



# Lesson 3.5 a

## Planning Framework for UN Peacekeeping Operations

# Content

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- Process for establishing the Mandate for UN Peacekeeping Operation
- Levels of Planning for UN Peacekeeping Operation
- Essential UN documentation for Planning Military Operations at field level
- Roles and responsibilities of deployed MSOs in the UN planning process

# Learning Outcomes

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- Describe the planning process for UN Peacekeeping Operations
- List the key planning documents which “operationalise” SC Mandates
- List the essential documentation for planning military operations at mission level
- Describe the roles of military staff officers in the UN planning process



# Introduction



Conflict or pos-conflict situation (crisis)



Strategic Assessment (SA)



SG's Decision and Report to Security Council (SC)

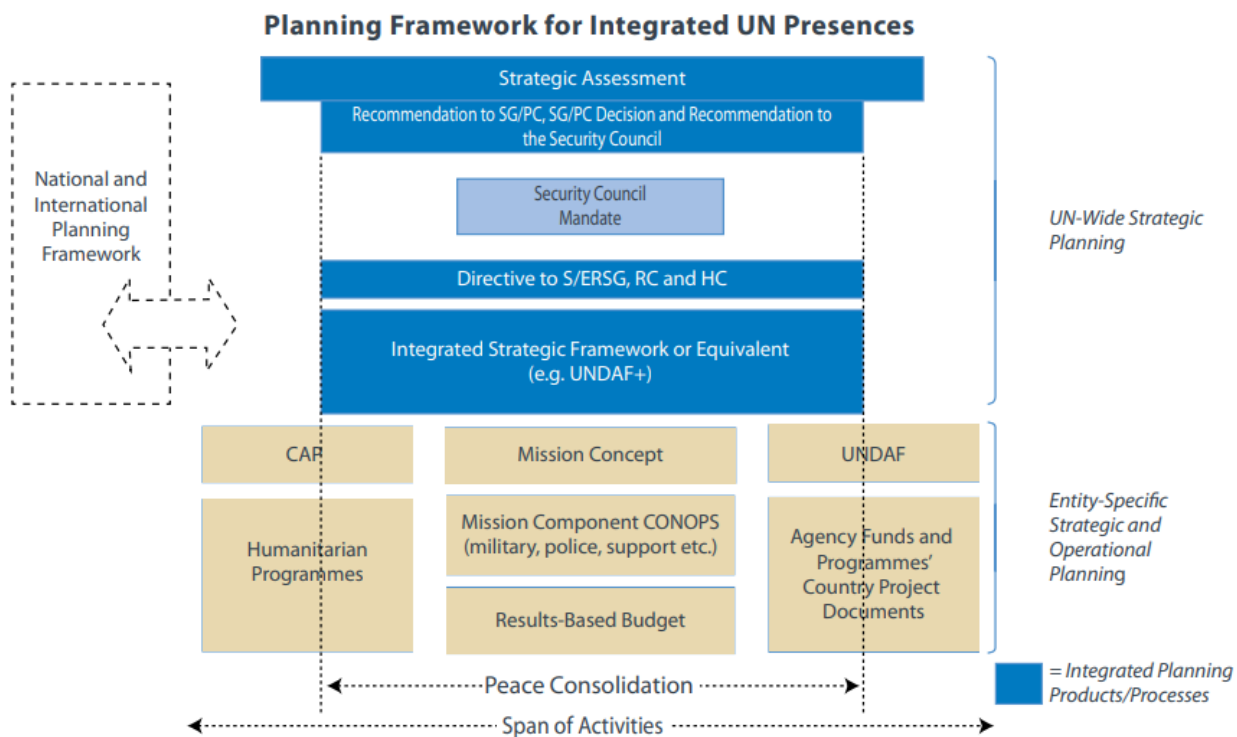


SC decides whether to authorise the establishment, reconfiguration or termination of peace operation



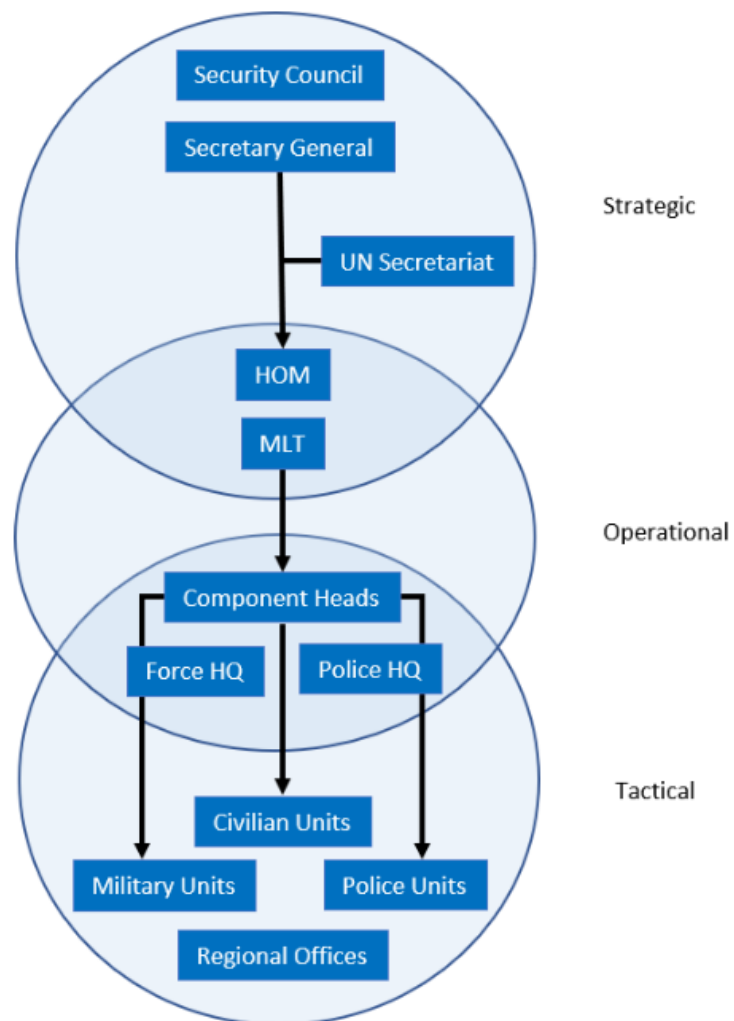


# Introduction





# Levels of Planning and Processes



Integrated Assessment and Planning (IAP) Process

IAP and UN MDMP

UN Military Decision-Making Process (UN MDMP)

National Military Decision-Making Process

# Integrated Assessment and Planning Process



**Integrated Assessment and Planning process  
=  
Collective strategy to tackle crisis and consolidate peace**

- IAP allows political, peacekeeping, humanitarian, human rights and development entities to share a common analysis and strategic objectives for peace consolidation, planning and implementing responses in conflict and post-conflict settings
- IAP maximises the individual and collective impact of the specific peace consolidation activities of the UN system

# Integrated Assessment and Planning(IAP) Process

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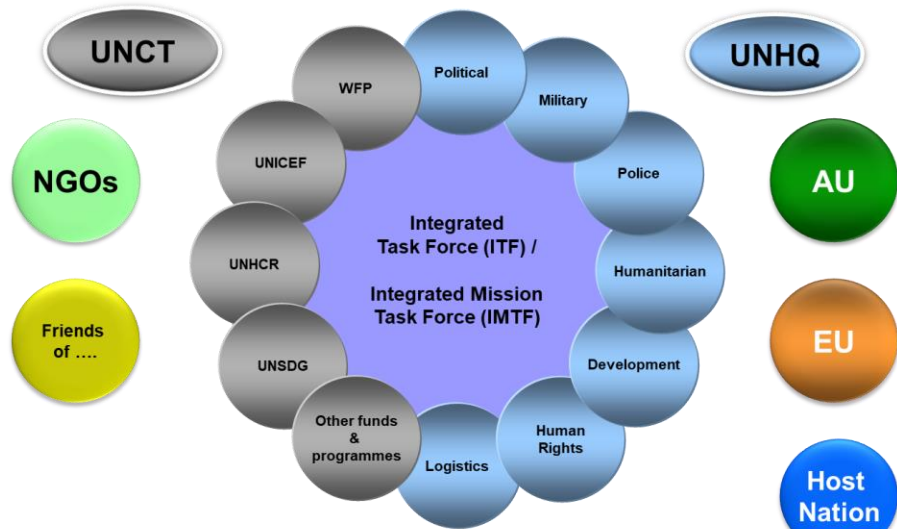


IAP is essential to:

- Improve the quality of situational analysis
- Design interventions tailored to each situation
- Support management of integrated presences in line with mandates
- Avoid gaps and overlaps between different UN activities
- Identify opportunities for cooperation across different parts of the UN
- Make the UN a more coherent and consistent partner with host governments and other national, regional and international partners



# Integrated Task Force (ITF) Integrated Mission Task Force (IMTF)



UNCT – UN Country Team  
UNSDG - United Nations Sustainable Development Group

- Established following the SG's decision to initiate the IAP as an HQ-based planning body for a UN operation
- Consists of representatives of all relevant UN entities and external actors
- Main forum for joint assessments, planning, coordination, analysis, and decision-making
- Develop, update, and monitor integrated planning frameworks for UNPKO

# Strategic Assessment



## Strategic Assessment of conflict or post-conflict situation

- Political, Security, Development, Humanitarian, Human Rights entities
- Shared understanding of a conflict or post-conflict situation
- Peace consolidation priorities
- Propose options for UN engagement
- Recommendations to SG and SC

# Strategic Assessment



## No UN presence

- Mandatory in all cases to deploy a UNPKO
- SA is conducted by Integrated Task Force (ITF)/UNHQ
- Consultation with UNCT



## UN presence (UNPKO)

- SA should be conducted following a significant change in the situation
- Initiated at Field or HQ Level
- MSOs may participate in the Integrated Assessment and Planning (IAP) process



# SG's Directive to S/ERSG, RC and HC



## SG's Directive



Secretary-General:  
Mr António Guterres  
(2017 - )

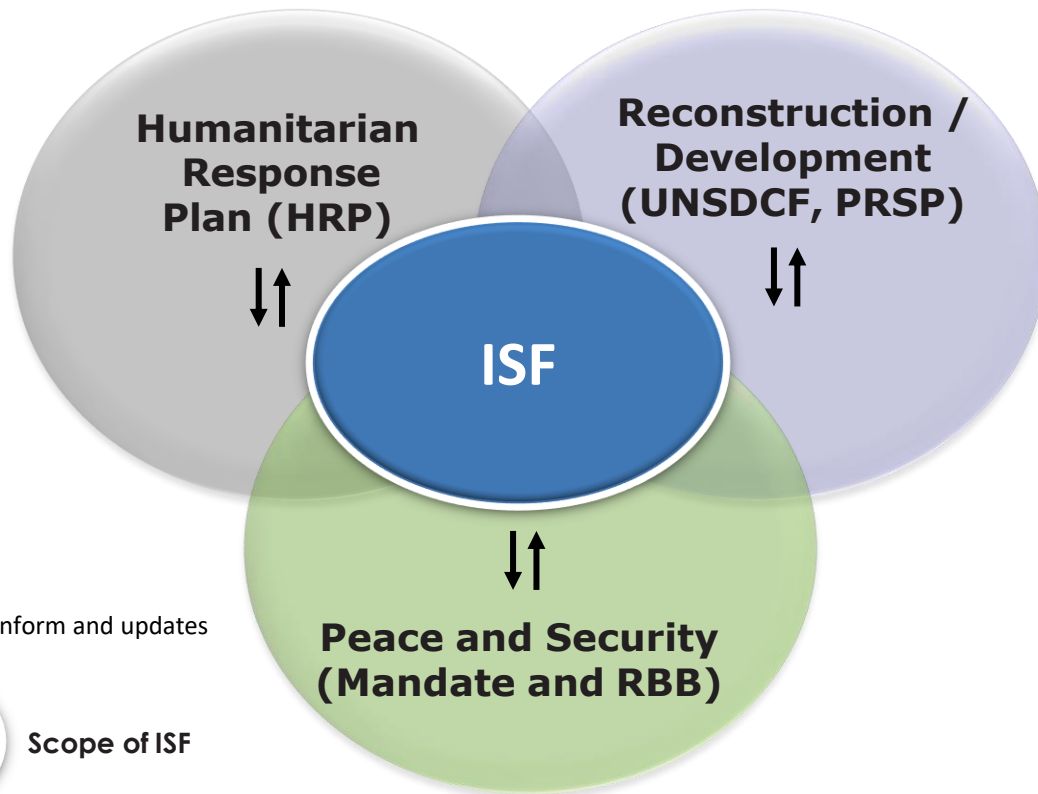
- Provides strategic direction and priorities
- Outline structural, coordination arrangements and basic planning parameters
- Guidance on the development of Integrated Strategic Framework (ISF)
- Transfer responsibility to S/ERSG and senior leadership for planning
- Drafted, issued and updated upon recommendation of the Integrated Task Forces (ITF) as part of the IAP process



# Integrated Strategic Framework



## Integrated Strategic Framework



- UN strategic plan for UNPKO and UNCT
- Peace consolidation priorities
- Articulation of all operational areas requiring integrated approach
- Coordination mechanisms
- Monitoring and reporting framework, indicators and benchmarks of progress

HRP - Humanitarian Response Plan  
UNSDCF- UN Sustainable Development Coordination Framework  
PRSP - Poverty Reduction Strategy Papers  
RBB - Results Based Budget



# USG DPO's Directive



## USG DPO's Planning Directive



Under-Secretary-General for  
Peace Operations:  
Mr Jean-Pierre Lacroix  
(2017 - )

Provides strategic guidance for planning a UNPKO. It includes:

- Assumptions, limitations and constraints
- Political strategy for the UN presence
- End-state and strategic objectives
- Outline of overall UN response
- Internal and external partnerships

# Main Planning Documents for UNPKO – UN Military Perspective



## UN-wide plans

- Integrated Strategic Framework (ISF)

## Mission-wide plans

- Mission Concept
- Mission Results-based Budget (RBB)

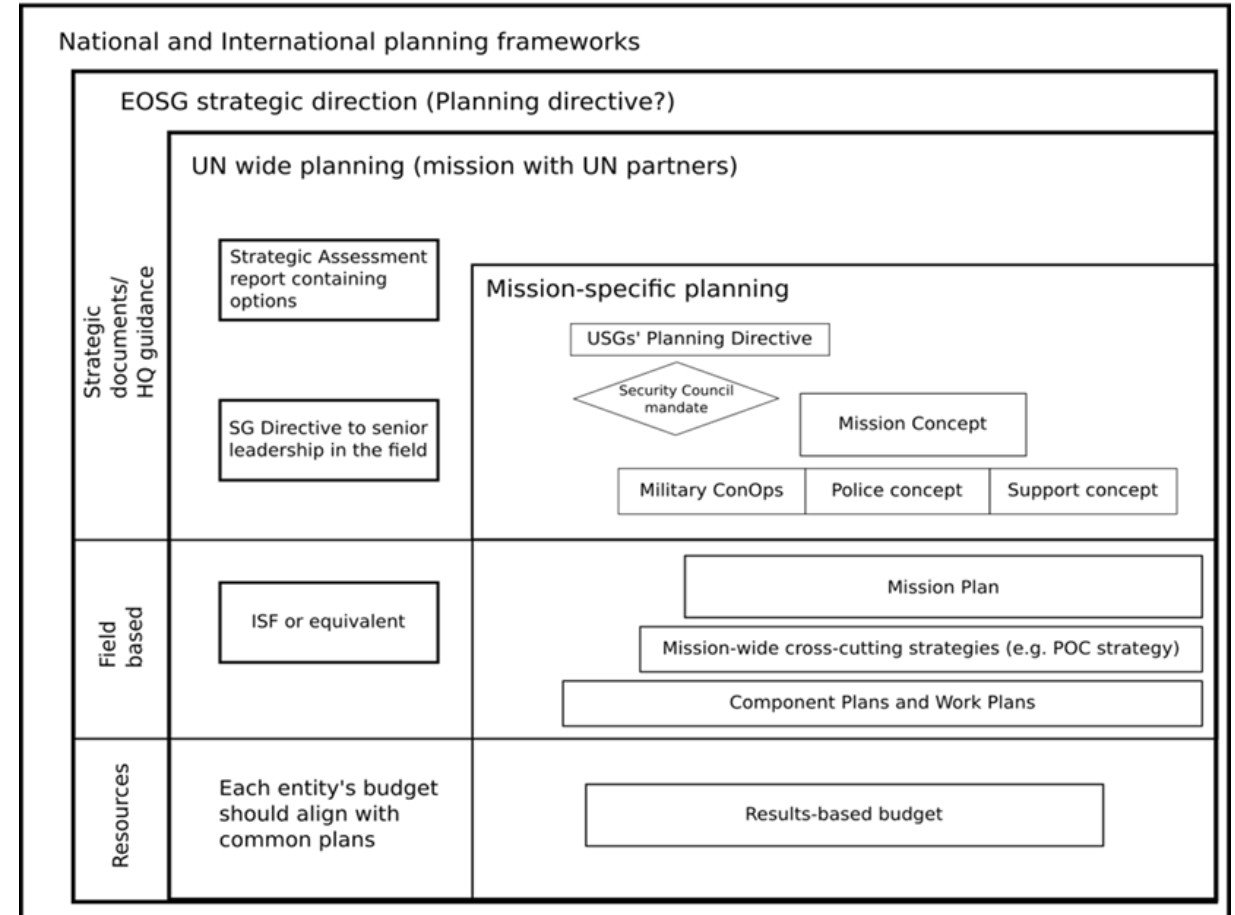
## Component-level plans

- Concept of Operations (CONOPs)  
- Military, Police, Support

## Military Component plans

- OPORD, FRAGO, WARNORD

## Planning documents for peacekeeping operations





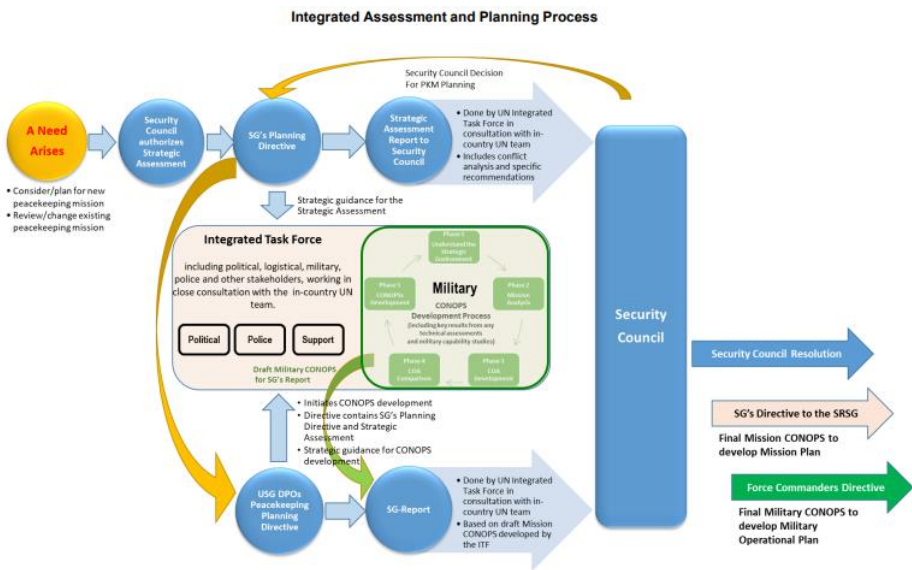
# Mission Concept



- Translates political intent of mandate into strategy, plans and guidance for all components
- It is a tool for senior mission management to outline:
  - Strategic vision for mandate delivery
  - Set priorities in order of importance and sequence
  - Direct mission components to align and synchronize activities, as well as inform resource allocation



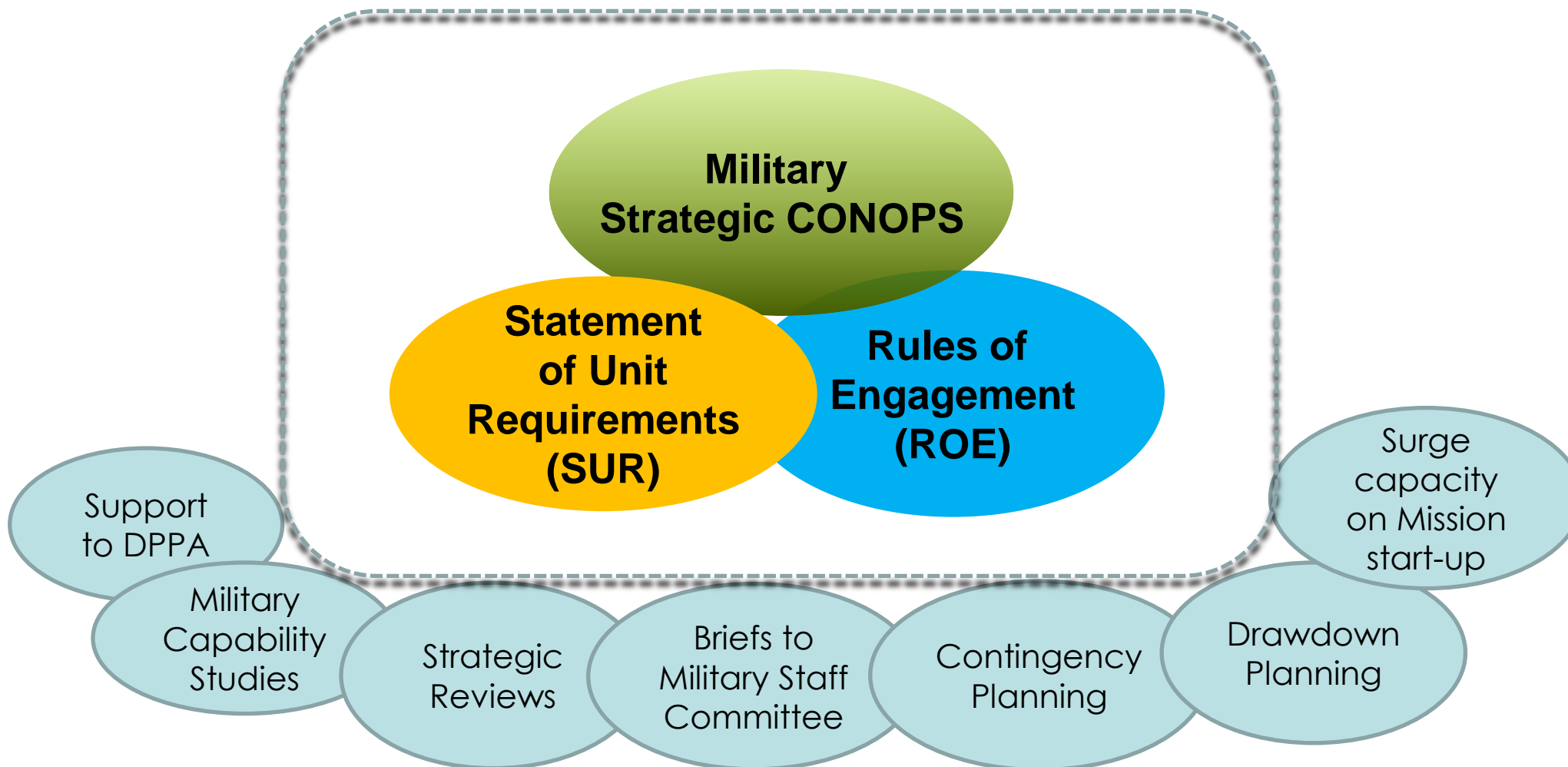
# Military Concept of Operations (CONOPS)



- Prepared by OMA/DPO in close cooperation with UNPKO
- UNPKO provides Operational and Tactical level Information to UNHQ
- Describes how Military Component intends to accomplish tasks and necessary resources to solve a military problem
- Provides a basis for detailed planning by Force Commander and FHQ (OPLAN)



# Output of Military CONOPS

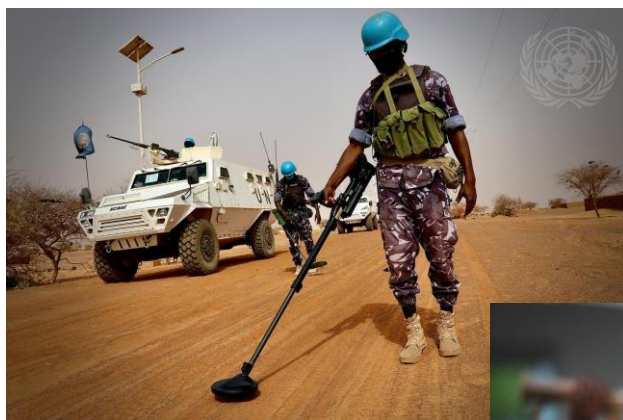






# Military and Police Capability Study

MPCS is a tool for the identification and deployment of military capabilities in a UNPKO, in relation to the military component's assigned tasks





# Mission Plan



- Translates strategic guidance from the Mission Concept and Components Concepts into a concrete operational plan
- Priorities areas to implement mandate
- Identify concrete goals and timelines, milestones and benchmarks
- Tool for SRSG for tracking progress



# Result-Based Budgeting (RBB)

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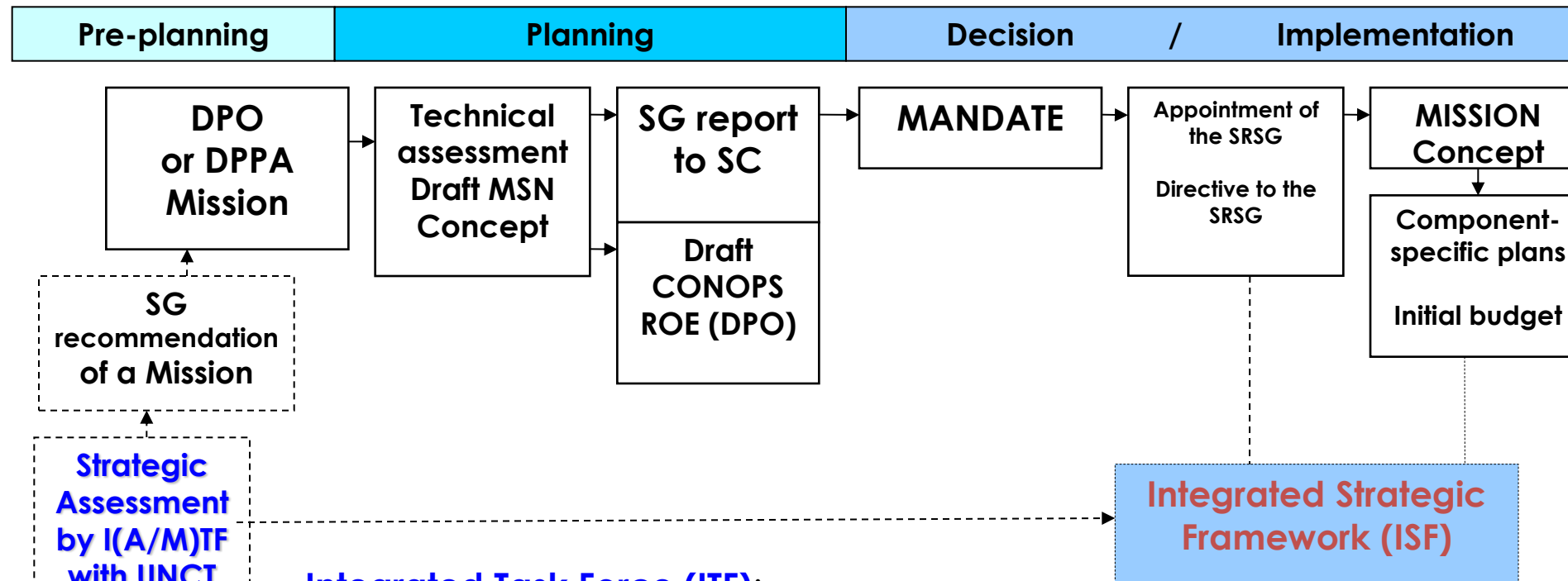
- Mission planning with aim to achieve results
- Results achieved through management of resources
- RBB for each UNPKO: expected results, resources for activities, used to measure performance



**UN PEACEKEEPING IS COST-EFFECTIVE**

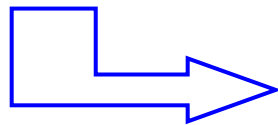
Our annual budget is **less than 0.5%** of global military spending

# Integrated Assessment and Planning(IAP) Process Matrix



## Integrated Task Force (ITF):

- Level of senior officer, team leader or functional specialist
- Key Secretariat and Agency representatives
- Specialized actors on an ad hoc basis
- Mission and UNCT field representatives





# Roles and Responsibilities of Deployed MSO in IAP



- Familiarise with the following documentation from UNHQ:
  - ✓ ISF, Mission Concept, Military CONOPS, Mission Plan, and Directives for HOMC/FC
  - ✓ Evaluate the validity of the guidance material on a regular basis
  - ✓ MSOs may assist mission leadership with input to Strategic IAP process

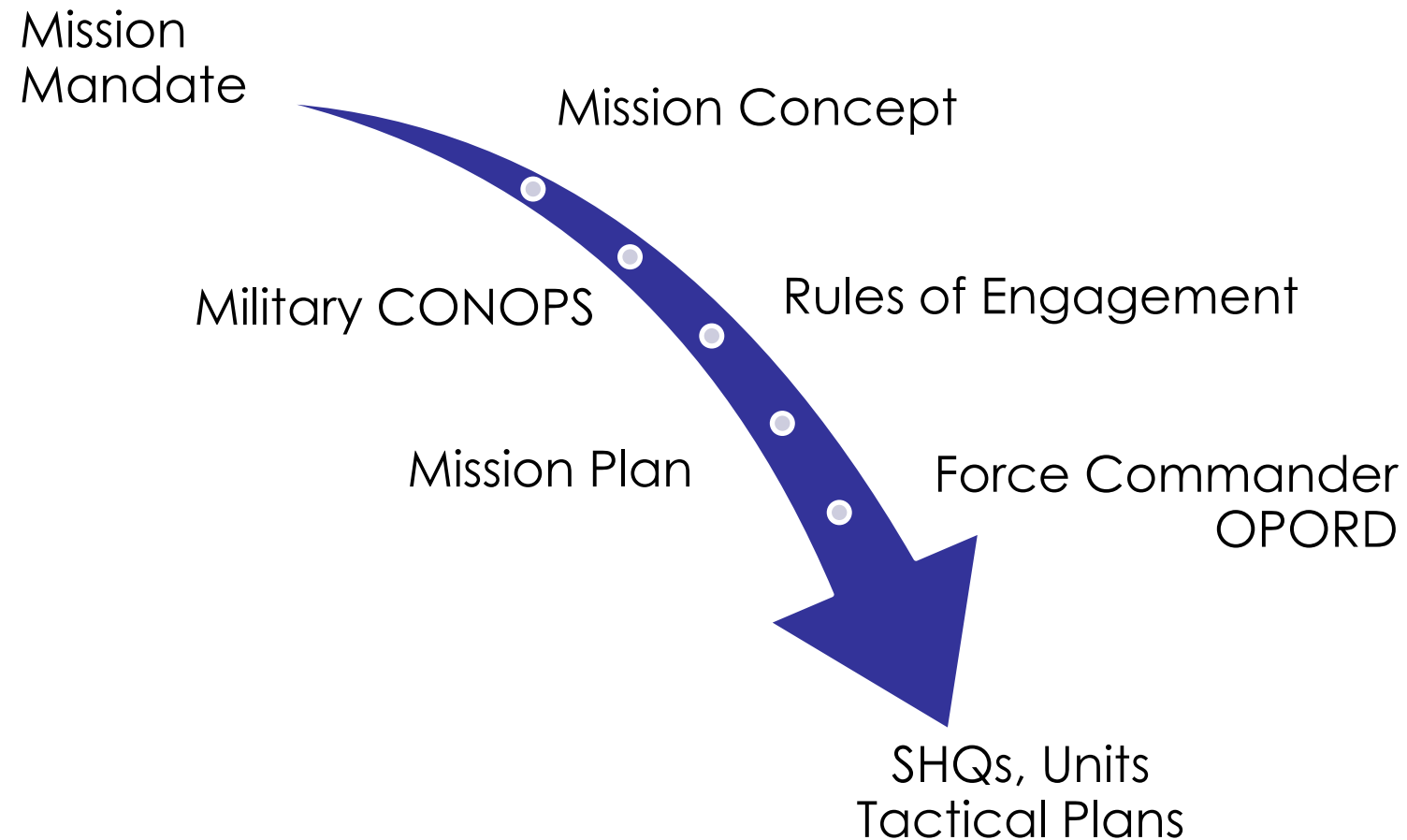


# Roles and Responsibilities of Deployed MSO in IAP



- Ensure military-related issues are taken into consideration in strategic assessments
- Participate in the integrated mechanisms at appropriate levels of representation
- Identify measurable and meaningful benchmarks and risk indicators to support decision-making

# Relevant documents for Operational and Tactical Planning



# Summary of Key Messages



- IAP is a strategic-level process undertaken by ITF to conduct a Strategic Assessment
- The purpose of a Strategic Assessment is to develop a shared understanding of a conflict or post-conflict situation
- The ISF is a strategic plan for the UN peacekeeping mission and other UN actors in the host country.
- The key strategic documents for Operational Planning are the SC Mandate, Mission Concept, Military CONOPS, and ROE
- MSOs may contribute to the IAP process