive signifies the transfer of responsibility for subsequent planning of the integrated presence to the S/ERSG and the senior leadership team of the integrated presence.

42.   The S/ERSG, RC and HC may decide, in consultation with the United Nations country team and Headquarters, to use an ISF or equivalent document in lieu of or separate from the cooperation framework, including during transitions or under exceptional circumstances in which the country is undergoing violent conflict or the absence of clear unified authorities with whom to plan.[15]

43.   The content of the ISF must include:

   a) The main *findings from integrated assessments*, including gender-responsive conflict analysis, risks stemming from United Nations engagement, risks to the United Nations, United Nations role and comparative advantages;
   b) An identification of *priorities* for the United Nations;
   c) An articulation of all programmatic, functions and/or operational areas requiring an integrated approach, with agreed form and depth of integration;
   d) Organizational risk management;
   e) Agreed goals, timelines, responsibilities and other relevant implementation arrangements, including coordination mechanisms; and
   f) A common *monitoring, reporting and evaluation framework* including indicators or benchmarks of progress.

44.   Integrated strategic frameworks are developed, updated, and endorsed in the field under the leadership of S/ERSGs, DSRSGs, RCs and HCs and heads of United Nations agencies, funds and programmes. They are endorsed at Headquarters by integrated task forces at the director level and signed-off by the USG of the lead department. Such frameworks, and the continued need for a framework separate from the cooperation framework, must be reviewed regularly, including after any substantial change in the mandate, after a directive to the S/ERSG and RC/ HC has been issued, or when the cooperation framework is being reviewed.

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[14] These include political negotiations, ceasefire monitoring, strategic and tactical logistical support to operations conducted by non-United Nations security forces, operational support to action in the field conducted by non-United Nations security forces and joint operations conducted with non-United Nations security forces.

[15] This includes, but is not limited to, the scenarios contained in the UNSDG guidance on UN country-level strategic planning for development in exceptional circumstances (April 2022)

The review of integrated strategic frameworks is carried out by integrated mechanisms in the field and in cooperation with HQ as stipulated in paragraph 49 of this policy.

Linkages between common strategic frameworks and other planning and related processes

45.   In parallel with the design of the first cooperation framework in which a mission is included, missions should develop an integrated transition roadmap indicating the timelines and key milestones for developing a detailed transition plan. The transition plan, which should be developed following a strategic assessment and which may be used as an ISF, should be developed with the participation of the United Nations country team and be articulated at least 24 months prior to the withdrawal or transition of the mission.

46.   All entities and organizations within the United Nations system, including peacekeeping and field-based special political missions, must ensure consistency between the strategic priorities and responsibilities in the common strategic framework and relevant parts of their specific programme and planning documents.

47.   Security management must be an integral part of integrated assessment and planning at the outset to enable the delivery of mandated programmes and operations in sustaining peace. Programme Criticality (PC) and Security Risk Management (SRM): In countries or geographical areas where United Nations personnel operate at high or very high security risk, as determined by the UNSMS SRM process, a PC assessment is required which involves all United Nations entities operating in that area. The assessment must utilize existing United Nations strategic planning frameworks to determine the strategic results against which the criticality of outputs is assessed.

I.   Requirement 3: Integrated mechanisms

48.   At the field level, integrated United Nations presences are required to put in place mechanisms for joint information-sharing, analysis, planning, decision-making, coordination, monitoring and evaluation. Existing mechanisms should be used where appropriate and specific and enhanced mechanisms during transitions should be considered. The configuration of these structures should be tailored to each context, but in all cases, they should include:

   a) A senior leadership forum for decision-making on joint strategic and operational issues. This forum should include the key in-country decision-makers, such as the S/ERSG, DSRSG, RC and HC, civilian chief of staff, heads of mission components and heads of relevant United Nations agencies, funds and programmes. External partners should be invited to participate where appropriate.

   b) A joint analytical and planning capacity to undertake integrated assessments and develop and update integrated planning frameworks. All entities that are part of the integrated presence should either be represented in or otherwise contribute to the joint analytical and planning capacity. Resource requirements for such a capacity should be included in the budgeting process for respective United Nations entities.

49.   At Headquarters, integrated task forces (ITF) chaired by the lead department are the main forum for integrated assessment, planning, coordination, information sharing, consultation and resolution of policy differences. Integrated task forces should consider all issues that have strategic significance or programmatic impact in integrated settings, including entity-specific planning and reporting processes which may affect the work of other entities.

Integrated task forces include representatives of all relevant United Nations entities.[16] Field presences should also be represented. Task forces meet at the director or principal level as needed or as required by the present policy. ITFs at director level will also provide input into the design and review of cooperation frameworks and support ongoing monitoring of implementation.

50.   It is a responsibility of senior leadership in the field and at HQ to convene integrated mechanisms on a regular basis to discuss and make decisions on joint strategic and operational issues. Dedicated gender expertise should be engaged in all mechanisms and at all stages of the assessment to ensure gender-responsive processes and outcomes.

J.   Requirement 4: Integrated monitoring, reporting and evaluation

51.   From the start, common strategic frameworks must include a monitoring and evaluation mechanism to pro-actively track adherence to responsibilities and progress towards results with a view to measuring impact, promoting accountability and supporting decision-making. This function should be clearly assigned and undertaken jointly between the mission and the United Nations country team. Where the cooperation framework serves as the common strategic framework, the monitoring, reporting, evaluation and learning mechanisms of the cooperation framework apply. Monitoring and reporting arrangements should draw on existing data and analysis from other planning frameworks and performance assessment tools as appropriate.

52.   Resource requirements to support the monitoring and evaluation of integrated strategic frameworks, including for collection, analysis and dissemination of data and, where appropriate, the conduct of independent or external evaluations should be included in the budgeting process for respective United Nations entities.

53.   Regular reporting should be provided to senior United Nations leadership at Headquarters, through the ITF, and the field.

54.   Additionally, progress against the United Nations priorities outlined in the relevant resolutions of the Security Council and the common strategic framework must be reflected in the regular reports of the entities engaged in the implementation of these plans, as appropriate for the reporting format, including reports of the Secretary-General to the relevant intergovernmental bodies. Where appropriate, consideration should also be given to the development of a joint communications strategy on progress in the implementation of the common strategic framework.

K.   Responsibilities, authority and accountability for integrated assessment and planning

55.   Under the guidance of the Secretary-General and in coordination with field leadership and task force partners, lead departments at HQ are responsible for:

   a) Establishing, convening and chairing integrated task forces where an integrated United Nations presence is in place or as soon as one is being considered;

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[16] DCO, OCHA, and UNSDG and IASC members should be included based on the "2+4" formula.

b) Initiating, organizing and conducting integrated assessment and planning processes, including ensuring that consultations and information-sharing take place at all phases of the process, leading integrated assessment missions and coordinating the finalization of task force-approved documents such as directives to S/ERSGs, RCs and HCs; and

c) Following consultations with the ITF and relevant United Nations partners, drafting and finalizing strategic assessment reports, submissions to the Executive Committee and reports of the Secretary-General to the Security Council. Lead departments must ensure that any diverging points of view are reflected in writing in a transparent manner in submissions to the Secretary-General or the Executive Committee.

56.   Special and executive representatives of the Secretary-General are responsible for initiating, organizing and leading integrated assessment and planning processes at the field level, for the establishment of the required integrated mechanisms and for the conduct of field-level consultations on draft planning and reporting documents. In their capacities as heads of mission, they are also responsible for ensuring that responsibilities agreed in the common strategic framework are reflected in mission plans and budgets.

57.   Resident and humanitarian coordinators are responsible, respectively, for ensuring, where relevant, consistency between the common strategic framework and other frameworks, including the UNSDCF (if separate) and the HRP. They should promote, as appropriate, harmonization of the underlying analytical and planning processes.

58.   United Nations agencies, funds and programmes and Secretariat entities, including their standing capacities and mechanisms, both at HQ and in the field, are responsible for participating in and contributing inputs to all phases of integrated assessment and planning, including integrated assessments and other joint analytical processes.

59.   Heads of United Nations agencies, funds and programmes in the field are responsible for ensuring that responsibilities agreed in the common strategic framework are reflected in their respective plans and prioritized accordingly in terms of resource mobilization and allocation.

60.   The finalization, implementation, and regular review and adjustment of common strategic frameworks are joint responsibilities of S/ERSGs, RCs, HCs and heads of United Nations agencies, funds and programmes, including through cooperation in mobilizing resources against agreed priorities.

61.   Delivery against priorities outlined in the directive to the S/ERSG, RC and HC and common strategic frameworks must be integrated into existing accountability mechanisms, including S/ERSG compacts and existing performance systems for DSRSGs, RCs and HCs and heads of United Nations agencies, funds and programmes.

L.   Implementation of this policy

62.   Each United Nations Secretariat entity and each United Nations agency, fund and programme is responsible for ensuring the implementation of this policy.

63.   The Deputies Committee, in its role as the Integration Steering Group, is responsible for monitoring the implementation of this policy.

64.   Disagreements over the interpretation or implementation of this policy that cannot be resolved by integrated task forces at the director or principal level shall be referred to the Integration Steering Group.

65.   The policy should be reviewed no later than 31 December 2025.