e-Guide for staff supporting the UN Peace and Security Pillar

This e-Guide is a companion piece to the induction programme for new DPPA-DPO staff and DOS staff supporting field missions. It is designed to be a practical resource for UN staff members working in and supporting the Organization's Peace and Security Pillar. It is not an official document of the UN.

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Introduction to the e-Guide

Welcome to the UN. You are likely posted within the Peace and Security Pillar or within an office that provides support to the Pillar. You have joined a diverse part of the UN Secretariat consisting of many components that play a key role in supporting the maintenance of international peace and security around the world. As a new staff member at Headquarters, it can be both exciting and daunting to transition into such a complicated new structure.

The e-Guide has been developed in recognition of the steep learning curve that new personnel experience. It outlines the different departments, offices, divisions, sections, services, teams and units, their functions and the wider system of which you are now part. It also provides information on substantive issues, including UN missions, operational support and other technical information such as assessments and planning, and information on knowledge management, training and the various staff resources available to you in developing and managing your career at the UN.

We hope your tenure at Headquarters is satisfying, interesting and enjoyable and that this e-Guide will assist in familiarizing you with all the resources that are available.

Purpose of the e-Guide

This e-Guide has been developed to provide details on the functions and objectives of the Department of Peace Operations (DPO) and the Department of Political and Peacebuilding Affairs (DPPA), as well as the parts of the Department of Operational Support (DOS) that support the Peace and Security Pillar. The e-Guide provides a resource for the induction and orientation of new staff reporting to Headquarters and will assist and guide new staff in adapting quickly to their new working environment. Additionally, it serves as a reference for both new and continuing staff.

Navigating the e-Guide

The e-Guide has been designed as an interactive PDF with internal linkages between connected information, links to external websites, reports, documents and resource packages and contact information for various components. The following interactive icons have been designed to prompt you to access various types of available information.

- Indicates a link to more information on a topic within another Module of Section of the e-Guide.
- Indicates a link to an external website for more information.
- Indicates more information within a document, report, resource package etc.
- Indicates an email address to request more information from.
- In the head and footer of each page you can click on the compass to navigate to the Table of Contents.
- A prompt to consider why a section may be of relevance to your duties and tasks.

The e-Guide also includes texts highlighted in the module's colour scheme to indicate that the highlighted text is clickable to another source of information on the related topic or to a related topic within the e-Guide. We recommend you turn on the navigation pane to "bookmarks" so you can move around the different module sections with ease, and also to activate 'previous view' and 'next view' in the page navigation tools to easily move back and forth between sections without losing your place.

Self-Assessment

Each module of this e-Guide is followed by a short self-assessment of 10 questions. These short assessments provide you with an opportunity to test your knowledge of the UN Peace and Security Pillar. The assessments are hosted on Inspira (LMS-6802-1). Completing all five module assessments will result in a downloadable certificate of completion from your Inspira learning dashboard.

Staff Directories

The DPPA-DPO staff directory provides the names, locations, and contact information of staff within DPO, DPPA, the Regional Divisions, and the Shared Services of DPPA-DPO. The iSeek directory includes all Secretariat staff members. In order for the staff directories to be as up-to-date as possible, staff must contact the relevant directory admin to update their profile when they move post or duty station.

Access the DPPA-DPO staff directory by clicking here; and the iSeek staff directory by clicking here.

To update your DPPA-DPO directory entry, email dppa-dpo-admin@un.org; and to update your iSeek directory entry, email telephone-changes@un.org.

Input and Feedback on the e-Guide

The e-Guide is updated periodically to accommodate major changes in structures, standards, and legal frameworks. For suggestions on content updates or corrections, please email the Integrated Training Service (ITS) of DPO with the subject "e-Guide Feedback".

To make suggestions on content updates or corrections, email ITS at peacekeeping-training@un.org.

Sourcing and Acknowledgements

The information within this e-Guide has been sourced and adapted from UN documents (resolutions, reports, guidance materials etc.) and in consultation with focal points within the Department of Peace Operations, Department of Political and Peacebuilding Affairs, Department of Operational Support, and other UN-system entities.

Accuracy of Content

The information provided in this e-Guide is as accurate and current as the stated month and year on the cover page. You can also click on the many 'other sources' of information on related topics to gain further understanding and acknowledgement of information. This e-guide is intended for training purposes only, is not an official UN document and does not represent the official position of DPO, DPPA, or DOS, or any UN entity represented within.

Module One

Introduction to the UN Peace and Security Pillar and Supporting Offices

This module provides an overview of the two Departments within the Peace and Security Pillar, the single-regional structure, and shared services that provide support and coverage to the Pillar. This module also includes information on the types of services the Department of Operational Support provides to the Peace and Security Pillar.

This module includes information on the following topics:

- The Department of Peace Operations
- The Department of Political and Peacebuilding Affairs
- The regional divisions and shared services of the Peace and Security Pillar
- The Department of Operational Support

1.1 Introduction to the Peace and Security Pillar and Supporting Offices

The UN Peace and Security Pillar is at the heart of the Charter's commitment to save succeeding generations from the scourge of war. Seven decades after the founding of the UN, that goal remains as relevant and urgent as ever. Today's conflicts cause immense human suffering; they are increasingly complex and difficult to resolve. A surge in violent conflict in recent years has drastically increased human casualties, displacement, and humanitarian needs, often reversing hard-fought political, human rights and development gains. The geopolitical context has become less conducive to the settlement of disputes, as deep divisions amongst major powers have led to paralysis and contributed to a steadily declining faith in multilateralism. This rapidly shifting global landscape requires the Peace and Security Pillar to be coherent, pragmatic, nimble and effective, and capable of collaboration with partners across the UN system and outside it to prevent and resolve violent conflict and help sustain peace.

Within the Pillar, the Departments of Political and Peacebuilding Affairs (DPPA) and Peace Operations (DPO) share common goals in preventing violent conflict and its negative impacts; to contribute to its transformation and resolution; and to help build strong, inclusive and resilient societies that will deepen peace outcomes for generations to come. While the Departments retain discrete mandates, plans, and sources of funding, the Pillar draws on a range of tools and resources that are employed flexibly in mission and non-mission settings. Through political expertise, technical capacities, and a wide array of advisory and specialized support, we are focused on maximizing our impact in the field. The Departments also share core priorities on effective conflict prevention and peace sustainment, enhancing the effectiveness and coherence of its field presences. Peacekeeping operations and special political missions are guided by regional approaches that are supported by shared services and work in coordination to develop and deploy flexible responses tailored to the needs of each context, promoting a "whole of pillar" approach to our work. There is a particular emphasis on supporting mission transitions in settings where the UN is undergoing a significant reconfiguration, and providing support to UN presences in the field through a range of capacities such as electoral assistance, mediation, rule of law and peacebuilding support.

The Peace and Security Pillar and UN Reform

The Peace and Security Pillar was reorganized in January 2019 as part of a series of reforms initiated by Secretary-General António Guterres. The overarching goals of the restructuring of the Peace and Security Pillar were to prioritize prevention and sustaining peace, enhance the effectiveness and coherence of peacekeeping operations and special political missions, make the Peace and Security Pillar more coherent, nimble and effective through a whole-of-pillar approach, and align the Pillar more closely with the Development and Human Rights Pillars. As part of the peace and security reform, a single political-operational structure was established and entrusted with regional responsibilities and oversight of the day-to-day management of all political and operational peace and security activities. This structure is headed by three Assistant Secretaries-General who collectively oversee eight regional divisions (Africa; Europe, Central Asia and the Americas; and the Middle East, Asia and the Pacific). The reform was also designed to enhance cooperation between the Peace and Security Pillar and the Development Pillar and the Peacebuilding Support Office, which is the central liaising entity to the other UN pillars. Building on sustained work over the years to strengthen cooperation with UN Resident Coordinators, the reforms provide a clear and

strengthened entry point for collaboration with the UN development system at large, including the Development Coordination Office. The reforms also allow the Peace and Security Pillar to intensify the provision of day-to-day advice and support to empowered Resident Coordinators and UN Country Teams in responding to specific country challenges, especially those with triple-hatted Deputy Special Representatives, Resident Coordinators and Humanitarian Coordinators.

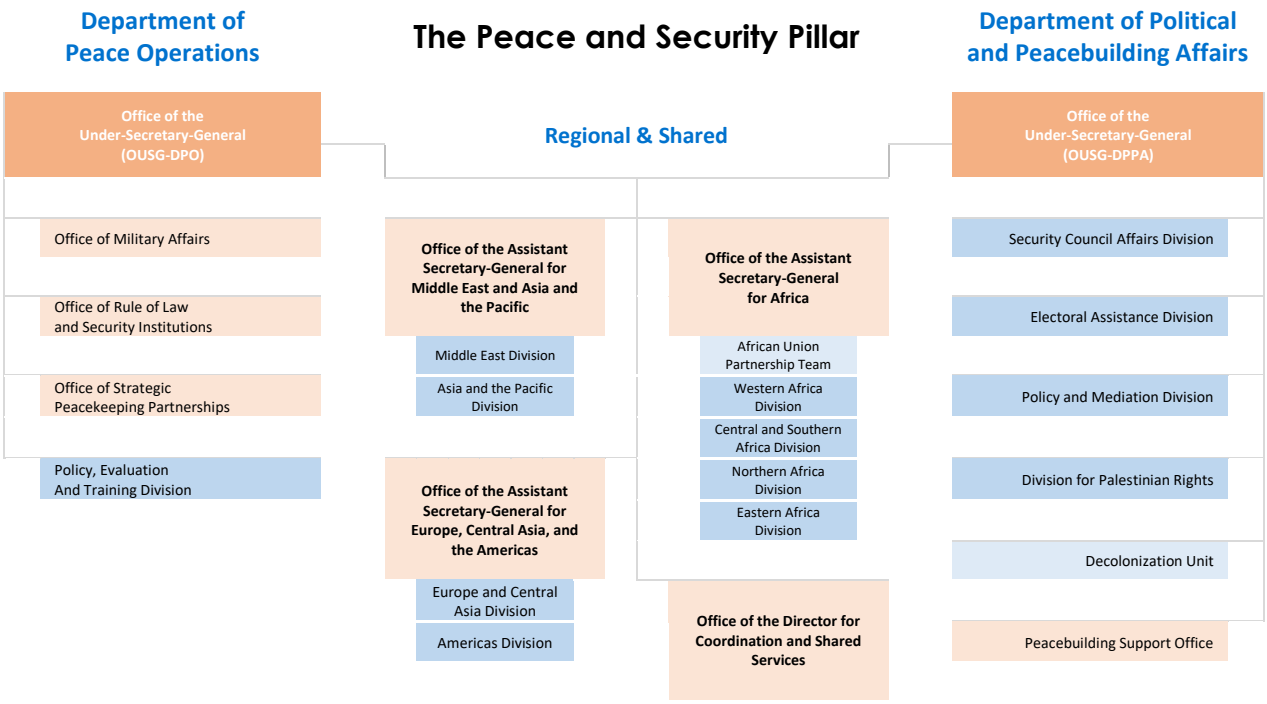
Collaboration with the UN Human Rights Pillar, including the Office of the UN High Commissioner for Human Rights (OHCHR), the Human Rights Council and its mechanisms, and the human rights components in peacekeeping operations and special political missions, has also intensified. On the basis of a joint policy, the two Departments worked closely with OHCHR, which backstops human rights components in peacekeeping operations and special political missions, to address a range of issues related to the implementation of human rights mandates by those missions. At the operational level, the two Departments and OHCHR support field engagements that integrate a human rights-based approach. The Secretary-General's Call to Action for human rights is providing further impetus to reinforce collaborative efforts to strengthen human rights across the Organization, including in the Peace and Security Pillar.

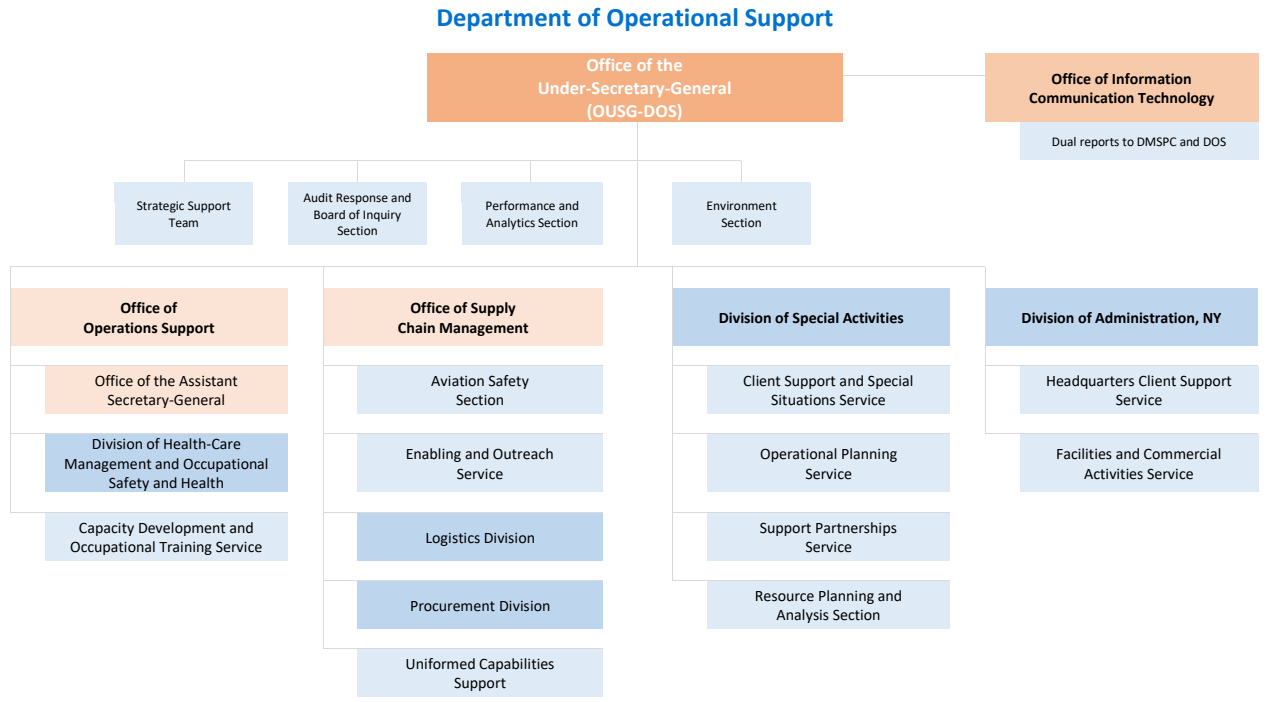
At their core, these new structures are designed to help facilitate a more integrated approach between the two Departments to contemporary peace and security challenges. Enhanced coordination within the Pillar and with other UN actors will remain critical to address other key challenges – such as the security implications of climate challenges, technological disruption and surging inequalities. At the same time, the management reform resulted in a new paradigm for the Secretariat to empower managers and staff, simplify processes, increase transparency, and improve delivery of mandates. This reform led to the establishment of the Department of Operational Support (DOS) which has a focus on operations, services, transactions and surge support and the Department of Management Strategy, Policy and Compliance (DMSPC) which focuses on policy, strategy and compliance.

The UN reform website
https://reform.un.org/

This module of the e-Guide gives an overview of DPO and DPPA as well as those parts of DOS that support DPO, DPPA as well as peacekeeping and special political missions.

Organigrammes





This e-Guide provides an overview of the Departments in the above organigrammes, and the role of the divisions, sections, units and teams that comprise them.

1.2 Department of Peace Operations

The Department of Peace Operations (DPO) is dedicated to assisting UN Member States and the Secretary-General in their efforts to maintain international peace and security. DPO does this in part by providing political and executive direction to UN peacekeeping operations around the world and maintains contact with the Security Council, troop, police, financial contributors, and parties to conflict in the implementation of Security Council mandates.

The Department works to integrate the efforts of UN, governmental, and non-governmental entities in the context of peacekeeping operations and provides guidance and support on military, police, rule of law, mine action, and other relevant issues to other UN political and peacebuilding missions.

DPO traces its roots to 1948 with the establishment of the first UN peacekeeping operations, UNTSO and UNMOGIP. Up to the late 1980s, peacekeeping operations were operated through the UN Office of Special Political Affairs, until the establishment of the Department of Peacekeeping Operations (DPKO) in 1992 when Secretary-General Boutros Boutros-Ghali took office.

United Nations Peacekeeping

1.2.1 The Components of the Department of Peace Operations

The Department of Peace Operations consists of the Office of Military Affairs (OMA); the Office of Rule of Law and Security Institutions (OROLSI); the Office of Peacekeeping Strategic Partnerships (OPSP); and the Policy, Evaluation and Training Division (DPET). These offices report to the Under-Secretary-General for Peace Operations through the Office of the Under-Secretary-General (OUSG-DPO), where the Gender Unit and Integrated Assessments and Planning Unit sit.

- **Office of the Under-Secretary-General**
  - Gender Unit
  - Integrated Assessment and Planning Unit
  - Peacekeeping-Intelligence Coordination Team
- **Office of Military Affairs**
  - Current Military Operations Service
  - Force Generation Service
  - Military Planning Service
  - Policy and Doctrine Team
  - Assessment Team
  - Military Performance Evaluation Taskforce
- **Office of Rule of Law and Security Institutions**
  - Police Division
  - Justice and Corrections Service
  - UN Mine Action Service
  - Disarmament, Demobilization and Reintegration Section
  - Security Sector Reform Unit
- **Office of Peacekeeping Strategic Partnerships**
- **Policy, Evaluation and Training Division**
  - Evaluation Team
  - Policy and Best Practices Service
    - Policy and Planning Team
    - Knowledge Management and Guidance Team
    - Civil Affairs Team
    - Protection of Civilians Team
    - Child Protection Team
    - Conflict-Related Sexual Violence Team
    - Strategic Force Generation and Capability Planning Cell
  - Integrated Training Service
    - Member States Support Team
    - Field Training Support Team
    - Leadership, Management and Communications Team
    - Training Policy and Standards Team
    - Programme Management Team

The Department of Peace Operations website
https://peacekeeping.un.org/en/department-of-peace-operations

Office of the Under-Secretary-General, DPO

The Office of the Under-Secretary-General (OUSG-DPO) ensures an integrated approach to planning, directing, managing, and supporting peacekeeping operations. It is responsible for supporting the USG in overseeing the strategic direction of DPO in the performance of political, programmatic, managerial, and administrative functions. OUSG-DPO is comprised of a front office, the gender unit, and the integrated assessment and planning unit. OUSG-DPO's main focus is on improving the safety and security of peacekeepers, enhancing the performance of peacekeeping operations, advancing the peace and security architecture reform, improving the business processes of the Department, and strengthening partnerships. The Office is also responsible for overseeing the implementation of the priorities of DPO, like the Secretary-General's Action for Peacekeeping (A4P) initiative.

The USG-DPO speaks on the importance of strong triangular cooperation in order to enhance peacekeeping operations.

9:56 Minutes

For information on the A4P initiative, go to Module 2-Section 2.2.9

The Under-Secretary-General for Peace Operations

Mr. Jean-Pierre Lacroix is the current Under-Secretary-General for Peace Operations (USG-DPO). In addition to serving as the head of the Department, the USG-DPO advises and supports the Secretary-General on all strategic, political, and operational matters under his purview, and in coordination with the USG-DPPA, as necessary. The USG-DPO is responsible for providing policy direction and integrated strategic, political, operational, and managerial oversight and guidance to DPO and to its peacekeeping operations. Additionally, the USG oversees and provides direction and strategic guidance to the Assistant Secretaries-General (ASGs) for Military Affairs and Rule of Law and Security Institutions; the Director of the Division for Policy, Evaluation and Training (DPET); the Director of the Office for Peacekeeping Strategic Partnership (OPSP); and the ASGs overseeing the single regional political-operational structure on issues pertaining to peacekeeping operations under the responsibility of the Department.

"UN peacekeeping is one of the most effective tools to help war-torn countries reach political solutions and sustainable peace."

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

Gender Unit

The Gender Unit was originally established in 2003 and has subsequently been relocated within OUSG-DPO as part of the reform of the Peace and Security Pillar. In S/RES/1325, and subsequent resolutions, the Security Council called for gender expertise to facilitate the implementation of women peace and security (WPS) mandates. Guided by the Policy on Gender-Responsive Peacekeeping Operations, the Unit coordinates the implementation of the WPS agenda and mandates, supports gender units in the field, and closely liaises with the military and police gender focal points, the Protection of Civilian's Team in the Policy, Evaluation and Training Division (DPET), and the Gender Parity Team in the Office of the Director for Coordination and Shared Services (ODCSS). The Unit serves as the secretariat for the USG-DPO's Women, Peace and Security Task Force and supports department wide WPS focal points.

This video explains how women can transform peace through their participation in local conflict prevention and resolution.

2.20 Minutes

To support and facilitate the implementation of WPS mandates, the Gender Unit developed an interactive women, peace and security resource package as a strategic capacity-building tool and reference guide for peacekeeping personnel, in addition to accountability tools, standards and guidance. The Unit works in collaboration with DPPA's Gender, Peace and Security Unit (GPS) and UN Women on system-wide processes and joint initiatives, and partners with women leaders and organizations, as well as academia, think tanks, and other peacekeeping stakeholders.

The peacekeeping women, peace and security website
https://peacekeeping.un.org/en/promoting-women-peace-and-security

For field-based information on WPS activities, go to Module 2-Section 2.2.5

Integrated Assessment and Planning Unit

The Integrated Assessment and Planning Unit within OUSG-DPO is mandated to provide support to Integrated Operational Teams (IOTs), integrated task forces at Headquarters, and to field missions on analysis, assessment, and strategic planning issues, including UN-wide and mission-specific processes. The Unit follows and analyses substantive developments in the countries covered in order to anticipate and identify critical planning moments and to ensure pertinent, tailored, and timely advice and support related to analysis, assessment, and planning. The Unit also advises IOTs and DPO-led field missions in support of ongoing strategic planning exercises. This includes assisting on processes, such as the implementation of the integrated assessment and planning policy, the policy on planning and review of peacekeeping operations, the policy on authority, command and control, guidelines on the mission concept and mission plan, and any other guidance on planning with the goal of contributing to more rigorous planning. The Unit delivers training, briefings, and other awareness-raising sessions related to strategic planning to staff in Headquarters and the field, Member States, and non-UN audiences, including senior officials. It also supports the design and organization of the annual workshop of strategic planners, including delivery of substantive content, and develops other training (such as actionable conflict analysis training and training on planning policy and guidance). Additionally, the Unit supports exchanges with partner organizations, such as the African Union (AU), European Union (EU) and the North Atlantic Treaty Organization (NATO), on strategic planning issues including improving linkages between the planning processes.

Peacekeeping-Intelligence Coordination Team

The Peacekeeping-Intelligence Coordination Team within OUSG-DPO is responsible for implementing the peacekeeping-intelligence (PKI) policy; creating a global peacekeeping-intelligence system; and coordinating peacekeeping-intelligence across UN peacekeeping, at both the missions and at Headquarters. The Team coordinates and produces guidance documents in support of PKI implementation in peacekeeping operations. It establishes and coordinates training courses in PKI-related areas and provides support in enhancing the recruitment of personnel with prior intelligence experience to peacekeeping operations that need this expertise. The Team works closely with the Office of Military Affairs (OMA), the Police Division (PD), and the UN Operations and Crisis Centre (UNOCC). The Team also supports missions directly in establishing PKI mechanisms, processes, and procedures, and, as focal point for all inquiries regarding PKI, is responsible for engaging with and ensuring that Member States and external partners are updated/informed on relevant developments.

Office of Military Affairs

The Office of Military Affairs (OMA), led by an ASG/Military Advisor, provides technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations, assessing potential threats to military operations, and supporting and monitoring all military components in UN peacekeeping operations. OMA develops relevant military guidance, maximizes the deployment of military capabilities, and enhances the performance, efficiency, and effectiveness of military components in UN peacekeeping operations. OMA also maintains strategic engagement with Member States for the generation of critical peacekeeping capabilities and continues to improve dialogue with Member States and regional organizations to strengthen partnerships and enhance contributions to peacekeeping, with an emphasis on cooperation in developing capabilities for regional military peacekeeping.

OMA co-chairs the Strategic Force Generation and Capability Planning Cell (SFGCPC) within DPET, and is responsible for planning and coordinating mid- to long-term DPO engagement with Member States to meet current and future UN peacekeeping uniformed capability needs and improve the overall quality and performance of uniformed peacekeeping capabilities. OMA also manages the peacekeeping capability readiness system (PCRS), the central mechanism for the preparation and selection of units for UN peacekeeping missions, including the planning and execution of assessment and advisory visits (AAVs) to facilitate Headquarters planning and decision-making processes. The SFGCPC also co-manages the light coordination mechanism (LCM), with the Integrated Training Service (ITS) to assist the development of bilateral and multilateral capacity building partnerships among Member States.

The Office of Military Affairs website
https://peacekeeping.un.org/en/office-of-military-affairs

The following sections cover the six components of OMA, which are: Current Military Operations Service; Force Generation Service; Military Planning Service; Policy and Doctrine Team; Assessment Team; and Military Performance Evaluation Taskforce. Each of the six components of OMA are headed by a Chief, who is accountable to the ASG/Military Advisor.

Current Military Operations Service

The Current Military Operations Service is comprised of three geographically-based teams. The core functions of the service include providing advice to the heads of the military components of Department-led operations in coordination with IOTs. The Service provides advice on technical aspects of military operations, such as conduct of operational activities, operational reporting, and in-mission training of troops. The Service also provides military information and analysis related to current events and situations relevant to UN peacekeeping and coordinates visits, briefings, and debriefings of various officials to UN peacekeeping operations. In coordination with the Conduct and Discipline Service (CDS) within DMSPC, the service coordinates OMA's responses on disciplinary issues involving UN peacekeeping operations and special political missions.

Force Generation Service

The Force Generation Service is comprised of a force generation team, a military personnel team and a Peacekeeping Capability Readiness System (PCRS) team. The Service is the principal military point of contact for troop-contributing countries (TCCs), and Member States with regard to military contingents and individuals participating in UN missions. The Service works in close liaison with the IOTs in missions and other appropriate entities of DPO, DPPA and DOS. It is responsible for the generation and rotation of all military contingents and individuals and supports the selection process for senior UN military appointments. Together with DOS, the Service participates in the contingent-owned equipment (COE) negotiation process and provides technical advice on COE claims by Member States. Again, in coordination with DOS, the Service develops generic guidelines for TCCs and mission-specific military guidelines related to force requirements. The Service also coordinates reconnaissance visits for TCCs and leads pre-deployment visits to TCCs to verify the preparedness of military contingents to meet the conditions of UN peacekeeping operations, memoranda of understanding (MOU), and COE agreements.

Military Planning Service

The Military Planning Service provides military strategic planning advice to the Military Advisor, develops and monitors military plans, specifies force or operational requirements, produces military guidance documents and provides technical advice and guidance. The Service is responsible for preparing and maintaining the mission critical documentation, namely concept of operation and rules of engagement, for the military component in UN peacekeeping operations. The Service also prepares the statement of unit requirement (SUR) for every military unit in UN peacekeeping operations and its personnel operate in three different teams, coordinating operational issues with mission military components. The Service also has specialist military planners for aviation and maritime operations and works in coordination with DOS, DPPA, the Office of Legal Affairs (OLA), the Integrated Training Service (ITS), and other components as appropriate.

SUR is a detailed description of unit tasks, personnel and equipment serving as the basis of the MOU negotiations with TCCs.

Policy and Doctrine Team

The Policy and Doctrine Team develops and manages UN military policy and doctrine, works on capability development, and establishes and manages strategic partnerships with military elements of international and regional organizations, including civil-military coordination with humanitarian and other UN Agencies, Funds, and Programmes. The Team initiates the performance improvement cycle of military components in peacekeeping operations and military personnel in special political missions; develops policies, standard operating procedures (SOPs), and doctrine specific to the military component of UN field missions; and supports the performance of military components in field missions through the development, refinement, and revision of policies, SOPs, and doctrine guiding the delivery of field mission's mandated tasks, TCC pre-deployment training, and tasks-conditions-standards.

PDT is the OMA focal point for UN civil-military coordination (CIMIC), gender policy and guidance, and other cross-cutting thematic tasks such as environmental management, protection of civilians (POC), conflict-related sexual violence (CRSV), sexual exploitation and abuse (SEA), and child protection (CP).

The Team also works in close coordination with DPET to support development and implementation of pre-deployment training materials to ensure inclusion of OMA's military policy and doctrine. The Team is the OMA entry point for external liaisons and partnership/coordination with regional organizations and multilateral organizations (e.g., NATO, AU, EU), UN entities, and non-governmental organizations (NGOs).

Assessment Team

The Assessment Team's core function is to deliver proactive, timely, accurate, and detailed analysis of the strategic military and threat situation in current and potential UN peacekeeping operations. The Team does not follow the existing regional structures in DPO, rather it focuses on the Sahel, Maghreb and West Africa; Central African Republic, Abyei, Sudan and South Sudan; Great Lakes region and Middle East and other relevant areas of interest to OMA leadership. The Team analyses regional military and threat information and supports senior decision-making processes by providing independent mid-to-long term strategic and operational military analytical information. It provides operational and strategic military and threat and response information to OMA leadership and supports mission-related threat assessments, trend analyses and planning processes. It also works with UNOCC and the threat and risk assessment service of the Department of Safety and Security (UNDSS) to provide a common understanding and early warning of developing trends. The Team further contributes to UNOCC and facilitates the delivery of time-sensitive information when events pose direct threat(s) to UN personnel, property and operations, and engages pro-actively with the IOTs of DPO, and other actors involved in crisis management or planning processes. Mission desk officers in the assessment team provide continuity for the high turn-over of staff in intelligence branches (U2) in missions, and provides feedback on mission products and shares regional assessments with the various U2 branches in missions.

Military Performance Evaluation Taskforce

The Military Performance Evaluation Taskforce (MPET) oversees and analyses the performance of military personnel deploying in UN peacekeeping operations, and makes recommendations to DPO, DPPA, DOS, and TCCs on furthering the development of UN military performance standards. The Taskforce conducts operational assessments, advisory visits and enhanced redeployment visits to verify self-certification and readiness of TCCs and conduct military capability studies.

Office of Rule of Law and Security Institutions

The Office of Rule of Law and Security Institutions (OROLSI), led by an ASG, provides operational and advisory support on rule of law and security sector institutions, disarmament, demobilization, and reintegration and mine action. To this end, the office deploys civilian and uniformed (in the areas of police and corrections) personnel to assist conflict-affected countries in re-establishing the rule of law and security institutions necessary to build and sustain peace and sustainably reduce the threats posed by armed groups and explosive devices.

As a specialized capacity, OROLSI serves as a UN system-wide service provider for mission and non-mission settings in support of broader conflict prevention and sustaining peace efforts, and oversees a wide spectrum of cross-cutting activities related to stabilization and support to peace processes. It also creates the space for national and local dialogue; builds the capacity of institutions and staff to deliver essential rule of law and security services; develops doctrine, guidance and training; and empowers women and youth in all its work.

OROLSI collaborates with key partners, UN and non-UN, and Member States to implement its mandate. It leads or co-leads system-wide initiatives through the Global Focal Point for the Rule of Law (GFP) as well as other thematic inter-agency working groups. OROLSI also supports the work of Member States, including those of relevant groups on corrections, security sector reform, disarmament, demobilization and reintegration, police, and support groups on mine action.

For information on the thematic inter-agency working groups, go to Module 3-Section 3.5

The Global Focal Point for the Rule of Law (GFP) is co-chaired by OROLSI and the UN Development Programme (UNDP). The GFPs function is designed to strengthen the UN's provision of rule of law assistance to address and prevent violent conflict, protect human rights and restore justice and security for people affected by conflict. It is a field-focused arrangement that enables UN entities, to jointly pursue shared objectives.

The Office of Rule of Law and Security Institutions (OROLSI) website
https://peacekeeping.un.org/en/office-of-rule-of-law-and-security-institutions

The following section cover the five components of OROLSI: the Police Division, Justice and Corrections Service; Disarmament, Demobilization and Reintegration Section; Security Sector Reform Unit; and UN Mine Action Service.

Police Division

The Police Division (PD) is led by the UN Police Adviser who deputizes the ASG for rule of law and security institutions and provides advice to UN seniors on policing and other law enforcement issues. The Office of the Police Advisor provides strategic direction and oversight on policing issues to heads of UN police (UNPOL) components in UN peacekeeping operations, special political missions, and other contexts in which the Organization serves, in close consultation with all relevant Secretariat entities, UN Agencies, Funds and Programmes, Member States, regional organizations, NGOs, academia, and civil society.

The Office also oversees cross-cutting aspects, such as performance related matters; the operationalization of UNPOL as UN focal point for policing and other law enforcement matters; the preparation of (senior) police liaison officers for their work within IOTs in the regional divisions; oversees the work of its mission management and support section; the selection and recruitment section; the strategic policy and development section; and the standing police capacity. Together, they enable UNPOL to realize its mission to support Member States in conflict prevention, on-going conflict, post-conflict, and other crisis situations to realize effective, efficient, representative, responsive and accountable police services that serve and protect the population in line with international human rights norms.

The UNPOL timeline website
https://police.un.org/en/united-nations-police-timeline

Read the Secretary-General's assessment report of PD here; and the Secretary-General's UN policing report here

Mission Management and Support Section

The Mission Management and Support Section serves as PD's principal entry point for strategic, operational, technical, and administrative issues on policing and other law enforcement matters. The Section liaises and interacts with all sections within PD and the regional divisions, in particular the IOTs, as well as Member States on respective priorities. It also provides strategic and technical advice, including on serious and organized crime, to the UN police adviser and undertakes police information and analysis related to current events and situations.

Selection and Recruitment Section

The Selection and Recruitment Section plans and undertakes selection assistance and pre-deployment visits to police-contributing countries (PCCs); supports COE negotiation processes and negotiations on MOUs and provides advice on Member State COE claims in collaboration with the Uniformed Capabilities Support Division of DOS; and takes part in reconnaissance field mission visits. The Section also ensures the selection, deployment, rotation, and extension of UNPOL, including formed police units (FPUs) and internationally recruited professional civilian staff in mission police components. The Section also acts as principle focal point with PCCs in conducting the police generation process, generation and rotation of all police contingents and individuals, and supporting the selection process of senior UNPOL appointments.

For more information on MOUs and COE, go to Module 2-Section 2.2.7

Strategic Policy and Development Section

The Strategic and Development Section develops and reviews technical guidelines, standards, directives, and standard operating procedures for UN police; conducts strategic planning and develops concepts of operations and mandate implementation plans in coordination with the IOTs; monitors police plans; and analyses and evaluates UNPOL lessons learned. The Section is also responsible for the coordination and dissemination of police related policy and guidance throughout the UN system.

Standing Police Capacity

The UN Standing Police Capacity (SPC) is a rapidly deployable operational wing of the Police Division based in the UN Global Service Centre (UNGSC) in Brindisi, Italy. The SPC provides police and law enforcement start-up and surge capability for both peacekeeping operations and special political missions. The SPC advises and provides expertise on police and law enforcement, including preventing violent conflict and sustaining peace by assisting governments in the maintenance of law and order, protection of civilians, and building policy capacity; and can also be utilised to conduct operational assessments, evaluations, and quality assurance of police components, including providing assistance in mission transitions, drawdowns, and closures, as well as supporting other UN entities as directed by the UNPOL Adviser.

Some 11,000 UN Police (UNPOL) from over 90 Member States are currently authorized to serve as individual police officers (IPOs), which include specialized teams, contracted seconded police, and civilian policing experts. UNPOL also work cohesively in FPUs which are tasked with building and developing host-State police services capacities of law enforcement entities to prevent and detect crime, protect life and property, and maintain public order and safety in adherence to the rule of law and international human rights law. In some cases, where mandated, UNPOL act as substitute or partial substitute to host-State law enforcement capacity.

The Police Division website
https://peacekeeping.un.org/en/policing

Field-based information about UNPOL can be read about in Module 2-Section 2.2.4, or by clicking here.

Justice and Corrections Service

The Justice and Corrections Service (JCS) supports the work of justice and corrections components in UN peacekeeping operations and special political missions as well as other UN entities, to implement the rule of law aspects of their respective mandates. From Headquarters, JCS coordinates strategic and operational support on mandate delivery, strengthening Member State support, leveraging partnerships and setting policy priorities. Through its rapid response team in Brindisi, Italy, JCS provides field-based advice and specialized expertise to field missions and other field presences. Together, they assist host countries to deliver essential justice and prison services, strengthen criminal justice systems, and facilitate rule of law reforms. Justice and corrections interventions encourage the peaceful resolution and prevention of disputes, strengthen the protection of civilians, improve national security, extend the authority of the State, restore trust and social cohesion, and contribute to the implementation of peace agreements.

Justice and corrections components work closely with national authorities to prioritize conflict prevention, contribute to durable political solutions, and advance SDG 16. To further the realization of the declaration of shared commitments on UN peacekeeping operations, JCS actively seeks and maintains partnerships with UN and external actors, notably through the GFP for the rule of law; supports integrated multidisciplinary interventions; provides planning, analytical and policy expertise in transition settings; and enables host countries and other stakeholders to take appropriate measures to bring to justice perpetrators of criminal acts against UN peacekeepers.

The peacekeeping justice and corrections website
https://peacekeeping.un.org/en/justice-and-corrections

Field-based information on justice and corrections can be read about in Module 2-Section 2.2.5, or by clicking here.

Disarmament, Demobilization and Reintegration Section

The objective of disarmament, demobilization and reintegration (DDR) is to contribute to stabilization and peace processes by reducing the threats posed by armed groups. DDR components in the field support ex-combatants and those associated with armed groups by removing weapons, preventing their recruitment into or supporting their exit of from these groups and helping their reintegration into society as civilians. Various tools can be employed in this regard, including community violence reduction initiatives; transitional weapons and ammunition management; DDR support to mediation; or support to transitional security arrangements. All of these are used to reduce grassroots-level tensions, creating social cohesion and conflict resolution opportunities and opening space for political processes and ultimately DDR. The Section supports DDR activities of UN peacekeeping operations, special political missions, and the UN Country Teams (UNCTs) in non-mission settings.

The DDR Standing Capacity is deployable to UN field missions and non-UN mission settings and provides DDR related support, including planning and transition processes. It is currently based in Brindisi, Italy.

The DDR Section in Headquarters develops and updates relevant policies and guidance, including the Integrated DDR Standards (IDDRS), in collaboration with the inter-agency working group on DDR. Co-chaired by DPO and UNDP, this inter-agency mechanism brings together 26 UN Agencies, Funds, and Programmes, as well as the World Bank. The DDR section also serves as the secretariat for the group of friends on DDR, a Member States forum allowing for strategic discussions on various DDR topics. Lastly, the DDR Section maintains partnership with regional and sub-regional organizations such as the European and AU. For the latter, DPO and the World Bank implement the AU DDR capacity programme (AUDDRCP) which aims to streamline DDR in political processes and conflict resolution initiatives, reinforce operational response across the continent, and foster institutional capacity building.

The peacekeeping disarmament, demobilization and reintegration website
https://peacekeeping.un.org/en/disarmament-demobilization-and-reintegration

Field-based information on DDR activities can be read about in Module 2-Section 2.2.5, or by clicking here.

The disarmament, demobilization and reintegration resource centre website
https://www.unddr.org/

Security Sector Reform Unit

The Security Sector Reform (SSR) Unit serves as the UN system-wide focal point on SSR. It provides advice to Member States, peace operations, UNCTs, and other partners on the political and technical aspects of security sector reform and supports the implementation of SSR strategies. In coordination with partners, the SSR Unit conducts security sector assessments and advises on national SSR strategies, planning frameworks, and international SSR coordination mechanisms, including on defence sector reform. It also fosters policy dialogue with Member States, including through the group of friends of SSR. The Unit leads the UN system on guidance development, in coordination with the UN inter-agency SSR task force, which it co-chairs.

SSRU manages the Standing Capacity on SSR and a UN roster of experts for rapid deployment to provide surge capacity in countries where national SSR processes are underway, as requested.

The SSR Unit backstops the SSR components in the field in their implementation of Security Council SSR mandates in peace operations or in response to national requests of support. The Unit works in partnership with the AU, EU, the World Bank, the Organization for Security and Co-operation in Europe (OSCE), and sub-regional organizations to ensure harmonized approaches and improved joint delivery of SSR assistance.

The peacekeeping security sector reform website
https://peacekeeping.un.org/en/security-sector-reform

Field-based information on security sector reform can be read about in Module 2-Section 2.2.5, or by clicking here.

UN Mine Action Service

Established in 1997, the UN Mine Action Service (UNMAS) leads, coordinates, and implements projects and programmes to mitigate the threats posed by explosive ordnance to millions of people worldwide. UNMAS works to strengthen the UN response to improvised explosive devices through a whole-of-system approach, technical advice, and training. The Service also provides authoritative, impartial expertise and experience to Member States, the UN system and its leadership, and the mine action sector at large. It helps to ensure that UN operations are fit for purpose to implement their complex mandates in situations where there is an explosive threat. Among its chief responsibilities UNMAS manages operations in the field to clear landmines and explosive remnants of war and educate communities in dealing with explosive hazards, while developing the capacity of national authorities in mine action. Given the risks created by poorly managed stockpiles of weapons and ammunition, UNMAS also supports peace operations and national institutions in the area of weapons and ammunition management and improvised explosive device threat mitigation.

UNMAS plans for optimum use of resources; prioritizes and targets services; supports the development of standards, policies, and norms; provides policy and advocacy leadership across the UN system; and ensures a gender perspective throughout its operations. From its Headquarters in New York and its humanitarian hub in Geneva, UNMAS coordinates the global mine action response and serves as the chair of the inter-agency coordination group on mine action, and deploys in support of one of its main partners, the UN Office for Project Services (UNOPS).

The UNMAS website
https://mineaction.org/en

Field-based information on mine action can be read about in Module 2-Section 2.2.5, or by clicking here.

Office of Peacekeeping Strategic Partnerships

The Office for Peacekeeping Strategic Partnership (OPSP) was established in 2013 to strengthen peacekeeping partnerships. It assists by identifying gaps that have an impact on the delivery of mandates by UN peacekeeping operations and making recommendations on systemic issues. The office makes recommendations to ensure the safety, security, and welfare of uniformed contingent personnel and the provision of adequate support services.

OPSP works closely with troop- and police-contributing countries (T/PCCs) and senior leadership, both in the field and at Headquarters, and makes recommendations to incorporate lessons learned and best practices from peacekeeping missions into peacekeeping operations. In accordance with its mandate, the OPSP reviews the ability of uniformed contingent personnel of peacekeeping operations to deliver their mandates, as well as the performance of enabling structures, guidance, and capacities at Headquarters and in the field that guide and support peacekeepers in the performance of their duties. In addition, OPSP also undertakes special investigations as required. One of its responsibilities is to coordinate, oversee, and drive the implementation of the action plan to improve the security of UN peacekeepers in response to the Santos Cruz report, across Headquarters' entities and high risk missions. OPSP also works in partnership with peacekeeping stakeholders, including Headquarters' entities, UN peacekeeping operations, and T/PCCs to train and equip donors, and Member States with a view to supporting UN peacekeepers on the front lines of increasingly complex and dangerous operations.

For information on the dos Santos Cruz report, go to Module 2-Section 2.2.9

Policy, Evaluation and Training Division

The Policy, Evaluation and Training Division (DPET), is mandated to develop and disseminate the policy and doctrine guiding the work of peacekeeping operations. In addition, at the request of the USG-DPO, the division has the responsibility to evaluate how those policies are being applied, gather lessons learned and best practices, and use that information to guide the development, coordination, and delivery of standardized training, so as to complete the learning cycle. DPET is also responsible for developing and maintaining strategic cooperation with various UN and external partners.

Evaluation Team

The Evaluation Team provides DPO and DOS with comprehensive assessments and internal evaluation mechanisms to assist in effective management of field missions by strengthening operational effectiveness and accountability. The Team is responsible for conducting evaluation of peacekeeping, both at Headquarters and in the field, to provide DPO with objective evidence of achievements and effects of efforts and resources. These evaluations serve to strengthen requests to Member States for resources and identify lessons learned to improve practices and management. Since 2018, the Team has led the development and implementation of the comprehensive performance assessment system (CPAS) for UN peacekeeping operations. Due to the size and scope of the CPAS development and roll out to peacekeeping operation, the Team has not been undertaking traditional evaluations recently.

For more information on CPAS, go to Module 2-Section 2.2.8

Policy and Best Practices Service

The Policy and Best Practices Service (PBPS) is mandated to improve the efficiency and effectiveness of peacekeeping operations through the exchange of good practices between missions, develop guidance materials, and provide thematic policy support in the areas of protection of civilians, civil affairs, conflict-related sexual violence and child protection. PBPS coordinates with best practices officers in the field and provides guidance on capturing lessons learned. PBPS serves as Secretariat for the Guidance Focal Points Group and supports the Guidance Development and Learning Steering Committee, Policy and Practice Database, UN resource hub and communities of practice.

Policy Planning Team

The Policy Planning Team develops, coordinates and implements a range of policy portfolios in support of ongoing peacekeeping reform activities and also identifies and develops new policy initiatives in response to the ongoing evolution of the global peacekeeping environment. The Team serves as DPO liaison with peacekeeping experts from civil society and academia; supports policy dialogue on cross-cutting peacekeeping issues; and provides conceptual and policy advice on technology and innovation operating in asymmetric environments, impartiality and consent, use of force, capability development, and compacts between host governments and the Security Council. The Team is the focal point and coordinator for the Secretary-General's A4P initiative.

Knowledge Management and Guidance Team

The Knowledge Management and Guidance (KMG) Team facilitates the exchange of good practices and lessons between missions and supports the development and dissemination of official guidance materials for UN peacekeeping operations. It develops standard tools to capture good practices and lessons to identify trends and strengthen the performance of peacekeeping operations. The Team chairs the guidance focal points group, which coordinates new guidance projects, identifies guidance gaps, facilitates consultation, and ensures coherency in guidance. The Policy and Practice Database (PPDB), jointly managed by KMG-DPET of DPO and GLU-PMD of DPPA, is the repository for all Peace and Security Pillar guidance and good practices products.

For information on knowledge management and guidance, go to Module 4-Section 4.1

Civil Affairs Team

The Civil Affairs Team at Headquarters conducts lessons learned, identifies good practices, provides ongoing technical support and advice to mission-based civil affairs teams, and develops guidance on the work of peacekeepers at the sub-national level to engage with civil society actors and communities; integrates local perceptions in peacekeeping operations; addresses local conflict dynamics including support to local peace initiatives and reconciliation efforts; and supports the extension of state authority. The Team works with field-based civil affairs components, UN agencies, academia, think tanks, NGOs and Member States to identify ways to enhance the effectiveness and impact of civil affairs field work. The Team also develops and updates guidance on quick impact projects (QIPs), data collection and analysis management, the Civil Affairs Handbook, and the local conflict analysis and planning.

Field-based information on civil affairs activities can be read about in Module 2-Section 2.2.5, or by clicking here.

Protection of Civilians Team

The Protection of Civilians (POC) Team assists missions in planning for POC implementation and responds to situations where civilians' lives are threatened. The Team provides operational support to UN field missions with a POC Mandate, supports the coordination of DPO activities related to POC, develops guidance, training and knowledge management materials and assists field missions in planning and implementing their POC mandates consistently and effectively. The POC team also developed the POC Handbook to serve as a practical guide for civilian, police, and military personnel. The Team also engages with Member States and the Security Council on POC mandate implementation through regular briefings to the Security Council Informal Expert Group on POC. The Team works with IOTs, OMA, UNPOL, OROLSI, the UN Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the UN High Commissioner for Human Rights (OHCHR) and other UN agencies, NGOs, and think tanks to strengthen POC implementation in UN field missions.

Field-based information on POC activities can be read about in Module 2-Section 2.2.5, or by clicking here.

Child Protection Team

The Child Protection Team at Headquarters is responsible for supporting the work of field-based child protection advisers. The Team does so through the development of policies, guidance, and training materials, and by providing substantive and operational support to child protection teams in peacekeeping operations with a child protection mandate. The Team develops, rolls out, and delivers specialized child protection training materials and tools for uniformed and civilian personnel in UN peacekeeping operations; identifies and disseminates good practices and lessons learned in mandate implementation; and informs guidance and policy development. The Team provides expertise and advice to relevant DPO offices, builds regional and institutional partnerships, and represents DPO on child protection matters. It also monitors and evaluates the impact and compliance with relevant policies and develops relevant performance indicators.

Field-based information on child protection activities can be read about in Module 2-Section 2.2.5, or by clicking here.

Conflict-Related Sexual Violence Team

The Conflict-Related Sexual Violence Team supports the implementation of the conflict-related sexual violence (CRSV) mandate in peacekeeping operations and acts as Headquarters focal point on issues related to CRSV in peacekeeping. The Team supports the field-based senior women's protection advisors to mainstream CRSV prevention and response in peacekeeping operations and seeks to raise awareness and focus on the CRSV mandate across DPO. The Team also supports guidance development and the identification and dissemination of good practices in CRSV mandate implementation. The Team also supports the implementation of the CRSV mandate as an active member of the UN action against sexual violence, and through close engagement with partners such as DPPA, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC), and OHCHR.

Field-based information on conflict-related sexual violence activities can be read about in Module 2-Section 2.2.5, or by clicking here.

Strategic Force-Generation and Capability Planning Cell

The Strategic Force Generation and Capability Planning Cell, co-chaired with OMA, coordinates a strategic and sustained approach to the generation of important uniformed capabilities and training for peacekeeping operations. The Cell's responsibilities include engaging with Member States to fill critical capability gaps and increase women's participation; supporting the requirements for rapid deployment of start-up and surge capabilities; registering, assessing, and preparing capabilities in the PCRS; and broadening the base of peacekeeping contributors through targeted and sustained engagement with new and emerging contributors to peacekeeping. Through its co-management of the LCM, the Cell also supports capacity-building and training coordination with bilateral partners to enable new and emerging T/PCC's to become reliable contributors to UN peacekeeping.

Integrated Training Service

The Integrated Training Service (ITS) serves as the responsible centre for peacekeeping training. ITS develops training standards, policies, and guidance materials; develops and delivers cross-cutting peacekeeping training; and oversees peacekeeping training activities and provides related technical support. ITS develops training materials for use in pre-deployment training, reinforcement training, and specialized training. The Service also coordinates knowledge and information management activities related to training for the benefit of peacekeeping and special political missions, Headquarters, and Member States, and hosts the Light Coordination Mechanism.

The Light Coordination Mechanism (LCM) aims to improve the coordination of training and capacity-building and strengthening the capacity of troop- and police-contributing countries (T/PCCs) to deploy personnel with the right mindset, capabilities and equipment to peacekeeping missions. The LCM focuses on matching T/PCCs registered in PCRS with Member States willing to provide support for bilateral, or trilateral engagement.

ITS develops general and mission-specific pre-deployment peacekeeping training standards and materials, and conducts civilian pre-deployment and cross-cutting training and management development programmes. The training services also works in partnership with Member States and their associated peacekeeping training institutions and specialist trainers in DPO/DOS and Integrated Mission Training Centres (IMTCs). ITS establishes cross-cutting peacekeeping training strategies, implements work plans, and is at the centre of planning and reporting on the training budget for DPO and DOS, providing programmatic and substantive review of reports, briefing notes, statements and other documents and communications on and advocacy for peacekeeping training.

ITS is comprised of five teams, two large teams focused on Member States training and field training, and three small teams focused on leadership training, policy and funding.

Member States Support Team

The Member States Support Team (MSST) liaises and works closely with OMA and PD on cross-cutting thematic and peacekeeping related issues. MSST takes part in pre-deployment visits and assessment and advisory visits to TCCs; supports OMA during operational readiness inspections to regional organizations; develops training materials (training-of-trainers, pre-deployment, specialized training materials); undertakes training recognition of police and military training courses organized by T/PCCs; and deploys mobile training teams (MTTs) to support military and police UN peacekeeping pre-deployment training.

Field Training Support Team

The Field Training Support Team (FTST) coordinates and delivers pre-deployment training at Entebbe for civilian personnel up to D-1 level and Secretariat/OHR-led courses in UN field missions; provides guidance to IMTCs on mission training plans and budgets; develops reference guides and online courses for mission specific induction training; conducts training for mission trainers and training focal points, and induction training for staff at Headquarters; supports IMTC integration; conducts in-mission mobile training support; and acts as ITS information management focal point.

Leadership, Management and Communications Team

The Leadership, Management and Communications Team (LMCT) delivers training programmes for senior staff in field missions, including the ten-day senior mission leaders' (SML) course that prepares participants for mission leadership roles; the mandatory five-day Senior Leadership Programme (SLP) for newly appointed senior leaders; the eight-day mission advanced staff training (MAST) to strengthen the professional preparation of P5-D1 staff for field mission management; and the enhanced training for high-level operational support (ETHOS) to grow the pool of middle to senior management.

Training Policy and Standards Team

The Training Policy and Standards Team (TPST) develops peacekeeping training guidance; assesses peacekeeping training needs; conducts training evaluations and monitors the implementation of policies and standards; develops doctrine, guidance frameworks and capability standards with DPO and DOS; reviews reports of the Secretary-General, resolutions and deliberative body decisions; identifies potential implications for peacekeeping training; and prepares reports to the Special Committee on Peacekeeping (C-34), other General Assembly bodies, and the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

Programme Management Team

The Programme Management Team (PMT) provides oversight on all administrative issues such as recruitment of personnel (including uniformed) and management of budgets of ITS donor funded projects; manages the peacekeeping support account training funds at Headquarters for DPO and DOS (some DPPA-DPO shared); manages funds for upgrading staff substantive and technical skill; liaises with OLA in preparing exchanges of letters; and liaises with DMPSC on financial transactions.

The ITS training resources website
https://research.un.org/en/peacekeeping-community/training

For more information about peacekeeping training, go to Module 4-Section 4.5.2

Email ITS for more information at peacekeeping-training@un.org

1.3 Department of Political and Peacebuilding Affairs

The Department of Political and Peacebuilding Affairs (DPPA) is responsible for all Secretariat matters related to the prevention, management, and resolution of conflicts at the global level. The Department is the lead entity of the UN for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding, and sustaining peace.

The Department oversees the work of special political missions, including special envoys and regional offices. It also provides support to peacekeeping operations in the areas of mediation, electoral assistance and peacebuilding. A significant part of its work focuses on situations where the UN has no mission on the ground. As part of its core conflict prevention mandate, DPPA works closely with UN Resident Coordinators and Country Teams in complex political situations to address emerging crises early, support national preventive capacities, and engage politically to reduce tensions when they emerge.

- **Office of the Under-Secretary-General**
- **Security Council Affairs Division**
  - Security Council Secretariat Branch
  - Security Council Subsidiary Organs Branch
  - Security Council Practices and Charter Research Branch
  - Military Staff Committee Secretariat
- **Electoral Assistance Division**
  - Cluster I Country Support
  - Cluster II Policy and Institutional Memory
  - Cluster III Strategic Partnerships
- **Policy and Mediation Division**
  - Policy Planning Unit
  - Guidance and Learning Unit
  - Mediation Support Unit
  - Gender, Peace and Security Unit
  - Innovation Cell
- **Division for Palestinian Rights**
- **Decolonization Unit**
- **Peacebuilding Support Office**
  - Peacebuilding Commission Support Branch
  - Peacebuilding Strategy and Partnership Branch
  - The Peacebuilding Fund

DPPA
Preventing Conflict. Sustaining Peace

The Department provides substantive support and secretariat services to the Security Council and its subsidiary bodies, as well as to relevant subsidiary organs of the General Assembly, including the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People. It also provides strategic, substantive and technical support to the work of the Peacebuilding Commission, manages the Peacebuilding Fund on behalf of the Secretary-General and draws together the expertise of the UN system to facilitate coherent system-wide action in support of peacebuilding and sustaining peace.

The Department of Political and Peacebuilding Affairs website
https://dppa.un.org/en

1.3.1 The Main Offices and Divisions of the Department of Political and Peacebuilding Affairs

The main offices and divisions of DPPA include the Office of the Under-Secretary-General (OUSG-DPPA), the Security Council Affairs Division (SCAD), the Policy and Mediation Division (PMD), the Electoral Assistance Division (EAD), the Division for Palestinian Rights, (DPR) and the Decolonization Unit (DECOL) and the Peacebuilding Support Office (PBSO). Each of these are described in the following sections.

Office of the Under-Secretary-General, DPPA

The Office of the Under-Secretary-General for Political and Peacebuilding Affairs (OUSG-DPPA) provides immediate support to the Under-Secretary-General (USG) in the discharge of the USG's substantive and managerial responsibilities. OUSG-DPPA is responsible for monitoring the implementation of the substantive workplan of the Department, including policy coordination and advocacy, business continuity, self-monitoring and self-evaluation, and risk management; advising the USG on departmental policies and guidelines and dealing with specific substantive and administrative policy and management issues; acting as a focal point for information on all aspects of the work of the Department, including managing media relations and strategic and corporate communications, and supporting the public information activities of missions; coordinating interdepartmental and inter-agency activities and undertaking the necessary follow-up; consulting, negotiating and coordinating with other departments, offices, funds and programmes on matters of mutual concern; coordination and oversight of the Department's budget and the budgets of special political missions; liaising with the various divisions in resource mobilization for extrabudgetary activities; and representing or arranging for representation of the Department at meetings, as required.

OUSG-DPPA also provides advice to the USG on crisis management and safety and security matters, in coordination with the Focal Point for Security in the Office of the Director for Coordination and Shared Services (ODCSS), related to the work of the Department including special political missions under its purview; supports the USG's oversight of the activities of the various divisions, units and departmental teams or working groups established under the authority of the USG; supports the USG's oversight of the work of capacities shared with DPO; and liaises with the Executive Office of the Secretary-General and other departments in the preparation of notes, briefing materials, and talking points for the Secretary-General, the Deputy Secretary-General, and other senior officials representing the Executive Office of the Secretary-General.

This video provides a brief overview of the types of work and support DPPA provide.

1:17 Minutes

The Under-Secretary-General for Political and Peacebuilding Affairs

Ms. Rosemary A. DiCarlo is the current Under-Secretary-General for Political and Peacebuilding Affairs (USG-DPPA). In addition to serving as head of the Department, the USG-DPPA advises and supports the Secretary-General on all political matters affecting global peace and security under her purview, in coordination with the USG-DPO, as necessary.

The USG-DPPA is responsible for providing guidance and instruction to special political missions, special and personal envoys, advisers, and representatives of the Secretary-General. The USG represents the Secretary-General in diplomatic activities related to the prevention, management, and resolution of disputes, including preventive diplomacy, mediation, peacemaking, peacebuilding, sustaining peace, and goodwill and fact-finding missions. The USG directs the provision of DPPA's substantive support to the General Assembly, Security Council, Peacebuilding Commission, Special Committee of 24, and the Committee on the Exercise of Inalienable Rights of the Palestinian People. The USG is also mandated by the General Assembly as the focal point for electoral assistance matters for the entire UN system, leading and coordinating all UN electoral assistance to Member States.

"Multilateral diplomatic action to prevent conflict and sustain peace is more essential than ever."

Rosemary A. DiCarlo, Under-Secretary-General for Political and Peacebuilding Affairs

Security Council Affairs Division

The Security Council Affairs Division (SCAD) provides substantive and secretariat support to the 15-member Security Council in carrying out its critical responsibilities in maintaining international peace and security. The Division consists of three branches and the Military Staff Committee Secretariat, as outlined below.

Security Council Secretariat Branch

The Security Council Secretariat Branch directly supports the daily work of the Council, especially its rotating monthly presidency. The Branch facilitates the holding of the Council's formal and informal meetings and other activities; manages its monthly and daily programme of work; provides procedural advice; and supports Security Council missions to countries and regions of concern. Key planning documents prepared by the Branch include the monthly forecast, the monthly provisional programme of work, the daily programme and agenda, and the Reporting/ Mandate cycles. The Branch also contributes to the drafting of key official documents including the Security Council's annual report to the General Assembly, the volumes of resolutions and decisions and the list of matters of which the Council is seized.

Ms. Rosemary A. DiCarlo, USG for DPPA speaks in brief on how the UN works to prevent tomorrow's wars.

3:28 Minutes

In addition, the Branch arranges the publication of official Security Council documents, including letters received and sent by the Council President and reports by the Secretary-General. The Branch ensures that draft decisions (e.g., resolutions and presidential statements) are ready for adoption in all official languages and their subsequent publication and dissemination following adoption.

Security Council Subsidiary Organs Branch

The Security Council Subsidiary Organs Branch supports Security Council subsidiary bodies, including sanctions committees, the Counter Terrorism Committee, the 1540 Committee on threats caused by the proliferation of weapons of mass destruction, the Security Council Committee on Admission of New Members, and the Working Group on Children and Armed Conflict. The Branch

also assists sanctions monitoring groups, teams, and panels, providing them with logistical support and substantive guidance. In addition, the Branch provides support to the Security Council on the implementation of S/RES/2231 on the Iran nuclear issue.

Article 29 of the UN Charter sets out that the Security Council may establish subsidiary bodies as needed for the performance of its functions. This is also reflected in Rule 28 of the Council's provisional rules of procedure. All existing committees and working groups are comprised of the fifteen members of the Council. While standing committees are chaired by the President of the Council, rotating on a monthly basis, other committees and working groups are chaired or co-chaired by designated members of the Council who are announced on an annual basis by a note of the President of the Security Council. The mandate of subsidiary organs, whether they are committees or working groups, can range from procedural matters (e.g., documentation and procedures, meetings away from Headquarters) to substantive issues (e.g., sanctions regimes, counter-terrorism, peacekeeping operations).

Security Council Practices and Charter Research Branch

The Security Council Practices and Charter Research Branch, is the advisory and research arm of SCAD. The Branch provides guidance to Member States and the Secretariat on Council practices and procedures upon request; substantive servicing of the Security Council's Informal Working Group on Documentation and Other Procedural Questions; and familiarization of new Council members on Council practices and procedures. The Branch also produces the Repertoire of the Practice of the Security Council.

The Repertoire, mandated by A/RES/686 (VII), provides comprehensive coverage of the Security Council's interpretation and application of the UN Charter and its own Provisional Rules of Procedure since 1946. Its primary purpose is to provide Member States, including those elected to serve on the Security Council, the UN system, academics, and others with a source of information regarding the evolving practice of the Security Council. The material presented in the Repertoire is exclusively based on Security Council official documents. Each supplement to the Repertoire covers a period from two to six years and, since 2019, is published on an annual basis. The repertoire is published in English and French. In addition, pursuant to A/RES/55/222, from the 1985-1988 volume onwards Arabic, Chinese, Russian, and Spanish editions are also available.

Military Staff Committee Secretariat

The role of the Military Staff Committee Secretariat is to advise and assist the Security Council on all questions relating to the Security Council's military requirements for the maintenance of international peace and security, the employment and command of forces placed at its disposal, the regulation of armaments, and possible disarmament.

The Security Council website
https://www.un.org/securitycouncil/

Access the various Security Council documents here

Electoral Assistance Division

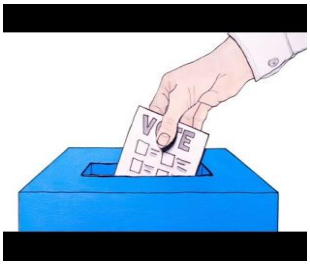
The Electoral Assistance Division (EAD) provides advice and assistance to the USG in her/his capacity as General Assembly-mandated UN focal point for electoral assistance. EAD assists the USG/focal

point in ensuring coordination of electoral assistance matters within the UN system, including coherence in responding to requests from Member States for electoral assistance or electoral mandates from the Security Council or General Assembly. This entails providing strategic advice to the focal point and others on the provision of electoral assistance by any UN entity, and serving as repository of technical expertise on electoral assistance.

The Division also provides support to UN high-level officials including the Secretary-General's special representatives, envoys, Resident Coordinators (RCs), and UNDP Resident Representatives in the prevention and mediation of electoral crises. EAD develops UN electoral assistance policy with relevant UN entities, promotes the political participation of women and other underrepresented groups, supports regional and global electoral initiatives, maintains institutional memory and knowledge-sharing in the electoral field, and manages the UN single roster of electoral experts. EAD is comprised of three clusters: country support, policy and institutional memory, and strategic partnerships.

Cluster I Country Support

Cluster I formulates strategic, system-wide responses to requests for electoral assistance from Member States and advises on the appropriate allocation of electoral tasks and responsibilities to UN entities on a country-specific basis. It advises senior UN officials on the structure and staffing of electoral components of DPPA and DPO missions and UNDP-delivered electoral assistance activities and provides electoral advice and guidance to UN peace and political missions and UN Country Teams (UNCTs). It undertakes electoral needs assessments and evaluations as required and appropriate. The Electoral Roster Team maintains the UN electoral expert roster and assists Headquarters and UN field offices with recruitment of electoral field staff.



This video provides an overview of DPPA's role in helping countries hold credible, transparent and inclusive elections.

5:36 Minutes

Cluster II Policy and Institutional Memory

Cluster II leads UN system-wide coherence and coordination efforts in electoral assistance through coordination meetings, knowledge product reviews, briefings and trainings, and preparing reports and policy papers aimed at enhancing elections and supporting conflict prevention and democracy in the electoral context. Cluster II develops and updates system-wide electoral policies and guidance in consultation with relevant entities in the UN system; ensures policies and guidance are made widely available to electoral assistance providers; and collects and manages institutional UN electoral knowledge.

Cluster III Strategic Partnerships and Resource Mobilization

Cluster III promotes and strengthens electoral partnerships and networks with non-UN actors and promotes knowledge and information exchanges on electoral matters between UN and non-UN actors. It provides electoral capacity development support to regional and inter-governmental organizations and their Member States; coordinates EAD's support to global electoral initiatives and events; and promotes cooperation with international non-governmental organizations. This cluster also serves as EAD's focal point on budget-related matters and follows up on issues related to A/RES/74/158 on UN electoral assistance.

Principal Electoral Affairs Office in Addis Ababa

Under the authority of the USG of the UN Office to the African Union (UNOAU) and the supervision of the EAD Director, the Principal Electoral Affairs Officer posted in Addis Ababa leads or supports electoral needs assessment missions; assists DPPA and the UN system in providing timely responses in support of national efforts in managing and resolving election-related crisis in the Africa region; undertakes electoral crisis management and electoral mediation missions, alone or in support of good offices efforts undertaken by ASGs, SRSGs, Envoys, DPPA, DPO or other UN system entities; works very closely with the Democracy and Electoral Assistance Unit of the AU; and supports the Head of UNOAU.

Electoral Assistance Division website
https://dppa.un.org/en/elections

Policy and Mediation Division

The Policy and Mediation Division (PMD) is responsible for the Department of Political and Peacebuilding Affairs' policy planning; mediation support; gender and women, peace and security; guidance, learning and training portfolios and the Innovation Cell. PMD collaborates closely with the offices of the USG and ASGs and the regional divisions they oversee, other divisions and offices across the Peace and Security Pillar, as well as other UN entities. PMD consists of five components: Policy Planning Unit; Guidance and Learning Unit; Mediation Support Unit; Gender, Peace and Security Unit; and an Innovation Cell.

Policy Planning Unit

The Policy Planning Unit (PPU) is responsible for a wide range of functions related to policy analysis, development, and implementation of cross-cutting peace and security issues, particularly those associated with analysis, early warning, preventive action, peacemaking, and sustaining peace. The Unit also monitors, analyses, and provides policy recommendations regarding emerging questions relevant to the work of the Department, such as the peace and security implications of climate change or corruption. PPU serves as the DPPA focal point for a range of thematic issues, including conflict prevention, preventive diplomacy, cooperation with regional organizations, human rights, climate security, hate speech, as well as on questions related to the impact of digital technologies for international peace and security. The Unit carries out operational functions, such as managing the DPPA-UNDP joint programme on conflict prevention, including the deployment of Peace and Development Advisers (PDAs), and representing the Department in the joint DPPA-UNDP-UNEP Climate Security Mechanism.

For information on the DPPA-UNDP joint programme on conflict prevention, go to Module 2-Section 2.6.2

PPU is also responsible for the preparation of Secretary-General reports, policy papers and other substantive materials for senior UN officials on current and emerging threats to international peace and security, and works closely with other policy units across the UN system, including in DPO, OHCHR, OCHA and EOSG. Additionally, the Unit is responsible for developing systematic links with outside academic institutions, research centres, think tanks and foreign policy forums to strengthen the Department's policy formulation capacity.

Guidance and Learning Unit

The Guidance and Learning Unit (GLU) is responsible for the development, maintenance, dissemination, and promotion of DPPA's policy and guidance, best practices, knowledge management and training frameworks. It provides support to the planning and management of special political missions (SPMs) with an emphasis on integrated assessment and planning. GLU also manages DPPA's system to develop, approve, and disseminate departmental guidance, and works with partners to develop inter-departmental and system-wide guidance that is of relevance to DPPA.

GLU provides planning and guidance support to regional divisions, backstopping SPMs in areas such as integrated analysis, assessment and planning processes; benchmarking; programme criticality; and crisis management. GLU also convenes SPM focal points meetings and organizes SPM chiefs of staff conferences.

GLU facilitates knowledge management for DPPA and serves as Secretariat to the Guidance Development and Learning Steering Committee (GDLSC), a body involving both DPPA and DPO, mandated to set priorities on learning and guidance development for the Peace and Security Pillar. GLU leads on capturing best practices and promotes DPPA's institutional learning through lessons learned studies and other knowledge management tools. This is done in close collaboration with regional divisions and SPMs, as well as through the induction and debriefing of senior Headquarters and mission managers. The Unit, in collaboration with KMG-DPET in DPO, co-manages the Policy and Practice Database (PPDB), a one-stop shop for guidance and best practices materials relevant to the Pillar. GLU also provides coordination, support and substantive input to the development and delivery of training for DPPA. It partners with outside institutions to strengthen the Department's training capacity and serves as Secretariat of the DPPA Training Reference Group (TRG).

The DPPA training calendar website
https://iseek-external.un.org/nyc/dppa-training

Mediation Support Unit

The Mediation Support Unit (MSU) is the central hub for mediation support in the UN system, providing cross-cutting support to mediation, good offices and preventive diplomacy efforts. MSU is a system-wide provider of mediation support, including to UN officials, Member States, regional and sub-regional organizations, and other relevant peacemaking entities. MSU provides strategic and technical operational support, strengthens mediation capacities, develops mediation guidance, identifies lessons learned, and fosters best practices. The Unit also provides operational support through MSU staff and members of the standby team of Senior Mediation Advisers, which includes advice on strategy and process design for mediation, facilitation and dialogue initiatives, as well as on thematic issues such as ceasefire/cessation of hostilities and security arrangements, constitutions, power-sharing, natural resources and wealth-sharing, gender, inclusion, transitional justice, and digital technologies in the mediation of armed conflict.

MSU serves as the secretariat of the Secretary-General's high-level advisory board on mediation. The Board focuses on preventive diplomacy, mediation and conflict resolution. MSU also provides capacity-building through coaching and experience-sharing with facilitators and mediators; training for mediation teams and other actors on mediation and dialogue techniques and skills, process design and thematic issues; and the delivery of the UN high-level mediation course. The Unit also provides courses on addressing ceasefire mediation, religion and mediation and (online), digital process design, and (in collaboration with GPS-PMD), women's inclusion via digital means. MSU develops guidance on mediation, such as the UN guidance for effective mediation, and guidance on mediating natural resource conflicts, in addition to context-specific analysis and lessons learned studies. In

collaboration with GPS-PMD, it has also produced guidance on gender-inclusive mediation strategies and on addressing conflict-related sexual violence. MSU partners frequently with various regional organizations. It is also a member of several mediation networks, including the group of friends on mediation and the mediation support network, and together with GPS-PMD engage regularly with the global alliance of regional women mediator networks.

The UN peacemaker website is DPPA's online mediation support tool. It includes the first database of peace agreements that is searchable by key thematic issues, as well as a wide range of documents, guidance and studies related to mediation and peacemaking.

The MSU Toolkit 1.0 for mediators
https://peacemaker.un.org/digitaltoolkit

Read the UN guidance for effective mediation here

Gender, Peace and Security Unit

The Gender, Peace and Security Unit (GPS) provides technical backstopping and substantive advice to DPPA staff at Headquarters and in SPMs to ensure that women, peace and security (WPS) and gender perspectives are fully integrated into all aspects of DPPA's work and are guided by the DPPA WPS policy. A particular focus of the GPS Unit is on inclusive and gender-responsive approaches that advance the meaningful participation of women and gender equality in all political decision-making processes, including peace processes at all levels. To this end, GPS, along with MSU, support high-level strategy meetings with UN envoys and representatives leading mediation processes. The GPS Unit also works to address and prevent conflict-related sexual violence, monitors and reports on DPPA's progress in implementing the WPS agenda, and conducts training initiatives to strengthen staff skills to implement DPPA's WPS commitments, working closely with DPO's Gender Unit, UN Women and other UN system entities. In addition, GPS provides support and training to strengthen DPPA staff capacity on gender sensitive political and conflict analysis to ensure more consistent integration of gender and WPS considerations into all stages of project development and management.

This video provides an overview on UN efforts towards realizing S/RES/1325, through gender equality in peace processes.

1:18 Minutes

The UN peacemaker gender and women, peace and security website
https://peacemaker.un.org/wps

The DPPA women, peace and security website
https://dppa.un.org/en/women-peace-and-security

Innovation Cell

The Innovation Cell (IC) serves as a catalyst for innovation across DPPA, DPPA-DPO joint structures and field presences to strengthen the UN's conflict prevention, mediation, and peacebuilding efforts. It is a dedicated capacity for exploring, pioneering, and leveraging new methodologies and empirical approaches in support of DPPA's mandate delivery, including digital technologies, big data analytics, foresight, behavioural insights, immersive visualization, and other cross-cutting means.

An innovation ecosystem draws from multiple disciplines and technology and industry, design and futures community, and academic partners. It expands innovation skills across the Peace & Security Pillar by organizing e-analytics training workshops, innovation labs, and spearheading the oil working group on political economy analysis. Lessons learned and think pieces are hosted on the "futuring peace" channel.

Current initiatives cover social media mining, crowd-sourcing, machine vision, satellite analysis remote sensing, natural language processing, data-visualization and storytelling, predictive analytics, and speculative design. IC is part of the UN Innovation Network (UNIN) and collaborates closely with EOSG's Global Pulse, UNDP's accelerator labs, and other innovation labs within the UN-system.

Read the Innovation Cell guidance on social media mining here

Email the Innovation Cell for more information at dppa-innovation@un.org

Division for Palestinian Rights

The Committee on the Exercise of the Inalienable Rights of the Palestinian people (CEIRPP) is a General Assembly committee, established in 1975 by A/RES/3376 to formulate a programme to enable the Palestinian people to exercise their inalienable rights. Its mandate is renewed every two years, along with that of the Division for Palestinian Rights (DPR). As the secretariat of the (CEIRPP), DPR provides substantive support to the CEIRPP and its Bureau in all their activities organized at Headquarters and abroad, and advises on General Assembly rules of procedure and practice, in close cooperation with the Department for General Assembly Conference Management (DGACM).

DPR supports the CEIRPP in implementing its annual programme of work which focuses on mobilization of the diplomatic community, raising awareness of the question of Palestine; cooperation with intergovernmental organizations, civil society organizations, and UN system entities; and capacity-building of Palestinian officials. It does this through organizing meetings of the Committee and its Bureau; monitoring political and other relevant developments; implementing a publications programme; maintaining CEIRPP's social media accounts; organizing a programme of international conferences; supporting delegation visits of the Bureau to identified capitals; developing and maintaining the UN information system on the question of Palestine (UNISPAL); and cooperating with civil society organizations active on the issue. It also organizes and services the annual high-level Special Meeting on the International Day of Solidarity with the Palestinian People on 29 November and a cultural exhibit on the question of Palestine, which represents the most important awareness-raising and show of political support and solidarity for the Palestinian people held under the auspices of the CEIRPP.

In recent years, the programme of international meetings and conferences has placed special emphasis on the situation of women and youth; the question of Jerusalem in the wider conflict; the role of civil society actors in Palestine, Israel, other Member States, regional blocs, and the international arena; the support to Palestine refugees and UNRWA; and promoting the exercise of the inalienable rights of the Palestinian people and providing support for the political process and encouraging international efforts towards a peaceful solution of the conflict. DPR also organizes the

Committee's capacity building programme for Palestinian officials at Headquarters and elsewhere. DPR monitors the situation in the occupied Palestinian territory on behalf of the CEIRPP and drafts the Committee's annual report to the General Assembly (A/RES/75/35) on the activities carried out in the implementation of its mandate.

The UN Palestinian rights website
https://dppa.un.org/en/palestinian-rights

Decolonization Unit

The Decolonization Unit (DECOL) provides substantive support to the Special Committee on Decolonization (C-24), as well as to the General Assembly (GA) through the Fourth Committee in their deliberations on the situation in the remaining 17 Non-Self-Governing Territories (NSGTs). Such support is provided at the annual sessions of those intergovernmental bodies; during the preparation and conduct of the C-24's annual regional seminars and visiting missions; and in other activities carried out to implement the C-24's mandate. Assistance is also provided in improving the C-24's cooperation with the administering powers, maintaining contacts with the representatives of the NSGTs and developing relations with the organizations and the UN entities, in accordance with the relevant General Assembly resolutions. Supportive actions by DECOL include closely following the developments in the NSGTs, conducting research and preparing annual working papers, reports and analytical and briefing materials.

When the UN was established in 1945, 750 million people - almost a third of the world's population - lived in territories that were non-self-governing, dependent on colonial powers. Since then, more than 80 former colonies have gained their independence. Today, there are 17 Non-Self-Governing Territories remaining and fewer than 2 million people live in such Territories.

The UN and decolonization website
https://www.un.org/dppa/decolonization/en

Special Committee on Decolonization

The Special Committee on the situation with regard to the implementation of the declaration on the granting of independence to colonial countries and peoples, better known as the Special Committee on Decolonization (C-24), was established in 1961 by A/RES/1654 (XVI), as its subsidiary organ devoted to the issue of decolonization. The C-24 examines political, economic and other developments in the NSGTs; annually reviews the list of NSGTs to which the declaration on the granting of independence to colonial countries and peoples of 1960 (A/RES/1514) is applicable; and makes recommendations to the GA, usually draft resolutions.

The C-24 also hears statements from representatives of the NSGTs and petitioners at its annual sessions; dispatches visiting missions to NSGTs; and annually organizes regional seminars either in the Caribbean or Pacific regions. Currently, the C-24 consists of 29 members and is coordinated by a bureau which is elected every year, comprised of a Chair, three vice-chairs and a rapporteur. DECOL works in cooperation with DGACM, the Secretariat to the C-24 providing procedural support, and with the DGC on activities related to dissemination of information on decolonization.

DPPA and decolonization website
https://dppa.un.org/en/decolonization

Peacebuilding Support Office

The Peacebuilding Support Office (PBSO), led by an ASG, was founded through A/RES/60/180 and S/RES/1645. It has the responsibility to assist and support the Peacebuilding Commission (PBC) with strategic advice and policy guidance, and to administer the Peacebuilding Fund (PBF). Working in support of the 2016 twin resolutions (A/RES/70/262 and S/RES/2282) on the review of the UN peacebuilding architecture, PBSO serves as a facilitator to enhance coherence and collaboration across the Peace and Security Pillar and the wider UN system, in particular the UN Development System. It supports efforts to build and sustain peace, drawing together expertise to advance coherent system-wide action, strategies, policies, partnerships, guidance and an integrated approach to prevention and sustaining peace.

This brief video answers the question: 'What is the Peacebuilding Architecture of the UN?'

1:33 Minutes

PBSO also chairs the peacebuilding strategy group (ASG level) and the peacebuilding contact group, bringing together entities engaged in peacebuilding activities across the UN system. As part of its system-wide engagement, PBSO is a member of the executive committee, and a member, with UNDP, OCHA and the Development Coordination Office (DCO), of the joint support team of the joint steering committee for humanitarian and development collaboration (JSCHD), which is co-chaired by the emergency relief coordinator (ERC) and the UNDP Administrator, reporting to the Deputy Secretary-General (DSG).

Peacebuilding Commission Support Branch

The Peacebuilding Commission Support Branch supports the development and implementation of the work programme of the Peacebuilding Commission (PBC). This includes identifying strategic opportunities for PBC to engage on country or regional situations or thematic issues as well as assisting PBC in providing strategic advice to the General Assembly and the Security Council, in addition to the chair and vice chairs as well its members. Support includes planning and organizing expert- and Ambassadorial-level meetings; facilitating the interaction and coherent engagement of partners such as International Financial Institutions or regional and sub-regional organizations; in-depth analysis and making recommendations on thematic policy and organizational issues; communicating and promoting UN peacebuilding activities and coordination; and assisting PBC's interactions with UN principal and intergovernmental organs.

This brief video provides an overview of the Peacebuilding Commissions role, and the role of its 31 members.

1:43 Minutes

The Peacebuilding Commission website
https://www.un.org/peacebuilding/commission

Peacebuilding Strategy and Partnership Branch

The Peacebuilding Strategy and Partnership Branch works to enhance UN system capacities to deliver on coherent approaches on peacebuilding and sustaining peace. The Branch chairs the Peacebuilding Contact Group (PCG) and takes part in several cross-pillar and inter-agency coordination mechanisms and working groups that produce guidance and policy advice for the field

and Headquarters. These include inter-agency working groups on disarmament, demobilization and reintegration; the SSR task force; the Joint Steering Committee for Humanitarian and Development collaboration; the UNSDG; and the regional monthly/quarterly reviews.

The Branch also supports the development of data standards and analysis tools in the area of peacebuilding to support advocacy and planning purposes at the field level, including on conflict prevention and risk analysis. It hosts the joint Secretariat on Youth, Peace and Security (YPS), which supports the implementation of the YPS agenda and coordinates UN system initiatives on the YPS agenda, together with the UN Population Fund (UNFPA) and in close collaboration with the Office of the Secretary-General's Youth Envoy and supports partnerships for peacebuilding and sustaining peace, in particular with International Financial Institutions. The Branch leads on the implementation of the 2017 UN-World Bank Partnership Framework for Crisis-Affected Situations.

This brief video provides an explanation as to why UN Peacebuilding support matters.

1:31 Minutes

The work of the Branch includes coordination with UN Agencies and providing liaison, advisory and programmatic support to RCs and field missions to develop strategic partnerships with the World Bank across the humanitarian-development-peacebuilding nexus, with a view to maximizing the collective impact of the two institutions in prevention and peacebuilding and supporting its steering committee on crisis-affected situations.

The PBSO website
https://www.un.org/peacebuilding/supportoffice

The Peacebuilding Fund

The Peacebuilding Fund (PBF) of the Secretary-General is administered by PBSO and is the organization's first resort financial instrument for peacebuilding and sustaining peace in countries or situations at risk or affected by violent conflict. The Fund supports integrated UN responses to fill critical gaps by investing with UN entities, governments, regional organizations, multilateral banks, national multi-donor trust funds or civil society organizations. PBF is working to increase and diversify the number of its significant donors through further outreach and engagement with a broad range of Member States, whilst also encouraging donors to commit to a more regular and high-volume replenishment cycle. Ensuring adequate, predictable, and sustained financing for peacebuilding is an ongoing challenge, and the Fund continues to advocate that investing in peacebuilding is anchored as a core commitment of the UN membership.

This brief video provides an answer to the question: 'What is the Peacebuilding Fund?'

1:45 Minutes

There are continuing efforts to enhance synergies between the PBF the Peacebuilding Commission. PBF also ensures complementarity with other system-wide Secretary-General funds, notably the Central Emergency Response Fund (CERF) and the SDG Fund, and explores innovative funding partnerships, including increasing private donations.

The Peacebuilding Fund website
https://www.un.org/peacebuilding/fund

1.4 The Regional Divisions of the Peace and Security Pillar

The regional divisions are responsible for monitoring and analysing geopolitical trends and other cross-cutting peace and security issues; providing timely, accurate political and operational analysis and advice to the Secretary-General and other senior officials through their respective ASG and the appropriate USG; and leading the development of integrated and gender-sensitive regional and country-specific conflict analyses, strategies, plans and initiatives, including for conflict prevention, conflict management and responses to potential and emerging crises.

The regional divisions provide backstopping to UN peacekeeping operations and special political missions on the full range of issues and work closely with RCs, PDAs where deployed, and UNCTs. In partnership with relevant entities within and beyond the UN system, they carry out preventive diplomacy missions or participate in those of the Secretary-General or of his envoys, and lead assessment, fact-finding, and other missions, including to areas of actual or potential conflict where the Secretary-General's efforts may be needed or are already deployed. The regional divisions also provide technical, logistical and substantive support, as relevant, to the activities of the PBC and the PBF, in close conjunction with the PBSO; liaise with Member States, regional organizations and UN legislative bodies; and support various entities and coordinating bodies of the UN system.

Integrated Operational Teams

Integrated Operational Teams (IOTs) are cross-functional teams within DPPA-DPO regional structure at Headquarters. They perform a range of core tasks related to the integrated operational guidance (including political) and support to peacekeeping operations. IOTs address the requirement for more effective and efficient service delivery to peacekeeping constituencies against the backdrop of a widening range of tasks and increasing complexity of peacekeeping operations. IOTs leverage their expertise to represent field missions with Member States, coordinate with partners to conduct mission reviews, make recommendations for mandates, and identify and respond to operational and political challenges.

IOTs for the Central African Republic, the Democratic Republic of the Congo, Mali, Sudan and South Sudan, as well as Libya and Somalia Teams, engage with liaison officers from OMA and PD on security support requirements such as integrated planning, coordination with international and regionals actors, providing technical security advice to missions, and monitoring progress against the benchmarks for UN, AU, or hybrid peacekeeping operations.

1.4.1 The Divisions for the Middle East and Asia and the Pacific

The ASG for Middle East, Asia, and the Pacific oversees the two divisions covering the Middle East and Asia and the Pacific. The ASG also provides strategic, political, and operational guidance and support special political missions and peacekeeping operations.

Middle East Division

The Middle East Division monitors developments in the Middle East and Gulf region and provides political and operational backstopping support to a combination of offices in support of political processes, peacekeeping operations, and special political missions. The Division is organized in five

teams: Iraq Team, Lebanon Team, Syria Team, Middle East Team (Israel, State of Palestine, and Jordan), and the Gulf Team (Gulf Cooperation Council states, Iran, Yemen, and cooperation with the League of Arab States).

The Division backstops the Office of the Special Coordinator for the Middle East Peace Process (UNSCO), the Office of the UN Special Coordinator for Lebanon (UNSCOL), the Office of the Special Envoy for the Implementation of S/RES/1559, the Office of the Special Envoy for Syria (OSESGSY), the Office of the Special Envoy for Yemen (OSESGY), the UN Assistance Mission for Iraq (UNAMI), the UN Mission to support the Hodeydah Agreement (UNMHA), the UN Disengagement Observer Force (UNDOF), the UN Interim Force in Lebanon (UNIFIL), and the UN Truce Supervision Organization (UNTSO).

The Division is responsible for maintaining relations and partnerships with regional and sub-regional organizations in the Middle East and the Gulf, including the League of Arab States (LAS), through a Liaison Office in Cairo, the Gulf Cooperation Council (GCC), the Organization of Islamic Cooperation (OIC), and other partners, as relevant. Working closely with the Northern Africa Division (NAD), the Division also works with RCs and UNCTs in non-mission settings, including through close cooperation with DCO and the annual MENA Resident Coordinators Forum (RC MENA Forum). In carrying out its mandates, the Division also partners with UNDP on issues related to the nexus of development and peace/security. UNDP and MED (with NAD, where appropriate) co-chair the MENA Regional Monthly Review (RMR) and several Inter-Agency Task Forces (IATF). The Division works closely with OHCHR on human rights challenges in the region.

Given the complexities and fast-changing dynamics in the region, the Division partners with international think-tanks and independent external experts to continuously update and improve its understanding of country-specific situations and regional trends.

Asia and the Pacific Division

The Asia and the Pacific Division is responsible for monitoring developments in Asia and the Pacific and provides political and operational backstopping support to peacekeeping operations and special political missions, including the UN Assistance Mission in Afghanistan (UNAMA), the UN Military Observer Group in India and Pakistan (UNMOGIP), and the Office of the Special Envoy of the Secretary-General for Myanmar (OSE-Myanmar). The Division also works closely with RCs and UNCTs in non-mission settings.

The Division is responsible for maintaining relations and partnerships with regional and sub-regional organizations in the Asia and the Pacific region, including the Association of Southeast Asian Nations (ASEAN), the ASEAN Regional Forum, the Caspian Sea Initiative of the Economic Cooperation Organization (ECO), the Conference on Interaction and Confidence-Building Measures in Asia (CICA), the Pacific Islands Forum (PIF), the South Asian Association for Regional Cooperation (SAARC), the Shanghai Cooperation Organization (SCO), and other partners, as relevant. It maintains Liaison Offices in Bangkok, Beijing, and Jakarta.

1.4.2 The Divisions for Africa

The ASG for Africa oversees four divisions covering northern, western, eastern, and central and southern Africa. The ASG also oversees the strategic, political and operational backstopping for the UN Office to the AU (UNOAU), carried out by the AU Partnership Team, and is responsible for oversight and support to implementing the UN-AU framework for enhanced partnership in peace and security.

African Union Partnership Team

The African Union Partnership Team (AUPT) supports the ASG for Africa in overseeing the strategic, political and operational partnership with the AU across Africa as well as backstopping the UN Office to the AU (UNOAU). AUPT coordinates the partnership with the AU on peace and security, including the AU initiative 'silencing the guns in Africa'. It also supports the implementation of the joint UN-AU framework for an enhanced partnership in peace and security, which provides the basis for collaboration through joint mechanisms and regular consultations covering conflict prevention, mediation, peacekeeping, and peacebuilding matters. It is embedded in the office of the ASG for Africa.

Northern Africa Division

The Northern Africa Division is responsible for monitoring developments in northern Africa and provides political and operational backstopping to the UN Support Mission in Libya (UNSMIL), the UN Mission for the Referendum in Western Sahara (MINURSO) and the Personal Envoy of the Secretary-General (PESG) for Western Sahara, and works closely with RCs and UNCTs in all countries under its purview. The Division also maintains relations and partnerships with regional and sub-regional organizations in North Africa, including the Arab Maghreb Union (AMU) and other partners, as relevant.

Western Africa Division

The Western Africa Division is responsible for monitoring developments in Western Africa and the Sahel and provides political and operational backstopping support to the UN Office for West Africa and the Sahel (UNOWAS), the Cameroon-Nigeria Mixed Commission (CNMC), and the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) that supports the implementation of the Agreement for Peace and Reconciliation and the implementation of a politically-led strategy to protect civilians, reduce intercommunal violence, and re-establish State authority in central Mali. The Division also works closely with RCs and UNCTs throughout the region.

The Division maintains relations and partnerships with regional and sub-regional organizations in Western Africa and the Sahel, including the Economic Community of West African States (ECOWAS), the Group of Five for the Sahel (G-5 Sahel), the Gulf of Guinea Commission (GGC), the Lake Chad Basin Commission (LCBC), the Mano River Union (MRU), Community of Portuguese-speaking Countries (CPLP), the International Organization of La Francophonie (OIF), and other partners, as relevant.

The Division also covers regional and cross-cutting issues and mechanisms, including the UN integrated strategy for the Sahel, system-wide efforts to

address the scourge of Boko Haram and broader issues related to terrorism in West Africa, farmer-herder conflicts, the impact of climate change on security and stability in the sub-region, and piracy in the Gulf of Guinea.

Eastern Africa Division

The Eastern Africa Division is responsible for monitoring political and security developments in Eastern Africa that may affect the stability of the region. The Division conducts analysis and early warning in partnership with relevant entities within and beyond the UN system.

It provides political and operational backstopping to the UN Integrated Transition Assistance Mission in Sudan (UNITAMS), the UN Mission in South Sudan (UNMISS), the UN Interim Security Force for Abyei (UNISFA), the UN Assistance Mission in Somalia (UNSOM), and the Office of the Special Envoy for the Horn of Africa responsible for inter alia supporting the Intergovernmental Authority on Development (IGAD). The Division includes the DPPA Liaison Team based in Nairobi, located in the office of the Director General of the UN Office in Nairobi (UNON).

The Division maintains relationships and partnerships with regional and sub-regional organizations in Eastern Africa. It supports the AU and other organizations, as relevant, in promoting peace and security in the Horn of Africa, enhancing sub-regional capacities to address cross-border and cross-cutting issues; and supports strategic planning and oversight of the African Union Mission in Somalia (AMISOM). To enhance its partnerships with sub-regional organizations in the area of peace and security, DPPA signed a Cooperation Agreement with IGAD on 13 October 2015; a Cooperation Framework with the Indian Ocean Commission (IOC) on 15 June 2018; and a MOU with the East Africa Community (EAC) on 5 March 2020.

Central and Southern Africa Division

The Central and Southern Africa Division is responsible for monitoring developments in Central and Southern Africa and provides political backstopping to the UN Regional Office for Central Africa (UNOCA) and the Office of the Special Envoy for the Great Lakes Region, as well as the UN Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The Division also works closely with RCs and UNCTs throughout the region.

The Division maintains relationships and partnerships with regional and sub-regional organizations in Central and Southern Africa, including the Southern Africa Development Community (SADC) and the Economic Community of Central African States (ECCAS). In order to enhance its partnerships with sub-regional organizations in the area of peace and security, DPPA established a Liaison Team to SADC in Gaborone as a dedicated capacity to promote cooperation between the two organizations. DPPA and the SADC Secretariat also signed a Framework of Cooperation in 2010 aimed at strengthening collaboration in the areas of conflict prevention, management, and resolution to promote peace and security in the Southern Africa sub-region.

The Division also provides support to ECCAS, through UNOCA, in enhancing ECCAS' capacity in areas such as mediation support, early warning, women, peace and security, youth, peace and security, and cooperation with civil society organizations, among others**.** Assistance is also provided to the ECCAS

Commission in the identification of strategies for the implementation of recently adopted regional policies including the regional action plan for the implementation of S/RES/1325, the operationalization of the Coalition of Civil Society Organizations for Peace and Conflict Prevention in Central Africa (COPAC), as well as the ECCAS strategy for the prevention and combating of terrorism in Central Africa.

1.4.3 The Divisions for the Americas and Europe and Central Asia

The ASG for Europe, Central Asia, and the Americas oversees two divisions, one covering the Americas and one covering Europe and Central Asia. The ASG also provides strategic, political, and operational guidance and support to five special political missions and two peacekeeping operations, as well as good offices engagements and other mechanisms.

Americas Division

The Americas Division is responsible for monitoring developments in the Americas and provides political and operational backstopping support to two special political missions, the UN Verification Mission in Colombia (UNVMC) and the UN Integrated Office in Haiti (BINUH). The Division also works closely with RCs and UNCTs throughout the region.

The Division is responsible for maintaining relations and partnerships with regional and subregional organizations in the Americas region, including the Organization of American States (OAS) and the Caribbean Community.

Europe and Central Asia Division

The Europe and Central Asia Division is responsible for monitoring developments in Europe and Central Asia and provides political and operational guidance and support to a combination of liaison presences, peacekeeping and special political missions. These include the UN Liaison Office for Peace and Security in Brussels, the UN Liaison Office in Vienna, the Office of the Special Adviser to the Secretary-General on Cyprus, the UN Representative to the Geneva International Discussions (UNRGID), the UN Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA), the UN Peacekeeping Force in Cyprus (UNFICYP), and the UN Interim Administration Mission in Kosovo (UNMIK), which includes the UN Office in Belgrade. The Division also works closely with RCs and UNCTs throughout the region.

The Division is responsible for maintaining relations and partnerships with regional and sub-regional organizations in Europe, including the EU, the Organization for Security and Cooperation in Europe (OSCE), the Commonwealth of Independent States (CIS), the Collective Security Treaty Organization (CSTO) and the North Atlantic Treaty Organization (NATO).

1.5 The Shared Services of the Peace and Security Pillar

DPO, DPPA, UN peacekeeping operations, and special political missions are backstopped by a range of shared services within the Peace and Security Pillar, which are covered in the following sections.

1.5.1 The Office of the Director for Coordination and Shared Services

The Office of the Director for Coordination and Shared Services (ODCSS) supports the executive direction of DPPA-DPO by coordinating and building consensus on strategic and cross-cutting management issues across the Peace and Security Pillar. ODCSS advises and supports the USGs of DPPA and DPO on matters related to management and inclusive working methods; reform implementation; change management and organizational improvement; leadership support; departmental communications; safety and security matters; organizational resilience; crisis preparedness and response; staff support initiatives, information and data management; and correspondence management. ODCSS comprises the Executive Office, the Leadership Support Section, UN Operations and Crisis Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the DPO Correspondence Team.

DPO Correspondence Team

The DPO Correspondence Team provides editorial services and ensures that all correspondence submitted to the USG for signature meets UN standards. The Team is also responsible for receiving, registering, tasking, and distributing incoming correspondence (including code cables) addressed to the USG DPO and further dissemination to offices and divisions within DPPA-DPO. The Team also act as the business owner for department-wide correspondence processes as well as provides guidance and best practices for overall correspondence management within DPO.

Email the DPO correspondence team for more information at dpo-correspondence@un.org

Executive Office

The Executive Office (EO) assists the Heads of DPO and DPPA in managing resources approved by the General Assembly and received from donors for implementation of given mandates. It provides advisory and support services to senior leadership, managers, and staff members at large in the areas of financial management, human resources, general administration, and information technology user support. The EO provides policy guidance in several areas including on regulations and rules related to UN staffing, finance, delegation of authority, and a variety of cross-cutting matters. The EO also provides technical support to resolve issues related to hardware, operating systems, applications and connectivity, manages IT inventory and has a liaison role on UMOJA security and liaises with the administrative offices of DOS and DMSPC.

For information on the types of support EO of DPPA-DPO provides staff, go to Module 5-Section 5.1.1

Leadership Support Section

The Leadership Support Section (LSS) identifies and monitors leadership requirements in the field in order to improve senior management recruitment and succession planning, with special attention to geographic representation and to increasing the representation of qualified female candidates. LSS establishes outreach strategies and expands partnerships to source talent and meet senior-level leadership requirements in field missions. The Section maintains a centralized database of qualified individuals who are potentially suitable for consideration at the level of USG and ASG. To that end, it conducts Global Call outreach campaigns to increase and diversify the pool of potential candidates for Special Representative of the Secretary General (SRSG) and Deputy Special Representative of the Secretary General (DSRSG) positions, including with a view to advancing gender parity and geographical diversity at the UN senior leadership level.

LSS supports high-level decision making on senior appointments and the recruitment of candidates to fill civilian core leadership posts in field operations and coordinates administrative briefings, mentoring, coaching, and training for newly appointed senior leaders. It also supports, as needed and requested, performance management and appraisal process of senior leaders. The section works closely with the Executive Office of the Secretary-General (EOSG).

Strategic Communications Section

The Strategic Communications Section (SCS) explains the work of and builds support for UN peacekeeping operations. Through advocacy, campaigning, outreach, and publicity, SCS works to promote a holistic, comprehensive and positive narrative for UN peacekeeping, highlighting the impact, achievements, and performance of our operations in collaboration with Strategic Communications and Public Information units in the field. The SCS builds partnerships with internal and external stakeholders and leverages a range of products including Peacekeeping's digital media platforms, (Twitter | Facebook | Instagram | Medium | LinkedIn | YouTube | Flickr) to tell compelling stories and communicate in a timely and effective manner. SCS communications initiatives focus on the criticality of the work of our peacekeepers in helping to advance political solutions, provide protection for vulnerable populations, stabilize fragile societies emerging from conflict, advance the rule of law and help local populations build their own capacities to create a sustainable and inclusive peace. SCS promotes the Secretary-General's A4P initiative, the core agenda of UN Peacekeeping. In 2021, SCS will focus in particular in communicating on the advancement of the women, peace and security agenda and promoting in-house initiatives to measure and improve the performance of our peacekeepers in the field.

Information Management Unit

The Information Management Unit (IMU) provides policy and strategic advice to senior management, is responsible for centralized information management and data analytics support and enables integration, innovation and change within DPPA-DPO. The unit also supports strategic use of data, information and technology; cloud security (going digital); rationalizing flows of information to address confidentiality and transparency; and handling sensitive materials for public disclosure. IMU also provides a centralized information management service by establishing information standards for field mission intranet and acts as the iSeek focal point for field missions and on behalf of OUSG-DPO and OUSG-DPPA, manages code cable, sitrep and correspondence libraries. IMU also provides information management guidance and training, develops and disseminates programmatic frameworks to Headquarters and field missions on document management, and supports records and electronic document management procedures, training and tools.

IMU supports insightful decision-making through the provision of data analytics support through the provision of training, tools and mentoring; support for strategic review of field missions and activity lines; and development and issuance of standard and ad-hoc data-driven reports including field mission fact sheets and country profiles. IMU is a key enabler for integration, innovation, and change within DPPA-DPO through coordinating with OICT and counterparts in UN Agencies, Funds, and Programmes on information management services, systems, and emerging information handling requirements; information problem-solving and prototyping; working with clients to clarify information flow, accountability and security requirements, including lean six sigma analysis; and contributing to the UN Innovation Network and reports on new efforts in the Peace and Security Pillar.

Email IMU for more information and guidance at dppa-dpo-imu@un.org

Focal Point for Security

The Focal Point for Security (FPS) in ODCSS coordinates policy development and promotes best practices in the area of risk management and is a small section under ODCSS and is headed by a senior programme officer who also serves as the focal point for security for DPO. The senior programme officer is in daily contact with Peace Operations Support Section (POSS) in DSS on all matters relating to security of field missions, and offers strategic or policy support to POSS, where required. The FPS attends most crisis meetings convened to manage crisis in the field in the role of security adviser to the USG DPO through the director for coordination and shared services and provides DPO with security advice, policy guidance and support, and serves on the Inter Agency Security Management Network (IASMN). The FPS also supports the organizational resilience management system through assistance with policy development, field visits and training, policy development on crisis management and security advice to the regional and shared offices, as well as serving as a member of the Secretariat Crisis Operations Group (COG).

Operations and Crisis Centre

The UN Operations and Crisis Centre (UNOCC) is the integrated information and crisis hub at Headquarters. The Centre provides situational awareness and analysis of events in the field in order to enable informed coordinated and timely decision-making and strategic engagement on operations and crisis management at Headquarters through 24/7 support to senior managers across the UN system. UNOCC serves both DPO and DPPA through daily reports and alerts reflecting critical global developments, enhances and updates the registry of travel by UN senior officials, and disseminates information products from the Secretariat, and UN Agencies, Funds, and Programmes and other UN entities. UNOCC also provides information management and data analytics support to peacekeeping and special political missions primarily via tools and databases, such as the UN Situational Awareness and Geospatial Program (SAGE) incident/events database and the Notification of Peacekeeper Causalities System (NOTICAS) system that make use of data to enhance mission reporting and strengthen situational awareness.

The **Watch Room** is an integrated entity of UNOCC, staffed by Operations Officers performing 12-hour shifts, on a 24/7 basis, to ensure global situational awareness and crisis management support to Headquarters leadership. It does this by providing leadership with integrated reporting on events of significance to the UN, in both mission and non-mission settings, produces ad hoc alerts as circumstances warrant, and provides enhanced reporting on crisis situations. The 24/7 facilitation of crisis decision-making is also a core activity, in conjunction with counterparts in DPPA-DPO and with mission Joint Operations Centres.

1.6 The Department of Operational Support

The Department of Operational Support (DOS) provides operational support to the entire UN Secretariat, consisting of almost 100 entities located around the globe.

It provides advisory, capacity building, operational and transactional support services, and, where needed, exercises delegated authority on behalf of clients. DOS also provides a support framework to the system of RCs.

The five pillars of DOS include: human resources, health-care management, and occupational safety services; supply chain management including logistics, procurement, and support for uniformed capabilities; operational planning and support to start-up, surge, draw-down, and liquidation in UN Secretariat entities; Headquarters administrative services and campus support; and operational information and communications technology.

The Department's role is to fully support UN managers and business partners in operating entities to respond effectively and rapidly to the changing needs of those the Organization serves.

- **Office of the Under-Secretary-General**
  - Performance and Analytics Section
  - Audit Response and Board of Inquiry Section
  - Environment Section
  - Strategic Support Service
- **Office of Support Operations**
  - Human Resources Services Division
  - Division of Health-Care Management and Occupational Safety and Health
  - Capacity Development and Operational Training Service
- **Office of Supply Chain Management**
  - Aviation Safety Section
  - Enabling and Outreach Service
  - Logistics Division
  - Procurement Division
  - Uniformed Capabilities Support Division
- **Office of Information and Communication Technology**
  - *Dual reporting to DOS and DMSPC
- **Division for Special Activities**
  - Client Support and Special Situations Services
  - Operational Planning Service
  - Support Partnerships Service
  - Resource Planning and Analysis Service
- **Division of Administration, New York**
  - Headquarters Client Support Services
  - Facilities and Commercial Activities Services

The Department of Operational Support website
https://operationalsupport.un.org/en

1.6.1 The Department of Operational Support Offices and Divisions supporting the Pillar

The main offices and divisions of DOS include the Office of the Under-Secretary-General, the Office of Support Operations, the Office of Information Communication Technology, the Office of Supply Chain Management, the Division for Special Activities and the Division of Administration (NY).

Office of the Under-Secretary-General, DOS

The Under-Secretary-General is responsible for the overall direction, supervision, management and administration of the Department of Operational Support and for all its activities, performed by the Office of Support Operations, including the Regional Service Centre Entebbe and the Kuwait Joint Support Office; the Office of Supply Chain Management, including the Global Service Centre and the Global Procurement Support Section Entebbe; and the Division for Special Activities and the Division of Administration (NY).

The Office of Information and Communications Technology has dual reporting lines to the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. The Office of the Under-Secretary-General consists of the Strategic Support Service, the Performance and Analytics Section, the Audit Response and Boards of Inquiry Section, and the Environment Section.

USG for Operational Support speaks on the importance of international support to improve and make peacekeeping operations more effective.

1:38 Minutes

The Under-Secretary-General for Operational Support

Mr. Atul Khare is the current Under-Secretary-General for operational Support. In addition to serving as head of the Department of Operational Support, the USG-DOS is responsible for executive direction, overall supervision, strategic direction, and management to the Department in the implementation of its mandates and its approved programme of work, while also ensuring oversight over mandate implementation. The USG for operational support also co-chairs the Management Client Board jointly with the USG for management strategy, policy and compliance.

The Management Client Board

The internal management body is co-chaired by the heads of DOS and DMSPC. It serves as a feedback mechanism between DOS and DMSPC and Secretariat client entities, to bring awareness to concerns and requirements to enable better support to all Secretariat entities in achieving the mandates.

"We have an opportunity and a responsibility to embody a progressive approach in every relationship we forge with our clients, with our partners at Headquarters, and across the globe."

Atul Khare,
Under-Secretary-General
for Operational Support

Performance and Analytics Section

The Performance and Analytics Section oversees the operational performance of all units within DOS and supports decision-making by senior management using custom analytical products that track operational performance throughout the Secretariat. These include the annual global client satisfaction survey, regular reports on operational performance, and analytics support to specific initiatives, such as peacekeeping reviews. In addition, the Section identifies opportunities for operational enhancement and capitalizes on those opportunities in collaboration with various stakeholders, through continuous improvement of business processes and operational guidance.

Audit Response and Board of Inquiry Section

The Audit Response and Boards of Inquiry Section (ARBOIS) acts as the primary point of contact on all oversight matters related to DOS, providing policy, guidance, and training on the conduct of administrative inquiries across the UN Secretariat. ARBOIS also provides administrative support to the Boards of Inquiry (BOI) convened by Headquarters, facilitates interaction between DOS managers and the UN oversight bodies and coordinates, develops, and prepares responses to the reports of the UN oversight bodies for DOS, DPO and DPPA. The Section also monitors the implementation of BOI recommendations and implementation of risk treatment plans. ARBOIS provides guidance to field missions to facilitate inquiries into accidents and incidents resulting in the loss of life and serious injuries of mission members, or third-party individuals, when mission members are involved and major loss of UN funds or damage to assets and equipment occurred. The Section also works closely with field missions to ensure integration of the risk management process into both strategic planning and day to day operations.

Environment Section

The Environment Section is responsible for supporting the implementation of the environmental sustainability management framework in peace operations by providing operational support, guidance, and technical assistance. The General Assembly, in A/RES/72/219, endorsed the action plan for integrating sustainable development practices into Secretariat-wide operations and facilities management. UN peacekeeping personnel often operate in the world's hardest-to-reach places and in countries with very limited infrastructure.

The Section focuses on promoting sustainable approaches in the field, including for power generation, water access, waste management, transportation and protecting the soil, natural resources and sensitive ecosystems. The Section supports sharing of best practices to facilitate continuous improvement of UN field missions in this regard. The Section also monitors the implementation of the previously introduced the UN DFS environment strategy, a six-year plan to realize responsible UN field missions that achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies and ecosystems. Environmental performance is crucial to ensure the UN does no harm to the people it is mandated to protect. As DOS is the key service provider to UN peacekeeping operations, it is tasked with identifying challenges and objectives based on the strategy's five pillars, energy, water and wastewater, solid waste, wider impact, and environmental management systems.

DOS environment website
https://operationalsupport.un.org/en/environment

Read the environment strategy for UN field missions here

Strategic Support Service

The Strategic Support Service plays an important role in assisting and advising the USG-DOS in setting the executive direction and management of the Department, as well as coordinating the development and monitoring of the Department's workplan. It further supports the resolution of operational support issues across Secretariat entities that require the intervention of the USG. Recognizing the importance of communications and the sharing and dissemination of information, the service acts as the focal point for information on all aspects of work of the Department, managing official departmental communications in coordination with other departments in the Secretariat. It also coordinates the preparation of briefing notes, talking points, and position papers from across DOS divisions, ensuring they are in line with the executive direction of the Department. Inputs on all areas of support to reports of the Secretary-General to the Security Council, the C-34, ACABQ, the Fourth and Fifth Committees of the General Assembly, and other legislative bodies are also managed by the Service, further reflecting its strategic support to the USG-DOS. Lastly, in partnership with DMSPC, the Service coordinates on matters of the management client board and Umoja change board, following up on outcomes and resolutions arising from these meetings.

Office of Support Operations

The Office of Support Operations (OSO), led by an ASG, provides leadership and direction to support clients across the Secretariat. They provide guidance and advisory services for successful implementation of mandates in the areas of human resources, learning and development capacity building programs for staff primarily in operational areas, language and communication courses, health care management, and occupational safety. The Office also provides support to process improvements initiatives across the Secretariat.

OSO is comprised of the Human Resources Services Division, the Division of Health-Care Management and Occupational Safety and Health, and the Capacity Development and Operational Training Service.

Human Resources Services Division

The Human Resources Services Division (HRSD) provides human resources (HR) and advisory and support services to managers and business partners in the UN Secretariat both at Headquarters and in the field. HRSD provides a two-tier support focusing on short-to-medium-term HR requirements of client entities, including process development, guidance on complex issues, and support for Secretariat requirements. HRSD is the primary entry point and point of contact for HR queries from Secretariat HR business partners. Extensive human resources management authority has been delegated to entities across the UN Secretariat.

The Non-Staff Capacities Unit (NSCU) of the Division provides support to managers and business partners on the use of non-staff personnel, such as consultants, government-provided personnel, and UN Volunteers. The Staffing Service (SS) provides expertise and guidance in staff recruitment, testing and exams, operational workforce planning, organizational design, and management of rosters across all job families. The Service also manages the Young Professionals Programme (YPP).

HR Advisory and Support Services
Delivers operational support and advisory services through the provision of dedicated advice and operational support to HR business partners in client entities to enable exercise of delegated authorities. Staffing services focus on enabling all staffing modalities, providing testing and examinations services, and operational workforce planning functions.

HRSD website
https://iseek-external.un.org/dos/oso/hrsd

Division of Health-Care Management and Occupational Safety and Health

The Division of Healthcare Management and Occupational Safety and Health (DHMOSH) is led by the Medical Director, and provides health-related services to the UN both at Headquarters and in field missions. DHMOSH consists of the Occupational Safety and Health Section, the Health Systems Administration Section, the Public Health Section, the Workforce Management Section, and the Staff Counsellors Office.

The Division also focuses on occupational health risks and will initiate the collection of information about occupationally incurred injury or illness, allowing for the development of baseline estimates of tangible and intangible costs.

DHMOSH manages sick leave, disability, medical clearances, medical evacuations and repatriations, and preparedness for public health emergencies, including the medical aspects of crisis and mass casualty response plans in field duty stations. The Division promotes staff health, reviews medical examinations and provides medical clearances for the recruitment, reassignment, and mission deployment of staff, military observers, and civilian police monitors.

DHMOSH also provides psychosocial support and health-related training pre- and post-mission, provides its expertise to medical recruitment in UN field missions, and supervises the dispensaries and clinics in UN peacekeeping operations.

DHMOSH website
https://iseek-external.un.org/DOS/OSO/DHMOSH

Capacity Development and Operational Training Service

The Capacity Development and Operational Training Service (CDOTS) assists clients in building and improving the capacities needed to accountably exercise delegated authority, including structures and business processes to better integrate resources, accountability, and programme delivery in line with priorities. The Service is comprised of the Operational Training Section, Business Processes and Systems Support Section, Knowledge Gateway Team, and Language and Communications Training Unit, as described below.

The Operational Training Section is responsible for building and improving the capacities needed to accountability exercise delegated authority. The Section delivers training programmes specific to operational support to ensure that clients have the capacities and knowledge needed to comply with organizational standards and policies. The Business Processes and Systems Support Section develops the processes, structures and systems by which new and revised policies will be implemented across the Secretariat. The Section also provides support across all Secretariat entities to help ensure consistency in the execution of business processes and to ensure that the processes continue to meet the requirements of all clients. With the overall objective of expanding the linguistic diversity of UN personnel, online language classes are now being made available to all personnel in peacekeeping missions. In addition, CDOTS is developing and delivering customized training solutions on communication skills at the request of several field missions. Common topics include general principles of writing, correspondence and report writing, communicating on sexual exploitation and abuse, and effective presentation skills.

CDOTS is also responsible for the Knowledge Gateway, an information portal designed to support civilian personnel with the availability of guidance and best practices, and also connecting with the PPDB on operational support themes. As part of this, CDOTS continues to adapt and convert guidance into multimedia formats and multiple languages, increasing accessibility to support enhanced decision-making for staff in various field locations.

CDOTS website
https://iseek-external.un.org/dos/oso/cdots

For more information on the knowledge gateway, go to Module 4-Section 4.3.4

Office of Information and Communication Technology

The Office of Information and Communication Technology (OICT), led by an ASG/Chief Information Technology Officer, works to ensure that technology enables the core work of the UN in the areas of peace and security, human rights, international law and development, humanitarian affairs, and sustainable development. It provides expeditious services to all Secretariat clients, in particular field operations, through the review and implementation of updates, policies, standards, governance and tools. This provides all entities access to uniform delivery of ICT solutions and services as well as improved service delivery through global, regional, and local collaboration. OICT is headquartered in New York and operates under a dual reporting system, reporting to both DOS and DMSPC.

OICT works to align UN field missions with the technological and innovative capabilities of the world so that deployed peacekeepers have the ability to make faster and more informed decisions and are better able protect civilians and uniformed personnel by remaining connected. It also works to improve the readiness of military communications personnel prior to their deployment to UN field missions.

OICT Support to UN Field Missions

OICT works to ensure that UN peacekeeping operations deployed in remote and high-risk locations have specialized and high-performing signals and ICT capabilities, which form the backbone of Command and Control. Adequate training for military signals and police ICT specialists is critical to ensure that personnel have the essential knowledge and skills to provide technology solutions that respond and adapt to missions' specific operational requirements and evolving mandates.

UN Signals Academy

The UN Signals Academy (UNSA) is managed by the OICT at Headquarters, and operates out of the Regional Service Centre-Entebbe (RSCE) in Entebbe, Uganda. The UNSA was established in 2015 to address gaps in signals and ICT capabilities of T/PCCs. Signals are military and police information and communication technology specialists that link Force and Police Headquarters to military and police units deployed in peacekeeping missions. In addition to military signals officers, police ICT specialists are part of the UNSA targeted training audience. The mission of those specialists is to link Force and Police Headquarters to military and police units deployed in peacekeeping missions.

The OICT website
https://unite.un.org/about

Office of Supply Chain Management

The Office of Supply Chain Management (OSCM), led by an ASG, is committed to building efficient, agile, responsive, and accountable end-to-end supply chain solutions for global partners and clients. The Office also promotes adaptable supply chain solutions, ready to shift at a moment's notice and successfully deliver to remote areas under the most challenging conditions. Supply Chain Management covers a wide scope of services including supply chain planning and performance management, logistical support, procurement, vendor management and supplier diversity, aviation safety, and uniformed capabilities support. In addition to operational support, OSCM also provides advisory services and guidance to over 100 client entities globally, as well as to T/PCCs. OSCM consists of the Logistics, Procurement, and Uniformed Capabilities Support Divisions, the Aviation Safety Section and the Enabling and Outreach Service.

Aviation Safety Section

The Aviation Safety Section consists of aviation safety experts reporting directly to the ASG-OSCM and oversees all matters related to UN aviation operations, including aircraft utilized for personnel and cargo movements and the official travel of staff. The Section provides expertise on aviation safety, covering all areas of air operations, ground handling, dispatch, emergency response, flight

operations, maintenance activities, training, aviation security, and technical clearance of aviation service vendors. The Section also sets standards, processes, and procedures for aviation safety in line with international standards and UN requirements, monitors safety in operations, assesses safety risks, and conducts safety assurance activities. It is responsible for technical oversight for aviation safety staff in field missions and is responsible for capacity-building through training and awareness-raising. As part of its responsibilities, the team supports sourcing of UN aviation service vendors and liaises with national authorities, troop contributing countries (TCC), and partner organizations.

Aviation Safety Section website
https://iseek-external.un.org/DOS/OSCM/AVSS

Enabling and Outreach Service

The Enabling and Outreach Service defines the UN's supply chain performance framework and enables effective functioning of supply chain processes. It produces operational guidance, manages vendor registration and supplier diversity programmes, and generates new sources of supply while supporting accessibility and inclusiveness. The Service uses performance management framework and metrics, including baseline business intelligence, operational reporting, and key performance indicators to measure the overall health of supply chain management and serve the technical and commercial interests of the office and its clients. This includes reviewing supply chain performance to advise senior management on challenges, achievements, and the identification of further enhancements. It also assists with vendor registration and outreach programmes through the organization of dedicated, multi-agency business seminars with a strong focus on the least developed and developing countries. Additionally, the Service develops operational guidance and best practices on supply chain management for all clients.

Enabling and Outreach Service website
https://iseek-external.un.org/dos/oscm/eos

Logistics Division

The Logistics Division performs a central role in the implementation of end-to-end supply chain management. It translates strategic and operational priorities into demand plans for the right goods and services, provides supply chain solutions in collaboration with the Procurement Division, and offers technical guidance on logistics to ensure optimal and timely movement of goods. The Division monitors and assesses the delivery of strategic transportation and support services and directs the delivery of transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply, inclusive of fuel, rations and general supplies, and security equipment. The Division also performs and leads global integrated supply chain planning functions to facilitate global demand, source and delivery planning across all technical areas within its functional scope. The Division consists of a Supply Chain Planning Service, a Sourcing Support Service, an Air Transport Service and a Movement Control Section.

Logistics Division website
https://iseek-external.un.org/dos/oscm/ld

Procurement Division

The Procurement Division performs a key role in the implementation of end-to-end supply chain management. The Division procures strategic goods and services to support the delivery of mandates

across the global Secretariat and leads global procurement processes with client-focused advisory services, including cross- functional change management projects. The Procurement Division works closely with the Logistics Division to ensure high-quality and timely services to all Secretariat clients and actively supports start-up missions and offices, surge requirements, and humanitarian emergencies through the provision of relevant expertise and expedited sourcing and delivery of appropriate goods and services. The two divisions exercise delegated authority in their areas of expertise in such cases.

Procurement Division website
https://iseek-external.un.org/PD

Uniformed Capabilities Support Division

The Uniformed Capabilities Support Division serves as the primary focal point in the Secretariat for all administrative and logistics issues related to military and police contingents for both Member States, OMA, and PD. The functions of the Division support aspects of OMA's and PD's end-to-end force and police generation process of over 90,000 military and 11,000 police personnel, analyse of data to identify and address areas of concern, and management of the MOU verification of COE and claims reimbursement. It also provides for closer coordination with other units in the Office of Supply Chain Management that provide support to T/PCC's, such as the Movement Control Section. The Division supports and governs the reimbursement of personnel and equipment deployed to peacekeeping operations and coordinates the policy and application of the reimbursement framework covering both personnel and contingent-owned equipment (COE). In addition to the above, the ASG of OSCM also provides oversight over the UNGSC.

Uniformed Capabilities Support Division website
https://iseek-external.un.org/dos/oscm/ucsd

For more information on the reimbursement framework, go to Module 2-Section 2.2.7

Division for Special Activities

The Division for Special Activities oversees a range of specialized and cross-cutting operational capacities. A large part of its responsibilities is to support special situation requirements, including start-up, surge, transition, and liquidation. The Division also leads the Department's liaison and coordination on field mission issues with DPO and DPPA. A key element of its responsibilities is the exercise of authority on behalf of clients that lack the capacity to do so accountably, including the offices of special advisers and envoys at Headquarters or in the field, start-up missions, or those whose authorities have been withdrawn. The specific requirements for different clients are met through dedicated staffing resources or, particularly for start-up and surge requirements, through the formation of temporary teams with subject matter experts drawn from OSO, OSCM and OICT.

The Division includes the Operational Planning Service to help identify and plan for emerging support requirements, the Support Partnerships Service to coordinate support provided by the Department to non-Secretariat entities, and an operational training and knowledge management capacity.

Division for Special Activities website
https://iseek-external.un.org/DOS/DSA

Email the Division for Special Activities for more information at dos-dsa-od@un.org

Client Support and Special Situations Section

The Client Support and Special Situations Section provides advisory and support services to entities during start-up, transition, downsizing, and liquidation and assists with overall planning and implementation. It backstops personnel in affected entities and provides career support through guidance to managers and staff and assistance with the placement of downsized staff across the Secretariat. The Section reviews whether existing regulations, rules and policies are fit for purpose in special situations and liaises DMSPC to address challenges and gaps identified. The Section also establishes and maintains dedicated surge capacity support through established standby arrangements and rosters to facilitate rapid and timely deployment. It serves as a focal point for support to entities in emergency situations and the development of action plans and after-action reviews, thus increasing emergency preparedness across the Secretariat and ensuring consistency in operational support in crisis management. During start-up, surge, and crisis situations, the Section coordinates support across DOS such as OSO, OSCM, and OICT as required, and if needed, with service providers from the Secretariat entities, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.

Operational Planning Service

The Operational Planning Service leads support to entities during periods of significant activities, including coordination with DOS counterparts and engagement with operational counterparts at Headquarters in providing planning guidance to operating entities. The Service provides support to entities on integrated human resources planning processes in the context of establishing new entities and expanding and/or downsizing existing entities. It also leverages the capacities of the Resource Planning and Analysis Section for support on financial planning during such situations. The integration of these related functions allows for a more holistic approach to operational support planning by DOS. To address planning requirements in peacekeeping operations contexts, this capacity complements and works closely with the planning capacity within OUSG-DPO. The Operational Planning Service works closely with the Client Support and Special Situations Section

Support Partnerships Service

The Support Partnerships Service (SPS) leads efforts to foster and strengthen cooperation on major partnership-based support initiatives by identifying synergies and comparative advantages in the provision of support services that best meet the requirements of its clients. The service coordinates and maintains bilateral and trilateral relationships with key partners, such as regional organizations as well as other UN actors and governments, for the receipt or provision of operational support from or to Secretariat entities. SPS is also responsible for maintaining relationships with regional organizations and bilateral support providers, for negotiating agreements and MOUs, in consultation with the Office of Finance and Budget, for monitoring the support provided to or received from non-Secretariat entities, and for coordinating with relevant counterparts within the Secretariat to address support issues. Pursuing mutually beneficial partnerships enable DOS to leverage from a broader range of support solutions, thereby strengthening its capacity to provide effective and efficient support services that enable successful mandate implementation. The Support Partnerships Service also includes a dedicated capacity for backstopping the UN Support Office in Somalia (UNSOS).

For more information on the UN Support Office in Somalia (UNSOS), go to Module 2-Section 2.4.2

Resource Planning and Analysis Section

The Resource Planning and Analysis Section takes an integrated approach in working with counterparts across DOS to ensure that efforts to support client groups across the Secretariat are in line with organizational priorities and other objectives related to value for money and resource stewardship. With a focus on data-driven analysis, the section works with counterparts in examining major resourcing drivers and practices within the responsibilities of DOS to ensure cost-effective operational support solutions. The placement of the Section within the Division for Special Activities enables it to contribute to major operational support efforts and projects across the Department of Operational Support. The Section integrates and harmonizes performance and cost analysis across the various pillars of the Department and measures the impact of the Department's major resource efficiency efforts. It provides support and input on best practices and practical, operational solutions to the various entities within DOS to assist them in the delivery of support to clients throughout the Secretariat. The Section also develops operational resourcing standards to guide the work of DOS and its client entities and coordinate the input of the Department into strategic mission reviews and civilian staffing reviews. Building on the existing and decentralized support platforms across the Secretariat, a core function of the Division is to support the strengthening of the Secretariats global operational support architecture to ensure efficiency, effectiveness and responsiveness. Key areas of focus include harmonization, integration, and synergies of operational support services within the Secretariat, while at the same time ensuring mutually reinforcing support partnerships with UN Agencies, Funds, and Programmes to deliver interoperability and transferability of support across the UN system.

Division of Administration, New York

The Division of Administration in New York consists of the Headquarters Client Support Section and the Facilities and Commercial Activities Service and is primarily focused on Headquarters' support services. It provides building management and engineering services for all offices and departments at Headquarters. The Division also provides financial and budgetary services and supports the management of the human resources requirements of DOS, and those Secretariat offices at Headquarters that do not have their own Executive Office (EO) or administrative unit.

Headquarters Client Support Service

The Headquarters Client Support Service (HCSS) serves as a business partner to 18 offices across the entire Secretariat. HCSS serves approximately 1,300 personnel at Headquarters. The HR-Ops team works closely with the DOS and DPPA-DPO Executive Offices and the Human Resources Services Division of DOS to ensure the smooth and efficient processing of HR transactions, such as onboarding, entitlements, and separation for staff members at all levels who are administered at Headquarters in New York.

Headquarters Client Support Service website
https://iseek-external.un.org/dos/doa/hqcss

For more information on the DOS EO-HR-Ops Team in HCSS, go to Module 5-Section 5.1.2

Facilities and Commercial Activities Service

The Facilities and Commercial Activities Service (FCAS) operates the Headquarters complex, providing planning, management, maintenance, and operations for all existing physical facilities and

assets at the Headquarters. As part of its responsibilities for managing local operations at Headquarters, the Service is also responsible for the development and maintenance of the environmental management system for New York and for the reduction of the environmental impact of Secretariat activities in New York. FCAS includes the Facilities Management Service which manages all Headquarters custodial, maintenance, design, and construction; the Commercial, Special Event and Information Service which manages hospitality contracts and special events; the Travel and Transportation Section (TTS) which manages all travel related arrangements and coordination, including issuance of visas and travel documents; the Archives and Records Management Section which is responsible for identification and preservation of paper and digital records; and the UN Postal Administration which is responsible for disseminating information through the medium of postage stamps.

Facilities and Commercial Activities Service website
https://iseek-external.un.org/dos/doa/fcas

1.6.2 The Service Centres of the Department of Operational Support

The UN services centres of DOS includes the global service centres located in Brindisi, Italy and Valencia, Spain; a regional service centre in Entebbe, Uganda; as well as a Joint Support Office in Kuwait (KSJO). The centres perform location-independent functions, i.e., services that can be provided on a shared basis and/or provided from anywhere. The global service centre mainly focuses on delivering operational support to missions regarding supply chain, engineering, environmental management, as well as information and communication technology. In Entebbe and Kuwait, transactional and administrative support in the areas of HR and finance are provided to UN field missions.

In addition to these service centres, the Global Procurement Support Section (GPSS) based in Entebbe, Uganda is part of Procurement Division that supports streamlined procurement services to UN field missions and offices in central and eastern African regions and beyond through joint regional acquisition planning and development of a regional procurement strategy.

UN Global Service Centre

The mandate of the UN Global Service Centre (UNGSC) is to provide critical logistics, geospatial, information, and telecommunications technologies services to all Secretariat entities, peacekeeping, and special political missions. It also provides support to Agencies, Funds, and Programmes of the UN system worldwide on a cost recovery basis. The services by UNGSC comprise of three core service areas: the Supply Chain Service; the Service for Geospatial, Information and Telecommunications Technologies; and the Central Service.

The Supply Chain Service works with missions and Headquarters to provide an agile and responsive supply chain, including equipping and enabling rapid deployment of start-up missions and helping existing missions with planning, with technical, engineering, and environmental expertise, and management of assets. The Service for Geospatial, Information and Telecommunications Technologies (SGITT) is the operational hub for the support and delivery of ICT services and solutions to field operations and it operates from two locations: Brindisi, Italy, and Valencia, Spain. SGITT supports peacekeeping operations, special political missions, UN Agencies, Funds, and Programmes with round-the-clock, high-availability and resilient information and communications technology, and geospatial information services. The Central Service provides support services for UNGSC internal operations, such as finance, human resources, procurement, property management,

conference and learning services, facilities management, security and other campus support activities, while operationalizing special programmes for the Secretariat and field missions for occupational health and safety.

UNGSC also hosts training courses, conferences, workshops and expert panels' sessions, organized by offices from the Secretariat, Agencies, Funds, and Programmes. The conference rooms accommodate up to 80 personnel, and offer digital conference tools and VTC systems.

UNGSC also hosts several tenant units. The Strategic Air Operations Centre (SAOC) manages both the stand-by and permanent fleet of aircraft used for strategic operations in UN field operations. Its functions include fleet planning for strategic airlifts, monitoring and tracking of all aircraft engaged in strategic long-term and short-term passenger, cargo airlift movement, and inter-missions' operations. SOAC also manages the transportation of some 5,000 peacekeeping troops per month, in addition to flying delegations, including the Secretary-General worldwide. The Field Central Review Bodies (FCRB), an independent staff-management body with the responsibility to review the recruitment of staff for field operations, has its Secretariat in UNGSC. In addition, the Standing Policy Capacity (SPC), the Justice and Corrections Standing Capacity (JCSC), and the DDR Standing Capacity are all hosted by UNGSC.

The UNGSC website
https://www.ungsc.org/home

Regional Service Centre in Entebbe

The Regional Service Centre in Entebbe (RSCE) was established to transform service delivery to field missions through a fundamental shift in the Division of labour and a relocation of functions to improve responsiveness and address the needs of UN field missions. RSCE provides shared services to participating field missions in service delivery pillars covering transactional, non-location-dependent administrative functions to the Centre from field missions. Its area of services covers 20 client field missions based in Africa, representing 77% of all UN peacekeeping and special political missions worldwide. Key services by the Centre comprise transactional elements of human resources and finance in support of execution of delegated authority by the client missions. In addition, it supports multimodal movement and control, personnel and cargo transport, and information and communications technology (ICT) support to client missions. Centralizing these functions means that they can be carried out more effectively as a result of process integration, specialization, standardization, and re-engineering. RSCE also provides services in completion of residual administrative services in human resources and finance areas for client entities that have been drawn down or ended their mandate. In addition to providing non-location dependent administrative functions in finance and human resources for field missions, the Centre functions include the Transportation and Movements Integrated Centre (TMICC), the Regional Field Technology Services (RFTS), and the Regional Training and Conference Centre (RTCC).

The TMICC consolidates, integrates, coordinates, and optimizes transportation and movements solutions of personnel and cargo between UN field missions in Africa, using all available transportation means and working in close collaboration with client missions and other stakeholders. The services provided include air transport, surface movements, planning and analysis (multi-modal transport solutions), infrastructure development and project support (including airfield construction, upgrade and maintenance), and coordination of training and staff certification.

The RFTS provides and supports centralized solutions and enables a mobile UN workforce on a near-zero footprint, delivered via shared services and regional cooperation frameworks. The Regional

Projects Management & Implementations Unit provides oversight and compliance, of systems throughout the African continent for UN enterprise systems – both bespoke and off-the-shelf systems. Technology Solutions includes testing labs for technology products and services in a secure environment while under near-field conditions for missions in the region.

The RTCC in Entebbe, Uganda serves as a training hub for the Department of Operational Support (DOS), the Department of Peace Operations (DPO), other Secretariat departments, and UN field missions, hosting a wide variety of courses, conferences and meetings. RTCC actively supports the peacekeeping and peacebuilding efforts of UN missions by offering an accessible and conducive learning environment to UN personnel serving in challenging and remote environments. The RTCC accommodates 4 plenary rooms, 3 medium sized rooms, 5 break-out rooms, 2 computer labs, and 1 large conference hall, each fitted with internet access, phone access, projector with large screens, laptops and water dispenser. RTCC also provides VTC connectivity, audio equipment, and stationery on request. The Centre also hosts a cafeteria.

The UN RSCE in Entebbe website
https://rsce.unmissions.org/

Kuwait Joint Support Office

The Kuwait Joint Support Office (KJSO) is a back-office arrangement currently serving 18 UN missions (8 full client missions and 10 Payroll & Education Grant client missions) focusing on the service delivery pillars of Human Resources, Finance, Payroll, and Travel. The KJSO's mission and vision is strategically and operationally aligned with DOS' vision of shared service centres and has evolved into various mechanisms to provide administrative back-office support for client missions. With client missions spanning different locations across Asia, Europe, the Middle East and Americas, the KJSO is committed to giving the best service to its clients. KJSO also provides services in completion of residual administrative services in human resources and finance areas for client entities that have been drawn down or ended their mandate.

Module complete: congratulations you have completed module one. Now take the module one assessment by logging into Inspira by clickin here. The assessment code is "LMS-6802-1".

Module Two

An Overview of UN Missions and Field Support

This module provides information on UN peacekeeping operations, led by the Department of Peace Operations (DPO), special political missions, led by the Department of Political and Peacebuilding Affairs (DPPA), support missions led by the Department of Operational Support (DOS), and the spectrum of field support provided by DOS. It also covers the various types of collaboration that occur in support of UN peacekeeping operations, special political missions, and UN field presences.

This module includes information on the following topics:

- Introduction to UN missions
- Peacekeeping operations context
- Special political missions' context
- Overview of support missions and the types of DOS field support
- Collaboration in the field, including UN presences

2.1 Introduction to UN Missions

This section provides an overview on UN peacekeeping operations, special political missions, and the various types of field support.

2.1.1 Types of UN Missions

There are two types of UN missions covered in this section. UN peacekeeping operations (PKOs) which are led by the Department of Peace Operations (DPO), and special political missions (SPMs) which are led by the Department of Political and Peacebuilding Affairs (DPPA). Both types of missions are backstopped by the joint DPPA-DPO regional divisions as well as by the DPO and DPPA thematic offices and divisions. The Department of Operational Support (DOS) provides a full spectrum of support to all UN missions and also leads one support field mission, the UN Support Office for AMISOM (UNSOS). The following sections provide information on the context of peacekeeping operations and special political missions, and support missions and types of field support.

Peacekeeping Operations

UN Peacekeeping Operations are mandated by the Security Council and are led by DPO. They draw together the legal and political authority of the Security Council, the personnel and financial contributions of Member States, the support of host countries, and the accumulated experience of the Secretariat in managing peacekeeping operations in the field. UN peacekeeping has unique strengths, including legitimacy, sustainability, and burden sharing and the ability to deploy military, police, and civilians from around the world to address specific mandates and help countries navigate the difficult path from conflict to peace. Depending on the mandate, the nature of the conflict, and the specific challenges it presents, UN peacekeeping mandated tasks differ from mission to mission. Tasks that are common across missions include the provision of security, protection of civilians, humanitarian support, support for rule of law and security sector reform, and political and peacebuilding support.

This brief video provides an overview of what UN peacekeeping is and why peacekeeping is an investment in global peace, and global security.

1.54 Minutes

In the **early years of peacekeeping (1940s-80s),** the first UN peacekeeping operation was mandated in 1948. The Security Council authorized the deployment of UN military observers to the Middle East to monitor the Armistice Agreement between Israel and its Arab neighbours. That mission, referred to as the UN Truce Supervision Organization (UNTSO), exemplified the observation and monitoring type of operation. In 1949, the second UN peacekeeping operation deployed was the UN Military Observer Group in India and Pakistan (UNMOGIP). These early missions, which are still in operation, were mostly limited to maintaining ceasefires. They consisted of unarmed military observers whose primary roles were monitoring, reporting, and confidence-building. The first armed peacekeeping operation was deployed in 1956 to address the Suez Crisis (UNEF I), and the first large-scale armed peacekeeping mission was deployed in the Congo (ONUC) in 1960 and consisted of nearly 20,000 military personnel at its peak. Throughout the 1960s and 1970s the UN established several short-term missions. In 1988, the Nobel Peace Prize was awarded to UN peacekeepers for their service in the cause of peace.

1948	1949	1956	1958	1960	1973	1974	1978	1988	1989
UNTSO	UNMOGIP	UNEF	UNOGIL	UNOC	UNEF II	UNDOF	UNIFIL	UNAVEM UNMOGAP	UNTAG UNOCA

Post-cold war (1990s-2000s), the strategic context of UN peacekeeping shifted from traditional observational missions, to complex and multidimensional operations. The multidimensional missions were designed to ensure the implementation of comprehensive peace agreements and assist in building foundations for sustainable peace. The nature of conflict also changed, with UN peacekeeping increasingly applied to intra-State conflicts and civil wars. In the post-cold war period, peacekeepers were asked to undertake a broad variety of complex tasks, such as building sustainable institutions of governance, human rights monitoring, security sector reform, and disarmament, demobilization and reintegration of former combatants.

The number of UN peacekeeping operations dramatically increased in this period, as did the number of deployed military, police, and civilian personnel. Between 1989 and 1994, the number of peacekeepers increased from 11,000 to 75,000. During the mid-1990s there was a period of reassessment and reflection following challenges experienced in peacekeeping, most notably in Yugoslavia, Rwanda, and Somalia. Peacekeepers faced situations where warring parties failed to adhere to peace agreements, or where peacekeepers themselves were not provided with adequate resources or political support, resulting in peacekeepers failing to prevent mass killings of civilians. These setbacks led the Security Council to limit the number of new peacekeeping operations and begin a process of self-reflection on how to prevent such failures from happening again. Existing peacekeepers continued their long-term operations in the Middle East, Asia and Cyprus.

1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2002
UNIKOM MINURSO ONUSAL UNAVEM II UNAMIC	UNPROFOR UNTAC	UNSOM II UNOMUR UNOMIG UNOMIL UNMIH UNAMIR	UNASOG UNMOT	UNAVEM III UNPREDEP UNCRO UNMIBH	UNTAES UNMOP	MINUGUA MONUA UNTMIH MIPONUH	UNCPSG MINURCA UNOMSIL	UNMIK UNAMSIL UNTAET MONUC	UNMEE	UNMISET

In **21st century peacekeeping**, the UN undertook a major review to address the many issues and challenges in peacekeeping operations and identify reforms to more effectively manage and sustain field operations. The resulting report, commonly referred to as the "Brahimi Report", has played a significant role in the current UN reforms. The UN was also being asked to perform more complex tasks which resulted in the Security Council establishing large and complex peacekeeping operations. These operations were established in Burundi (ONUB), Chad and the Central African Republic (MINURCAT), Côte d'Ivoire (UNOCI), the Democratic Republic of the Congo (MONUC and MONUSCO),

Eritrea/Ethiopia (UNMEE), Liberia (UNMIL), Sierra Leone (UNAMSIL) Sudan (UNMIS and UNAMID in Darfur), South Sudan (UNMISS), the border area between Sudan and South Sudan (UNISFA) and Syria UNSMIS). Peacekeepers also resumed vital peacekeeping and peacebuilding operations in Haiti (MINUSTAH), Liberia (UNMIL), and Timor-Leste (UNMIT). By 2010, UN peacekeeping had entered a phase of consolidation which presented opportunities to realize reform priorities and a reduction in personnel and peacekeeping operations in the intervening years.

2003	2004	2005	2006	2007	2010	2011	2013	2014	2017
MINUCI UNMIL	UNOCI UNOB MINUSTAH	UNMIS	UNMIT	UNAMID MINURCAT	MONUSCO	UNISFA UNMISS	MINUSMA	MINUSCA	MINUJUSTH

Today's multidimensional peacekeeping continues to facilitate political processes; protect civilians; assist in the disarmament, demobilization and reintegration of former combatants; support the organization of elections; and protect and promote human rights. Today's peacekeeping also supports the extension of State authority and the reestablishment of the rule of law as well as expanded mandated responsibilities to include mainstreaming gender and promoting women, peace and security; addressing the special protection and assistance needs of children; establishing the necessary conditions for the free flow of people, goods and humanitarian assistance; and providing humanitarian and mine action assistance.

Additionally, some of the more recent peacekeeping operations also focus on stabilization. For example, the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established to support the political process in the country, and the UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established to protect civilians and provide support to peace processes.

Current peacekeeping operations website
https://peacekeeping.un.org/en/where-we-operate

For more information about UN peacekeeping operations, go to Module 2-Section 2.2

Special Political Missions

Special Political Missions (SPMs), led by DPPA, vary widely in their mandates, scope, structure, and approaches and are categorized in three distinct clusters. They can be very broadly defined as UN civilian operations that engage with governments, warring parties, civil society, and, increasingly, with regional organizations to prevent or stop conflict, or to anchor peace after violent confrontation.

Cluster I: Special and personal envoys, advisers, and representatives of the Secretary-General

Cluster II: Sanctions monitoring teams, groups, and panels, and other entities and mechanisms

Cluster III: Regional offices, offices in support of political processes and other missions

SPMs can be mandated by the Security Council, the General Assembly, or established by the Secretary-General by his prerogatives under the Charter. Most SPMs operate for a limited duration

and support Member States in good offices, conflict prevention, peacemaking, and peacebuilding. They are deployed as a flexible tool for intensive and sustained preventive efforts and include a range of functions such as dialogue and mediation, electoral support, women's empowerment, and human rights. The term 'Special Political Mission' emerged in the 1990s, though political missions have carried out good offices, conflict prevention, peacemaking, and peacebuilding functions since the early days of the UN. Evolution of SPMs occurred in three eras, 1940-50s (new mission design); 1960s-80s (relative inactivity); and 1990s-present (post-cold war). Developments in the post-cold-war era were part of a broader trend of increased reliance by the UN on different mechanisms to promote and sustain peace and security.

This brief video explains what special political missions are and how they support conflict prevention, peacemaking and peacebuilding.

1.54 Minutes

In the **1940s-50s (new mission design era)**, the first UN mediator was appointed when the General Assembly in 1948 mandated Count Folke Bernadotte as Mediator in Palestine to work alongside the UN Truce Supervision Organization (UNTSO). Successive Secretaries-General deployed the services of high-level mediators or other envoys, either upon the request of the General Assembly or the Security Council, or in the context of the Secretary-General's good offices mandate. Between 1948 and the early 1960s, the UN designed a number of field missions, including small political offices that carried out facilitation tasks, such as the UN Commissioner in Libya in 1949 to assist the Libyan people in the formulation of a constitution and the establishment of an independent government, and the UN presence in Jordan in 1958 to monitor local developments.

In the **1960s-80s (relative inactivity era)**, the UN curtailed its design of new political missions partly due to cold war divisions that hindered decision-making in the Security Council as well as the General Assembly. Secretaries-General during this era relied more on special envoys and good offices. One of the few missions created in this stage was the Special Representative to the Middle East, with a distinctly regional mandate that brought about the role of present regional offices. The Special Representative was appointed in 1967 to maintain contacts with Member States in the region in order to achieve a peaceful settlement, and by setting up an office with political and military advisers and engaged in shuttle diplomacy.

In the **1990s-present (post-cold war era)**, political transitions created an increased demand for UN support, particularly in areas such as electoral assistance, constitution-making, and the rule of law. From Central America to Africa, new missions were established to help Member States meet those demands. The concepts behind the missions were not radically new but rather a rediscovery of some of the models deployed by the Organization in earlier years.

To meet the increased demand, the UN established small political offices, which included the 1993 creation of the Special Mission to Afghanistan to canvas a broad spectrum of Afghan leaders and solicit their views on how the UN could best support national reconciliation and reconstruction, and the UN Office in Burundi to support peace and reconciliation initiatives. Where electoral support was at the core of political missions in the 1980s-90s, an increased reliance on missions with more multidimensional mandates become evident in the 1990s and 2000s, such as the Joint UN-Organization of American States International Civilian Mission in Haiti (MICIVIH), the UN Verification Mission in Guatemala (MINUGUA), and the UN Mission in Nepal (UNMIN).

For more information about UN special political missions, go to Module 2-Section 2.3

Other DPPA Field Presences

Liaison Presences (LPs) perform functions such as monitoring and reporting, supporting conflict prevention, conflict response and resolution and/or sustaining peace. The LPs cooperate with a wide set of UN and external partners. The UN Liaison Office to the Organization of African Unity (now the AU) in Addis Ababa, was established in 1998, and since then the numbers of LPs have grown steadily in recognition of contributions to the implementation of DPPA's mandate. LPs are currently in Addis Ababa, Bangkok, Beijing, Brussels, Buka, Cairo, Gaborone, Jakarta, Kiev, Nairobi, and Vienna. While most LPs focus on cooperation with regional organizations or on regional development, some put more emphasis on country-specific or local developments and work with partners at country-level. LPs do not have formal mandates from the UN General Assembly or the Security Council.

Special and Personal Envoys, Advisers, or Representatives, in some instances may be deployed by the Secretary-General. They serve under the authority of Secretary-General to address specific peace and security issues to promote confidence among the parties, reduce tension, or engage in preventive diplomacy. Recent examples include the Personal Representative for Bolivia and the Personal Representative for Mozambique, as well as the successfully concluded work of the Personal Envoy for the name dispute between Greece and North Macedonia.

The Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention is a signature initiative that aims to enhance UN support to national stakeholders on conflict prevention and sustaining peace. The programme is engaged in more than 80 countries, assisting national stakeholders, UN Resident Coordinators (RCs), and UN Country Teams (UNCTs) to strengthen existing and emerging national and local capacities for conflict prevention to address and fundamentally transform the underlying causes of conflict.

The joint programme provides peace and development expertise and advice to RCs, UNCTs, and national partners through the deployment of Peace and Development Advisors (PDAs), national PDAs, and similar interim/surge capacities. The joint programme is managed by UNDP and DPPA and relies on a joint secretariat of the DPPA Policy and Mediation Division and UNDP Crisis Bureau.

For more information about the UNDP-DPPA joint programme, go to Module 2-Section 2.6.2

2.2 Peacekeeping Operations Context

Peacekeeping has proven to be an effective tool, available to the UN in assisting host countries navigate the difficult path from conflict to peace. Peacekeeping has unique strengths, including legitimacy, burden sharing, and an ability to deploy and sustain troops and police from around the globe, integrating them with civilian peacekeepers to advance multidimensional mandates. UN peacekeepers provide security and the political and peacebuilding support to help countries make the difficult, early transition from conflict to peace.

2.2.1 The Three Basic Principles of Peacekeeping

There are three basic principles that have been developed over time and continue to serve as the foundation for UN peacekeeping operations. They are consent; impartiality; and non-use of force except in self-defence and defence of the mandate. These three basic principles of peacekeeping are inter-related and mutually reinforcing and provide a compass for peacekeeping personnel, both in the field and at Headquarters. It is important that the meaning and practice of these principles are understood by everyone who is involved in UN peacekeeping operations so they can be applied in all aspects of peacekeeping planning and conduct.

Consent

Consent for a peacekeeping operation is provided to the Security Council during the planning phase by the leading representatives or negotiators representing the main parties to the conflict. Consent ensures that the mission has the political and physical freedom of action needed to carry out its mandated tasks. A complete withdrawal of consent to a UN peacekeeping operation by one or more of the main parties challenges the reason for the operation. Withdrawal of consent will likely change the international community's strategy and may mean that the Security Council will withdraw the peacekeeping operation.

Without consent, a UN peacekeeping operation risks becoming a party to the conflict. It can be drawn into peace enforcement and away from the key role of keeping the peace.

Consent can be uncertain or unreliable in some contexts. A lack of trust between parties to the conflict may cause one or more of the parties to block certain aspects of the peacekeeping operations mandate. In addition, weak command and control systems within parties to the conflict may mean that there are differences of opinion between central and local levels of command. Consent is encouraged, at all levels, by building confidence among the parties and enhancing their stake in and ownership of the peace process.

Why is this important to you?

In your role at Headquarters, you may be in a position to support peacekeeping personnel in the field in the overall goal of maintaining consent through supporting knowledge sharing, reporting, or assisting planning processes.

Impartiality

UN peacekeeping operations must implement their mandate without favour or prejudice to any of the parties to the conflict. Impartiality is crucial to maintaining the consent and cooperation of the main parties. Peacekeeping operations should not condone actions by parties to the conflict that

violate the undertakings of the peace process or the international norms and principles that a UN peacekeeping operation upholds. Impartiality, as a principle of UN peacekeeping, means that the peacekeeping operation deals with all parties to a conflict in an unbiased and even-handed manner and its actions are focused on implementing its mandate fairly.

Impartiality for UN peacekeeping operations means adherence to the principles of the UN Charter and to the objectives of the mission mandate.

This kind of impartiality is not the same as neutrality. It is also not the same as equal treatment of all parties in all cases for all time, which can amount to a policy of appeasement. In some cases, local parties are made up of obvious aggressors and/or victims, and a peacekeeping operation may not only be operationally justified in using force, but also morally compelled to do so.

Why is this important to you?

If the peacekeeping process is being undermined and the Mission decides to take action, the Mission must make sure that the rationale for action is well established. In order to maintain the principle of impartiality, it is important that the peacekeeping operation is perceived as a fair, open, and transparent actor. UN staff must be conscious of remaining impartial as they perform their duties in the bigger picture of working towards fulfilling Security Council mandates.

Non-Use of Force Except in Self-Defence and Defence of Mandate

The initial principle that UN peacekeeping operations should only use force in self-defence has evolved to include the use of force in order to defend the mandate. This means that even though UN peacekeeping operations are not a peace enforcement tool, they may use force when authorized by the Security Council and in cases of self-defence and/or defence of the mandate. Self-defence is generally understood to be in defence of UN personnel and property. In certain volatile situations, the Security Council has given UN peacekeeping operations "robust" mandates authorizing the mission to "use all necessary" means to deter forceful attempts to disrupt the political process, protect civilians under imminent threat of physical attack, and/or assist the national authorities in maintaining law and order.

However, even in instances where the Security Council has specified a robust mandate, a UN peacekeeping operation should only use force as a measure of last resort when all other methods of persuasion have failed. Use of force by UN peacekeeping operations often result in political implications and can give rise to unforeseen circumstance.

Robust peacekeeping should not be confused with peace enforcement, as envisaged under Chapter VII of the UN Charter.

Why is this important to you?

Peacekeeping personnel at Headquarters who are directly involved in supporting peacekeeping operations should be familiar with the relevant mission-specific documents outlining the use of force (Rules of Engagement and Directive on the Use of Force). Political implications, mission capability, public perceptions, humanitarian impact, force protection, safety and security of personnel, and the effect on national and local consent for the mission are all factors to be taken into account when deciding on the application of the use of force.

Contributing Success Factors of UN Peacekeeping Operations

In addition to the three principles of peacekeeping, there are several other factors that contribute to the success and effectiveness of UN peacekeeping operations. These include the credibility and legitimacy of the mission and the promotion of national and local ownership.

Effective, well-resourced, and rapidly deployed missions contribute to their credibility, along with the mission's ability to manage and meet expectations. With so many actors and influences, it sometimes takes longer than expected to deploy personnel and equipment. Collaboration across components and a unified posture becomes all the more important in such cases in order to maintain confidence and credibility.

UN peacekeeping operations tend to start with legitimacy because of the international recognition of the UN and the fact that the mandate is established by the Security Council and directed by the Secretary-General. Once the mission is in place, its ongoing perceived legitimacy is directly related to the quality and conduct of its military, police, and civilian personnel. Their actions must be in keeping with the mission's mandate and their behaviour must meet the highest standards of professionalism, competence, and integrity.

National and local ownership is critical to the successful implementation of a peace process. Effective approaches to national and local ownership not only reinforce the perceived legitimacy of the operation and support mandate implementation, they also help to ensure the sustainability of national capacity once the peacekeeping operation has been withdrawn. The activities of multidimensional peacekeeping operations must be informed by the need to support and, where necessary, build national capacity. UN peacekeeping operations may be obliged, in the short-term, to take on important state-like functions, such as the provision of security and the maintenance of public order. However, these functions should be conducted in a consultative manner with the aim to restore, as soon as possible, the ability of national actors and institutions to assume their responsibilities and to exercise their full authority, with due respect for internationally accepted norms and standards.

2.2.2 Legal Foundations of UN Peacekeeping Operations

The UN Charter gives the Security Council primary responsibility for the maintenance of international peace and security. In fulfilling this responsibility, the Council can establish a UN peacekeeping operation. UN peacekeeping operations are deployed on the basis of mandates from the Security Council and with legitimacy provided by the Secretary-General. Their tasks differ from situation to situation and depend on the nature of the conflict and the specific present challenges.

The UN Charter is the foundational document for all UN work, providing a legal basis for peacekeeping in chapters VI, VII, and VIII. Chapter VI is associated with traditional peacekeeping, while more forceful actions are mandated under Chapter VII, allowing the Security Council to "determine the existence of any threat to the peace, breach of the peace, or act of aggression". Chapter VIII provides for the involvement of regional arrangements and agencies in the maintenance of international peace and security provided that such arrangements or agencies and their activities are consistent with the purposes and principles of the UN.

The General Assembly plays a crucial role in terms of apportioning costs for peacekeeping operations and has the ability to adapt resolutions that request States to comply with the Security Council's resolutions in terms of financing and contribution of forces. The Secretariat conducts a strategic assessment of the situation in the country or territory under consideration for the establishment of a new peacekeeping operation. The Secretary-General brings legitimacy to UN peacekeeping through the impartial commitment to upholding the principles and purpose of the UN Charter. As noted above, the Secretary-General requests a strategic assessment and will issue the outcome report to the Security Council presenting options for establishing a new UN peacekeeping operation.

The Security Council determines when and where a UN peacekeeping operation or special political mission should be deployed on a case-by-case basis. A range of factors are taken into account, such as the status of ceasefire, commitment to the peace process, if a clear political goal exists, and ability to ensure the safety and security of UN personnel. Before the Security Council authorizes the establishment of any field mission, other assessments must take place. If deemed appropriate, the Security Council will formally authorize the establishment of a new peacekeeping operation by adopting a resolution.

2.2.3 The Structure of UN Peacekeeping Operations

The Security Council authorizes the Secretary-General and the UN Secretariat to establish the mission and implement the mandate. The Secretary-General delegates primary responsibility for the strategic level of management and direction of all UN peacekeeping operations to the USG-DPO. In exercising this responsibility, the USG-DPO is supported by other UN departments responsible for safety and security oversight, administrative support, and logistics. As part of this responsibility to establish, direct, and manage peacekeeping operations, the UN has "Operational Authority" from the Member States over all military and police personnel participating in UN peacekeeping operations. This means that while Member States retain responsibilities for their military and police in terms of pay, allowances, and promotions, they do not have direct influence over tactical plans, decisions, or operations supervised by Military or Police Components in the mission.

UN peacekeeping operations are made up substantive, mission support, and safety and security components, all of which report to the missions' SRSG. The following sections provide information on the structure and composition of peacekeeping operations.

Mission Leadership and Management Structure

Given the complexity and conditions of peacekeeping operations, it is necessary to have clear command and control structures to ensure that decisions are effectively transmitted from the Head of Mission (HoM) down to the relevant components. Strong management structures across the various components are also required to ensure the different components are using resources efficiently. Different structures exist in order to allow the HoM to manage the work of these different functions and ensure progress in implementing the mandate implementation plan or Integrated Strategic Framework (ISF). These structures exist at the mission Headquarters level. In larger missions there may also be regional management structures (e.g., field offices) to coordinate the work of different parts of the peacekeeping operation in that particular region.

Head of Mission – The Special Representatives of the Secretary-General

The Head of a UN peacekeeping operation, or Head of Mission (HoM), is appointed by the Secretary-General and exercises operational authority over all civilian, military, and police personnel employed within the mission. He or she generally holds the title of Special Representatives of the Secretary-General (SRSG). The SRSG is the highest UN official in the country. As HoM, the SRSG is responsible for managing the mission and its results, conduct, discipline and morale, and the effective management of resources.

The Secretary-General may also appoint the SRSG, who is normally the most senior UN official in the mission area, as the Designated Official (DO) for Security. This means that the SRSG has security management responsibility and accountability for the protection of UN personnel as outlined in the UN-system wide Framework of Accountability for the UN Security Management System. The SRSG provides direction and guidance to each component, ensuring activities are undertaken in an integrated manner. The SRSG initiates development of a Mission Concept in consultation with the senior management team of the mission. The SRSG also establishes the framework guiding the overall activities of the UN peacekeeping operation and those of a UNCT.

For more information about the mission concept, go to Module 2-Section 2.5.1

In multidimensional peacekeeping operations, the HoM is usually a civilian. In a traditional peacekeeping operation, the HoM is often, but not always, a senior military officer who performs the dual role of 'Head of Mission' and 'Head of the Military Component'. In both cases the HoM will normally also be appointed as the DO.

Deputy Special Representatives of the Secretary-General

Most multidimensional peacekeeping operations have two Deputy Special Representatives of the Secretary-General (DSRSGs). One is often termed the Principal DSRSG and might be in charge of the political, operational, and/or rule of law aspects of the mission. He or she is the second in command and becomes Officer in Charge (OIC) of the mission if the SRSG is travelling out of the mission area. The other DSRSG often serves as RC. The RC serves as the Head of the UNCT, coordinating the work of all the UN Agencies, Funds, and Programmes, and representing the UNCT with Heads of State and Government. In integrated missions where there is a humanitarian emergency, this DSRSG may be triple-hatted to include the role of UN Humanitarian Coordinator (DSRSG/RC/HC). Should both the SRSG and Principal DSRSG be out of the mission area, the DSRSG/RC/HC becomes OIC of the mission.

The MINUSCA organigramme on page 64 illustrates an example of a triple-hatted DSRSG.

Heads of Military and Police

To maintain the integrity of the military and police chains of command, the HoM can only exercise authority over military and police personnel through the respective Heads of the military and police components. The Head of the military and the Head of the police are the principal advisers to the HOM on military, policing, and other law enforcement issues and each maintain a technical reporting link to Headquarters - the UN Military Adviser and UN Police Adviser. This reporting

link ensures that the technical aspects of military and police field operations are conducted in accordance with overarching UN policies and standards. It also assists Headquarters in their responsibilities for all official interactions with Member States regarding the operational employment of military and police in the field. In large peacekeeping operations with armed military units, the Head of the Military Component is a serving military officer usually appointed in the functional title of "Force Commander". The Force Commander reports to the HoM and exercises 'UN Operational Control' over all military personnel and units assigned to the mission. The Head of the Police Component is a serving police officer usually appointed in the functional title of "Police Commissioner" or "Senior Police Advisor". The Police Commissioner or Senior Police Advisor reports to the HOM, most often through a DSRSG, and exercises 'UN Operational Control' over all UN Police (UNPOL) in peacekeeping operations - both individual Police Officers (IPOs) and Formed Police Units (FPU).

Director or Chief of Mission Support

The Director or Chief of Mission Support (DMS/CMS) reports to the HoM (SRSG) and acts as the principal manager on all matters related to mission support. The DMS/CMS ensures cooperation and integration of administrative, logistical, procurement, supply, and technical resources with military, civilian, police, and other substantive elements of the mission as required. The director provides effective management of human, financial, and material resources of the mission and contributes to the implementation of the mission/office mandate by providing the necessary managerial, logistical, technical, and administrative support. They provide this support and strategic advice through the HoM to the senior leadership team, including in such areas as budget, finance, human resources management, logistics, supply chain management and technical support services, innovation and technology solutions.

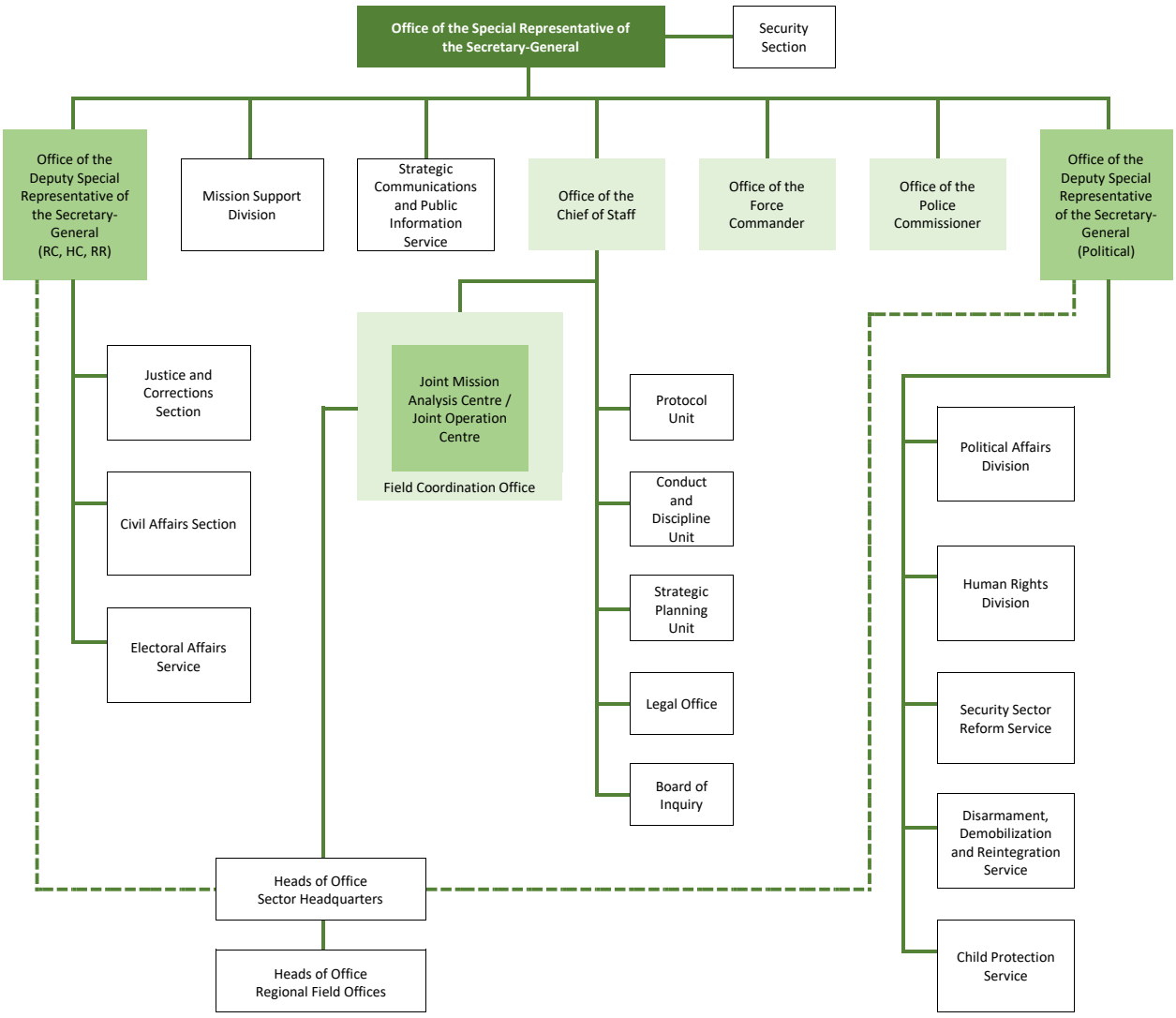
In addition to the leadership positions listed above, most peacekeeping operations, particularly larger ones, will have a senior management group (SMG), which is a wider management, planning, and coordination forum. The top principals of the various components of the peacekeeping operation are brought together in a mission leadership team (MLT), a senior level decision-making forum. The SMG tends to include the members of the MLT as well as the Heads of various civilian components in the mission. The senior leadership forum includes the key in-country decision-makers such as the SRSG, DSRSG/RC/HC, civilian chief of staff, Heads of mission components and Heads of relevant UN Agencies, Funds, and Programmes. It ensures high-level coordination and decision-making on joint strategic and operational issues. The core functions of the forum are to develop joint vision and peace consolidation priorities; review progress and provide support to mission components on implementation of the integrated strategic framework (ISF); conduct strategic reviews with the integrated task force and other Headquarters-based bodies; facilitate interaction with non-UN actors related to peace consolidation priorities; and delineate roles and responsibilities among UN actors – ensuring complementarities between the mission and UNCT. The senior leadership forum also guides and reviews the work of thematic working groups, and promotes synergies and minimizes overlaps through system-wide and thematic strategies or standard operating procedures (SOPs; e.g., on protection of civilians, sexual and gender-based violence, security sector reform, and early warning).

UN Peacekeeping Operations Organigrammes

Since the context of each UN peacekeeping operation is unique, there is not a standard structure or organizational chart. The structure of each peacekeeping operation is based on the Security Council mandate which in turn has been informed by a Strategic Assessment Mission.

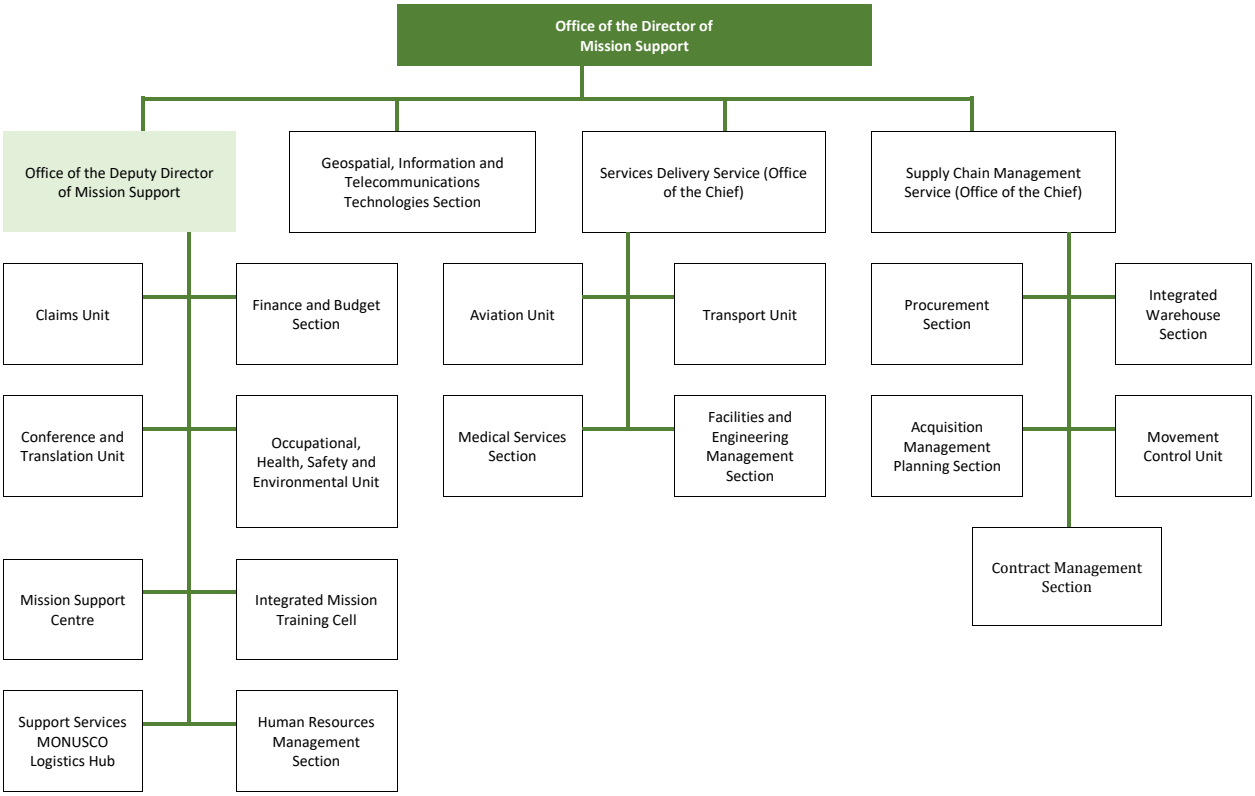
The following organization chart shows the nature of substantive components with a large multi-dimensional UN peacekeeping operation.

MINUSCA - Substantive Organization Chart

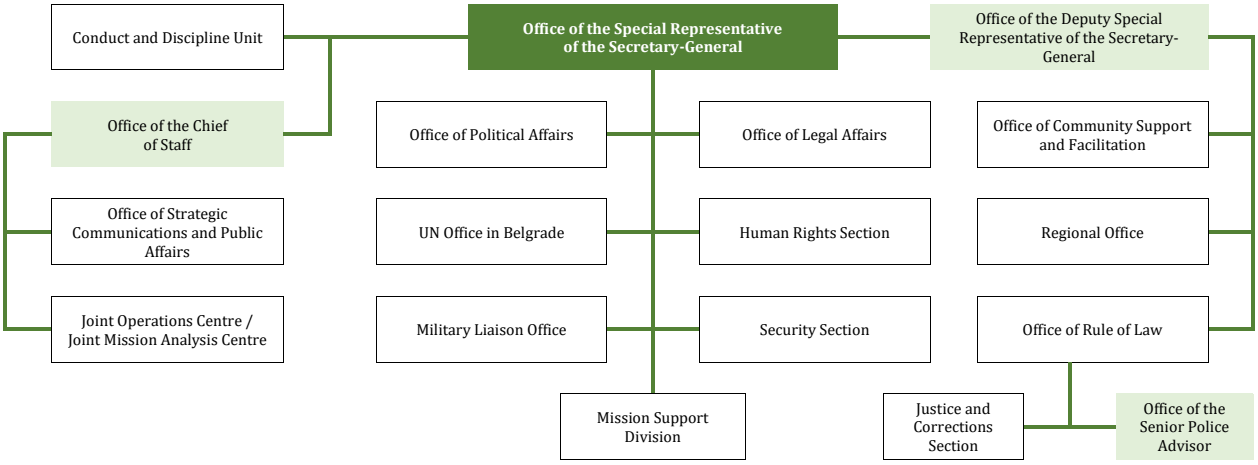


The SRSG is often supported by two DSRSGs, one of which is also hatted as the Resident Coordinator, and, in humanitarian settings, as the Humanitarian Coordinator. They are therefore termed “triple-hatted” or “multi-hatted DSRSG”, as illustrated above.

MINUSCA - Mission Support Organization Chart



UNMIK - Mission Support Organization Chart



2.2.4 The Components of UN Peacekeeping Operations

Across the mission and at Headquarters, it is critical that all peacekeeping personnel understand the mission components and their associated functions and tasks. It is particularly vital in multidimensional peacekeeping operations where there are complex mandates and difficult operating environments and the work of each component affects and influences the tasks of other components.

The Military Component

Military components play an instrumental role in UN peacekeeping. While much about peacekeeping operations has changed over the years, the military components still carry out the mandated tasks to monitor or supervise any military arrangements that parties to a conflict have agreed upon while the peace process continues. Over time, the tasks of UN military components have become increasingly complex. The conflicts in which they intervene now no longer involve only national armies, but may also now include irregular forces, guerrilla factions, and even armed criminal gangs. Consequently, the military capability under UN command has changed and is no longer the lightly armed intervention aimed at separating national armed forces that was typical during the first decades of UN peacekeeping.

In the current multidimensional peacekeeping operations, the primary function of the military component is to create a secure and stable environment for other elements of the peace process to be implemented. Depending on the mandate, there may also be tasks associated with monitoring of a ceasefire or certain boundaries. In such cases, the military component may carry out these tasks in collaboration with other components, such as political affairs officers. In multidimensional peacekeeping operations, it is particularly important for the military component to work in close consultation with all mission components. This is because the success of those missions is measured by more than just the absence of conflict. The reestablishment and development of strong institutions and respect for the rule of law are also important conditions for success, and these cannot be achieved through the threat, or use of military force alone. For those reasons, the military component must work with all other partners in this wider context to consolidate peace and security.

In the spotlight: Ireland has participated in UN Peacekeeping since the 1950s. In this video, Irish "Blue Helmets" describe their pride in serving their country and the UN.

2.04 Minutes

There are three main categories of military personnel in a UN peacekeeping operation.

Formed Military Units (Contingents)	The majority of military personnel deployed to UN peacekeeping operations, in the form of companies, battalions, or brigades
Military Experts on Mission	Unarmed military, may be military observers, military liaison officers, military advisors, or arms monitors
Staff Officers	Military officers deployed in individual capacity for specialized functions at mission force Headquarters or in joint missions' structures

All military personnel report to the Head of the Military Component (the Force Commander in large missions). The military component of the mission works alongside civilian and police colleagues.

Examples of Military Component Functions and Activities
Protecting civilians and UN personnel through the provision of a secure environment: conducting patrols; establishing and operating checkpoints; and securing major routes and providing security to facilitate mobility
Monitoring disputed borders and monitoring and observing peace processes in post-conflict areas
Providing security during elections
Assisting host country military personnel with training and support
Securing key facilities (hospitals, power plants, police recruiting stations, etc.)
Supporting other components on: Security Sector Reform (SSR) and Defence Sector Reform (DSR); Disarmament, Demobilization, and Reintegration (DDR); and Protection of Civilians (POC)

The UN peacekeeping military website:
https://peacekeeping.un.org/en/military

The Police Component

UN Police (UNPOL) personnel support Member States in realizing effective, efficient, representative, responsible, and accountable police services that serve and protect their populations. UNPOL build and support, or, where mandated, act as a substitute or partial substitute for host-State police capacities in protecting and detecting crime; protecting life and property; and maintaining public order and safety in adherence to the rule of law and international human rights law. UNPOL also pursue community-orientated and intelligence-led policing approaches to contribute to the protection of civilians and human rights; address sexual and gender-based violence, conflict-related sexual violence and serious and organized crime; and conduct investigations, special operations, and electoral security.

UNPOL form part of peacekeeping operations comprehensive rule of law response which is undertaken within a framework that includes the principles of security sector reform, peacebuilding, and early peacebuilding for peacekeeping operations. The work of UNPOL also encompass efforts to prevent the outbreak of or relapse into conflict involving both immediate operational activities (stabilization and physical protection) and longer-term structural prevention (building political will and national capacities), within the larger context of reconciliation and transitional justice as critical factors for sustainable peace. The composition of UNPOL includes formed police units (FPUs) and individual police officers (IPOs) which include specialized teams, contracted seconded police, and civilian experts.

This brief video explains how UN Police (UNPOL) work to sustain peace and prevent conflicts.

1.39 Minutes

FPUs	A cohesive mobile police unit with all members deployed from the same country, generally consisting of 160 police officers, whose primary role is ensuring the safety and security of UN personnel. FPUs also support UN peacekeeping operations or the host State police in public order management.
IPOs	Police or other law enforcement personnel assigned to serve the UN on secondment from Member States

IPOs and FPUs can mentor and help train host-State police officers in all aspects of policing, including investigations, election security, operational support, and public order management. Under special circumstances, in host States with no functioning police, UNPOL can be called upon to assume full responsibility for policing and law enforcement activities until the host-State can take over policing tasks. UNPOL are also increasingly involved in enhancing national capacities to counter transnational organized crime and corruption.

Examples of Police Component Functions and Activities
Restoration of rule of law
Reform, restructuring, and rebuilding of host-State police services and other law enforcement agencies to develop a representative, responsive, and accountable police service of the highest possible professional standards
Capacity-building (certification, training, and mentoring) of host-State police
Public order management and public safety challenges through effective prevention, detection and investigation of crime; protection of life and property; close protection duties for dignitaries, UN personnel, and assets; patrols and checkpoints; tactical support for higher-risk operations; and security for demonstrations, elections and camps
Provision of interim policing and other law enforcement functions (when mandated and in the absence of an established and functional host-State police).

The UN peacekeeping Police website:
https://peacekeeping.un.org/en/un-police

Civilian Components

More than 12,000 civilians serve in UN peacekeeping operations around the world in support and substantive roles. The support components provide logistics and administrative services to the mission. The substantive components provide services to the local beneficiaries as defined in respective mission mandates, including Justice/Rule of Law, Corrections, Human Rights, Civil Affairs, Mine Action, Electoral Assistance, Disarmament, Demobilization, and Reintegration (DDR), Security Sector Reform (SSR), POC, Child Protection, Gender, etc.

Support and substantive components also collaborate on mission activities. For example, the mission support component works with the DDR section on disbursement of funds to support the reinsertion of ex-combatants as part of the demobilization processes. Civilian staff serving in peacekeeping operations include personnel drawn from within the UN system (including UN Volunteers), loaned by Member States, or recruited internationally or locally to fill specific jobs. International civilian personnel with specialized areas of expertise are indispensable to the successful implementation of peacekeeping mandates. At the same time, the UN increasingly places priority on the development of local capacities.

	Civilian Component Functions and Activities
Substantive	Support disarmament, demobilization, and reintegration; security sector reform; justice and corrections; mine action assistance, with government including military, and humanitarian and development partners
	Monitor human rights and support the strengthening of rule of law
	Support to the protection of civilians; gender mainstreaming; women, peace and security; ending conflict-related sexual violence; and protection of children
	Build capacity of host country government and civil society
	Electoral Assistance
	Support emerging and legitimate political institutions
	Public relations and communications
Support	Administrative services
	Procurement and logistics support to all mission components
	Ensure health and safety of mission personnel
	Finance and budget support
	Recruitment, training, and career development
	Monitor mission compliance with local laws and respect for UN privileges and immunities and status-of-forces or status-of-mission agreement

The UN peacekeeping civilian website:
https://peacekeeping.un.org/en/civilians

2.2.5 Peacekeeping Operations Security Council-Mandated Tasks

UN peacekeeping operations are deployed on the basis of mandates from the UN Security Council. Over the years, the range of tasks assigned to UN peacekeeping operations has expanded significantly in response to shifting patterns of conflict and to best address threats to international peace and security. Although each UN peacekeeping operation is different, there is a considerable degree of consistency in the types of mandated tasks assigned by the Security Council. Depending on their mandate, peacekeeping operations may be required to stabilize conflict situations after a ceasefire to create an environment for the parties to reach a lasting peace agreement; prevent the outbreak of conflict or the spill-over of conflict across borders; assist in implementing comprehensive peace agreements; and support states or territories through a transition to stable government, based on democratic principles, good governance, and economic development. UN peacekeepers are often mandated to play a key role in activities which are essentially part of peacebuilding; DDR of ex-combatants; mine action and improvised explosive device threat mitigation; weapons and ammunition management; security sector reform; and other rule of law-related activities, such as support to justice and corrections institutions; protection and promotion of human rights; electoral assistance; support for the restoration and extension of State authority; and promotion of social and economic recovery and development.

All UN peacekeeping operations are expected to uphold human rights standards, ensure they do not adversely affect human rights through operations, and advance human rights through the implementation of their mandates. Security Council mandates also reflect a number of cross-cutting, thematic tasks that are regularly assigned to UN peacekeeping operations, which are covered in the next sections.

Promoting Human Rights

Human rights are a core pillar of the UN and all staff in peacekeeping operations have the responsibility to ensure the protection and promotion of human rights through their work. Since human rights violations are at the origin of many modern conflicts, addressing human rights issues is essential to finding solutions and facilitating the success of peacekeeping operations. The protection and promotion of human rights are therefore key elements of peace and security activities such as conflict prevention, peacemaking, peacekeeping, peace enforcement, and peacebuilding.

In recognition that human rights are essential for building and keeping peace, human rights mandates have been consistent inclusions in peacekeeping operations. In 2011, the Policy on Human Rights in UN Peacekeeping Operations and Political Missions was issued. The Policy outlines the institutional relations between departments in the context of the integration of human rights in peacekeeping operations and special political missions. Additionally, it sets out the purpose, roles, and scope of activity of human rights components as well as human rights roles and responsibilities of senior mission leadership and other components of peacekeeping operations and political missions. At the mission level, all peacekeeping operations and special political missions' personnel have a responsibility to ensure that human rights are promoted, respected, and protected through and within their operations in the field. It is the responsibility of the HoM to uphold international human rights law in the implementation of peacekeeping operations and political missions' mandates. Traditional and non-multidimensional peacekeeping operations whose mandates do not include specific human rights provisions, or a human rights component, or are neither mandated nor resourced to implement human rights activities, are still expected to uphold human rights standards, ensure that they do not adversely affect human rights through their operations, and advance human rights through the implementation of their mandates.

The Mission's human rights component coordinates and discharges all core human rights functions as part of the mandate of a peacekeeping operation or special political mission. These typically include, but are not limited to: monitoring, investigations, analysis of information, reporting, advocacy, and interventions to address human rights concerns. The human rights component also provides advice and assistance to other national partners in support of institutional reform and capacity building of State authorities and civil society actors, as well as assisting other components in integrating human rights into their tasks. Additionally, the component supports UN human rights mechanisms and entities in the UNCT to ensure that human rights considerations and approaches are properly integrated into broader planning frameworks.

Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.

Human rights violation: is a term which indicates that human rights have been violated by the action (or omission) of a State official or agent, such as a police officer, soldier, judge, local administrator, parliamentarian, while they have been acting in their official capacity (or have been perceived to be acting in their official capacity).

Human rights abuse: is a broader term which includes abuses of human rights committed by non-State actors, such as rebel groups, corporations etc.

The UN promoting human rights in peacekeeping website
https://peacekeeping.un.org/en/promoting-human-rights

Download the policy on human rights in UN peacekeeping operations and political missions here

Women, Peace and Security

UN peacekeeping operations are mandated by the Security Council to implement the Security Council resolutions on women, peace and security (WPS) across all peace functions. S/RES/1325 was the first resolution that recognized the disproportionate and unique impact of armed conflict on women and girls; acknowledged the critical contributions women and girls make to conflict prevention, peacekeeping, conflict resolution and peacebuilding; and highlighted the importance of their equal and full participation as key agents in peace and security. Since 2000, nine subsequent resolutions on WPS have been adopted.

The implementation of Women Peace and Security (WPS) tasks and mandates as guided by the Security Council resolutions is a departmental priority political commitment as enshrined in DPO's Policy on Gender Responsive UN Peacekeeping Operations and the Secretary- General's Action for Peacekeeping (A4P) initiative WPS commitments.

These resolutions reiterate the importance of the full, equal, and meaningful participation of women and their leadership in all peace and security decision-making processes; addressing the impact of sexual violence; promoting the development and use of measures and standards for monitoring the implementation of WPS mandates; training and capacity building on gender equality and women, peace and security for peacekeeping personnel; engaging with civil society, especially women's networks and organizations more comprehensively; and enabling an improved understanding of gender dynamics of conflict.

Gender Advisers deployed in peacekeeping operations are responsible for supporting and facilitating the implementation of the WPS mandate across all components and functions in peacekeeping operations. The work of gender advisers includes providing strategic advice to senior leadership on advancing gender equality and the women, peace and security mandates and assisting senior leadership in monitoring progress, ensuring accountability and compliance by all personnel; operationalizing, facilitating, and coordinating the implementation of gender equality and women, peace and security mandates, as well as supporting all functions and components for the adequate delivery of results, in line with the mission's mandate; and strengthening the capacity of all UN peacekeeping personnel to advance gender equality and WPS mandates.

This brief video explains how women leaders of diverse backgrounds help remove barriers for women's full, equal and meaningful participation in peace and political processes.

1.39 Minutes

Specifically, Gender Advisers facilitate the implementation of gender equality and women, peace and security mandates through leading and guiding a gendered contextual analysis that informs the various stages of peacekeeping planning, particularly in mission start-ups, strategic reviews, mandate renewals, transitions, and drawdowns; advocating and promoting the inclusion of women in political and electoral processes, in national governance and security sector structures, in peace processes, as oversight observers in ceasefire agreements and in conflict management and prevention; coordinating efforts to promote a protective environment for women and girls from sexual and gender-based violence; and advocating for strengthening and developing gender responsive security, justice, and corrections institutions.

Gender advisors receive guidance and support from the Gender Unit in OUSG-DPO at Headquarters.

The UN promoting women, peace and security website
https://peacekeeping.un.org/en/promoting-women-peace-and-security

Civil Affairs

Civil affairs sections in UN peacekeeping operations support the implementation of peacekeeping mandates sub-nationally to protect civilians; address inter-communal conflicts; support the extension of State authority; and strengthen social and civic conditions necessary for peace. Working constructively with local authorities, traditional leaders, civil society actors, and communities, civil affairs teams support and facilitate processes that assist local stakeholders to develop community-based early warning mechanisms and threat analysis. They also support local committees to address protection threats and communal conflicts; promote dialogue and social cohesion; and strengthen the role of local authorities in playing their role in the peaceful resolution of conflicts and thus contributing to the extension of State authority. Civil affairs sections in the field are often responsible for the implementation of quick impact projects (QIPs), small-scale, rapidly implementable projects of benefit to the population. QIPs are developed and implemented in a participatory manner and are used by UN peacekeeping operations to establish and build confidence in the mission, its mandate, and the peace process, improving the environment for effective mandate implementation.

Civil Affairs Officers are often the primary interface between the mission and local interlocutors, including local communities whom they engage with including through community liaison assistants (CLAs) in missions where they are deployed. CLAs are national staff deployed alongside uniformed components of UN peacekeeping operations and managed by civil affairs as one part of the broader community engagement work of missions. To date, there are over 650 Civil Affairs Officers deployed to UN field missions, of which some 300 are CLAs who play a key role in early warning and situational awareness of conflict dynamics on the ground.

Civil Affairs Officers are supported by Headquarters through the Civil Affairs Team in DPET.

Download the UN civil affairs handbook here

Protection of Civilians

The Security Council has made protection of civilians (POC) a priority mandate with over 95% of peacekeepers being deployed in missions with POC mandates, and as of 2020, over 90% of peacekeepers are deployed in missions with a POC mandate. Peacekeeping operations are operating in increasingly complex, high-risk environments. Protection tasks are challenging due to rising threats to peacekeepers, targeted and indiscriminate attacks on civilians by parties to conflict, and where political settlements are fragile or non-existent or where host State consent to protection efforts of a mission may be tenuous.

This brief video explains how peacekeepers put themselves in harm's way to protect civilians from violence every day.

2.03 Minutes

Additionally, UN peacekeeping operations are increasingly operating with fewer resources and shrinking footprints. The UN cannot protect everyone everywhere at all times. Threats to civilians are rarely concentrated in one geographical area, making it difficult for the mission to reach all vulnerable civilians. Peacekeeping operations are mandated to protect civilians within their capabilities and areas of operations. Missions must therefore do what they can to proactively respond, prevent, and react to threats, but prioritization is critical as missions do not have the capabilities to prevent all violence. In complex contexts and with limited resources, sustainable protection of civilians can only be achieved through long-term solutions that

facilitate political conflict resolution strategies, engage communities, and support the host State to have the will and capacity to protect its population.

POC requires peacekeeping operations to adopt a coordinated, integrated, comprehensive approach across three tiers: 1) protection through dialogue and engagement; 2) provision of physical protection; and 3) establishment of a protective environment. In multidimensional peacekeeping operations this requires strong coordination, planning, and guidance development by Senior POC advisers and focal points in close coordination with military and police components. However, all mission components play a role in efforts to deter, prevent, pre-empt, and stop violence perpetrated against civilians.

POC Advisers update mission leadership on current and emerging threats against civilians and advise them on ways the mission can address these threats, as well as support relevant components and sections to ensure that POC concerns are adequately reflected in mission operations. They also oversee the development and implementation of the mission-wide POC strategy and related in-mission guidance and operational plans. They further coordinate and facilitate information sharing and the development of effective POC communications strategies, monitor implementation of early warning tools and processes, and analyses and report on POC implementation. POC Advisers also assess the training needs on POC issues and design and support the delivery of POC modules.

POC has been a priority mandate in UN peacekeeping since the Security Council passed S/RES/1270 in 1999 establishing UNASMIL that included explicit authorization for the Mission to use all necessary means to protect civilians under imminent threat of physical violence.

POC Advisers operate in close collaboration with the POC Team in DPET at Headquarters.

The UN peacekeeping POC website
https://peacekeeping.un.org/en/protecting-civilians

Child Protection

Armed conflicts disproportionately affect children. As the primary victims of wars, many girls and boys are subject to killing and maiming, recruitment and use as child soldiers, sexual violence, abduction, and denial of access to humanitarian aid. In many conflict-ridden countries, peacekeeping operations are the largest actor on the ground and their contribution is vital to protecting children. The Security Council has addressed this issue since the late '90s and the protection of children in conflict has been included in the mandates of peacekeeping operations since 2001. In these past 10 years UN peacekeepers have – among others – helped release thousands of child soldiers and provided key technical support to legislative reform aimed at strengthening national child protection systems. Although everybody in a peacekeeping operation plays a role in protecting children, Child Protection Advisers (CPAs) are specialized staff serving with UN field missions to help them fulfil the child protection mandate.

This video tells the story of a boy in the Central Africa Republic, freed from an armed group by UNPOL and the Children Protection Unit in MINUSCA, to start a new life.

5.10 Minutes

Their work includes, but is not limited to placing the concerns of children onto the peace and political agenda; ensuring that child protection becomes an integral part of the mission's engagement through mainstreaming and advising the mission leadership; training newly deployed peacekeepers on child

protection; monitoring and reporting grave violations against children; liaising with UNICEF and other child protection actors for follow-up and response to individual cases; and playing a key role in engaging with parties to the conflict to prevent and end grave violations against children. This dialogue has led to the signing of action plans by armed forces and armed groups and to the release of thousands of child soldiers.

Mission leadership in peacekeeping operations hold the crucial role of ensuring that child protection principles and obligations are mainstreamed into, and integrated across, all operational decisions, activities, and processes of UN peacekeeping operations. All teams within a mission have a responsibility to contribute to protecting children. Child Protection Advisers work in close collaboration with other sections - such as Human Rights, UNPOL, UN Military, and Rule of Law - to ensure coherence and exchange of information related to grave violations against children.

Child Protection Advisers work in close coordination with Headquarters through the Child Protection Team in DPET, and liaise with UNICEF and other child protection actors.

The UN peacekeeping child protection website
https://peacekeeping.un.org/en/child-protection

Conflict-Related Sexual Violence

The term "Conflict-Related Sexual Violence" (CRSV) refers to rape, sexual slavery, forced prostitution, forced pregnancy, forced abortion, enforced sterilization, forced marriage, and any other form of sexual violence of comparable gravity perpetrated against women, men, girls, or boys that is directly or indirectly linked to a conflict. That link may be evident in a number of ways: the profile of the perpetrator, who is often affiliated with a State or non-State armed group, which includes terrorist entities; the profile of the victim, who is frequently an actual or perceived member of a political, ethnic or religious minority group or targeted on the basis of actual or perceived sexual orientation or gender identity; or the climate of impunity, which is generally associated with State collapse, cross-border consequences such as displacement or trafficking, and/or violations of a ceasefire agreement. The term CRSV also encompasses trafficking in persons for the purpose of sexual violence or exploitation when committed in situations of conflict.

The Security Council has mandated UN field missions to prevent and respond to CRSV. Missions are expected to do this based on their human rights, child protection, protection of civilians, women, peace and security, and wider prevention responsibilities. CRSV is a crosscutting issue that requires engagement from multiple actors, including host countries, the UNCTs and Humanitarian Teams, non-governmental organizations, and civil society organizations. Under overall guidance the HoM, each of the components and sections of peacekeeping missions contribute to preventing and responding to CRSV with their respective and complementary capacities. UN peacekeeping operations carry out a wide range of multi-disciplinary work to prevent and respond to CRSV, including mainstreaming CRSV within the mission; monitoring and reporting; physical protection; negotiating with parties to conflict; advocacy; awareness raising; capacity building and training; and ending impunity.

This brief video provides a look at how MONUSCO monitors and reports CRSV violence, enabling the Mission to take action.

5:59 Minutes

Senior Women's Protection Advisers (SWPAs) and Women's Protection Advisers (WPAs) are dedicated experts on CRSV deployed to fulfil the crucial role of advising and guiding missions to prevent and respond to CRSV. SWPAs and WPAs are currently deployed to five peacekeeping operations (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS) to support missions to prevent and respond to CRSV. They assume a wide range of functions including advising the mission leadership on the implementation of the CRSV mandate and mainstreaming CRSV through mission-wide planning, operations and programmes; fostering coordination across all relevant mission components and with UN and non-UN partners to prevent and respond to CRSV in an integrated manner; taking the lead in monitoring, analysis, and reporting on CRSV in compliance with UN methodology and guidelines; engaging in dialogue with parties to conflict on the signing and implementation of commitments to halt and prevent CRSV in coordination with the OSRSG-SVC and other relevant mission components; promoting local ownership and prevention strategies on CRSV through advocacy, sensitization, capacity-building, and training activities at community level; and advocating with host-state governments, parties to the conflict, diplomatic and donor communities, and regional and international organizations.

SWPAs and WPAs work at the strategic level with the Conflict-Related Sexual Violence Team in DPET at Headquarters as well as OHCHR and OSRSG-SVC.

The UN peacekeeping conflict-related sexual violence website
https://peacekeeping.un.org/en/conflict-related-sexual-violence

Disarmament, Demobilization, and Reintegration of Ex-Combatants

In the pursuit of peace, the UN is engaging more and more often with armed groups in complex mission environments. This complexity and unpredictability are coupled with a rise in transnational organized crime and increasing threats posed by terrorism and violent extremism. The objective of the Disarmament, Demobilization, and Reintegration (DDR) process is to contribute to security and stability in post-conflict environments so that recovery and development can begin. The DDR of ex-combatants is a complex process, with political, military, security, humanitarian, and socio-economic dimensions. DDR processes deal directly with members of armed groups, encouraging them to lay down their weapons, leave the group, and reintegrate into society. Transitioning from combatant to civilian life can be daunting and potentially unappealing, especially where a civilian lifestyle may be less economically beneficial. In order to address this, DDR provides socio-economic support to assist ex-combatants, including education and employment through the reintegration process.

DDR aims to deal with the post-conflict security problem that arises when ex-combatants are left without livelihoods or support networks, other than their former comrades, during the vital transition period from conflict to peace and development. Through a process of removing weapons from the hands of combatants, taking the combatants out of military structures, and helping them to integrate socially and economically into society, DDR supports male and female ex-combatants and men, boys, women, and girls associated with armed forces and groups, so they can become participants in peace processes.

This brief provides a look at ex-combatants who receive support from MONUSCO to start a new life.

3:27 Minutes

DDR Officers, who are civilian staff, work closely with the host country's DDR Commission, or similar entity, to carry out disarmament and demobilization in peacekeeping operations, special political missions, as well as in support to UNCT in non-mission settings. To

bridge the gap between demobilization and reintegration, the latter being a longer-term process, reinsertion activities are often carried out as bridging activities by the mission. DDR processes may also involve transitional weapons and ammunition management and support to mediation, as well as support to the implementation of transitional security arrangements in peace processes to reduce grassroots-level tensions, creating social cohesion and conflict resolution opportunities and opening space for political processes and ultimately DDR.

DDR experts and teams are also called upon to provide advice on how to engage with armed groups and ultimately contribute to the signing of an agreement, and work in close collaboration with the Disarmament, Demobilization and Reintegration Section in OROLSI at Headquarters.

The UN peacekeeping disarmament, demobilization and reintegration website
https://peacekeeping.un.org/en/disarmament-demobilization-and-reintegration

Mine Action and Improvised Explosive Device Threat Mitigation

Landmines, explosive remnants of war, and improvised explosive devices (IEDs) kill or injure thousands of individuals every year. In addition to the human toll, they close roads, prevent children from going to school, stop farmers from working the land, hamper economic and social development, rob people of their livelihoods, hinder reconstruction after war, and block the safe deployment of peacekeepers and the delivery of humanitarian relief. Landmines and unexploded cluster bombs and IEDs don't discriminate - they are just as likely to kill a child as they are a soldier. As legacies of conflict, they keep on killing long after the guns of war have been silenced.

UN mine action programmes, coordinated and carried out by UNMAS, support UN peacekeeping operations to deploy and develop mine action and explosive ordnance disposal capacities in security forces, military, and police. In the area of weapons and ammunition management, they facilitate disarmament by destroying small arms or building safe and secure storage facilities, while addressing the challenges related to unsecured and poorly-managed stockpiles of weapons and ammunition and dangerous storage depots. Mine action also makes it possible for peacekeepers to carry out patrols, for humanitarian agencies to deliver assistance, and for ordinary civilians to live without the fear that a single misstep could cost them their lives.

This video provides a look at how managing weapons and ammunitions, either by destroying or safely storing, improves security and protection civilians.

3:35 Minutes

Mine action entails more than removing landmines from the ground. It includes high impact efforts aimed at protecting people from danger, helping victims become self-sufficient and active members of their communities, and providing opportunities for stability and sustainable development. Women are actively involved in all stages of mine action from surveying contaminated areas, to deciding where to begin clearance, conducting mine risk education, and post-clearance development initiatives.

UNMAS in OROLSI coordinates and carries out clearance, risk education, victim assistance, capacity assistance, and stockpile destruction, working with national governments, UNCTs and UN peacekeeping operations, regional partners, and local and international civil society organizations.

UN peacekeeping mine action website
https://peacekeeping.un.org/en/mine-action

Security Sector Reform

Security sector reform (SSR) – an integral element of the UN sustaining peace and prevention agendas – is both a preventive measure and a long-term development goal. The UN supports security sector reform not only in peacekeeping operations, but also in non-mission settings in response to national requests, and in transition settings where UN peacekeeping operations are withdrawing but where ongoing security sector assistance is needed. In societies emerging from conflict, security sector reform is a determining factor for the exit of a UN peacekeeping operation, early recovery, sustainable peacebuilding, and longer-term development.

At the normative level, the Headquarters Security Sector Reform Unit in OROLSI facilitates the establishment of widely shared principles on solid security sector governance and elaborates policy and guidance about the practical implementation of security sector reform plans and programmes.

At the operational level, the SSR field components in missions focus on advancing political solutions to conflict through mediation, advisory and technical support to the signatory parties of peace agreements on the implementation of SSR provisions; strengthening national ownership and capacity to design and implement national security policies and strategies to enhance the effectiveness, inclusivity, and accountability of security institutions contributing to the restoration and extension of state authority; and promoting the coherence and effectiveness of international assistance to the security sector through coordination of partners, mobilization of resources, and advisory support regarding national development and peacebuilding plans. Additionally, the SSR standing capacity based in the Global Service Centre (UNGSC), Brindisi, Italy, provides a rapid response to demands from field presences and Member States.

UN Brigadier (rtd.) Kellie Conteh shares his expeirnece and knowledge in enhancing national security governance and provision.

3:35 Minutes

SSR specialists primarily support initiatives at the sector-wide level of SSR, which extends beyond "right-sizing" the security services or "training and equipping" uniformed personnel. The aim of sector-wide initiatives is to strengthen the entire security sector architecture by enhancing the oversight, governance, and management of all relevant security institutions. SSR teams contribute to peace and security efforts in a variety of ways, including supporting signatories to peace agreements to implement defence and security provisions; providing strategic advice on gender-responsive SSR processes; supporting mediation efforts to advance ceasefire agreements; assisting in building consensus among parties on long-term security arrangements; and coordinating international assistance of bilateral and multilateral partners on SSR initiatives.

UN peacekeeping security sector reform website
https://peacekeeping.un.org/en/security-sector-reform

Justice and Corrections

Strong justice and corrections institutions, together with robust police and law enforcement agencies, are necessary to ensure a secure and stable environment by bringing perpetrators of serious crimes to justice, encouraging the peaceful resolution of disputes, and restoring trust and social cohesion based on equal rights. The objective of justice and corrections components in the field is to

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

support national authorities to prioritize prevention of conflict, contribute to durable political solutions, and advance SDG 16.

Judicial Affairs Officers and Corrections Officers help to protect civilians; combat impunity; extend State authority; and advance stabilization in peacekeeping operations. Their support focuses on strengthening national criminal accountability and mechanisms to investigate and prosecute serious crimes that fuel conflict; restoring and extending accountable rule of law institutions, including justice and corrections services in conflict-affected areas; and enhancing prison security and management to mitigate the destabilizing effects of prison breakouts, disturbances, and risks of radicalization. This work also includes supporting the rehabilitation and re-opening of courts and prisons; facilitating constitution-making processes; developing legislation, policies, and procedures; providing training to police officers to develop national capacity; investigating and prosecuting serious crimes; and promoting access to justice. Justice and Correction Officers also promote the independence, professionalism, and accountability of justice and corrections institutions. They support improvements to prison security, reducing prison overcrowding, addressing arbitrary and prolonged detention, and developing prison health, education, and vocational activities. Justice and Corrections initiatives enable the empowerment of women and girls and their equal participation in the criminal justice system.

Justice and Corrections Officers work with UNPOL and other mission components and receive strategic support and guidance from the Justice and Corrections Service in OROLSI at Headquarters.

UN peacekeeping justice and corrections website
https://peacekeeping.un.org/en/justice-and-corrections

Electoral Assistance

Elections are a vital part of democratic processes, including political transitions, implementation of peace agreements, and consolidation of democracy. The UN plays a major role in providing international assistance to these important processes. UN engagement in relation to electoral processes has, as one of its primary goals, the prevention or mitigation of election-related violence. To achieve this, building citizens' trust in an electoral process from the beginning is a priority and focus of UN advice. Electoral assistance works best when it is part of a broader approach to promoting peace and stability.

UN electoral assistance is provided only at the specific request of the Member State concerned or based on a mandate from the Security Council or General Assembly. UN electoral assistance should be carried out in an objective, impartial, neutral and independent manner, with due respect for sovereignty of Member States. Unless specifically mandated by the Security Council or General Assembly, the UN does not organize or observe an electoral process. Technical assistance – in the form of support to a national electoral management body – is by far the most frequent form of UN assistance.

Before assistance is provided, the UN assesses the needs of the Member State to ensure that the assistance is tailored to the specific needs of the country or situation. In mission settings, electoral assistance is generally provided through electoral components of field missions. UNDP normally contributes to the implementation of electoral assistance mandates (including oversight of electoral

basket funds), in a complementary manner, as part of a structurally integrated team. Other UN entities may also contribute to the integrated team. There is specific policy and practice governing integrated delivery of UN electoral assistance mandates. The EAD managed electoral roster is used to staff posts in the integrated electoral team. Military and police components of UN peacekeeping operations support national law enforcement agencies in providing security for electoral processes.

UN electoral assistance website
https://dppa.un.org/en/elections

2.2.6 The Role of Troop- and Police-Contributing Countries

Military and police personnel are "contributed" from over 100 countries, large and small, to serve under the blue flag and carry out the mandates defined by the Security Council. Most UN military and police personnel are first and foremost members of their own national services and are then seconded to work with the UN. For every new UN peacekeeping operation, the Secretariat depends on contributions of military, police, and other personnel from Member States, who are under no obligation to provide them. Sustained consultations with each troop- and police-contributing country (T/PCC) at all stages of the planning and decision-making process are therefore critical to the success of any UN peacekeeping operation. Consultations with T/PCCs take several forms and are held at all key stages in the life of a UN peacekeeping operation. This includes during: the development of the concept of operations and the elaboration of the mandate of a new operation; a change in the mandate, in particular the broadening or narrowing of the scope of the mission, the introduction of new or additional functions or components, or a change in the authorization to use force; the renewal of the mandate; significant or serious political, military, or humanitarian developments; a rapid deterioration of the security situation on the ground; the termination, withdrawal or scaling down in size of the operation, including the transition from peacekeeping to post-conflict peacebuilding; and before and after Security Council missions to a specific UN peacekeeping operation.

UN troop- and police-contributor's website
https://peacekeeping.un.org/en/troop-and-police-contributors

2.2.7 Deployment and Reimbursement

Ensuring military troops and police units arrive in peacekeeping operations with their own functioning equipment, ready to operate in challenging conditions, is a major logistical endeavour. In 1996, the General Assembly authorized procedures for determining reimbursements to Member States for their contributions to peacekeeping operations. As a result, a memorandum of understanding (MOU) between the UN and the T/PCC is now established for every formed military or police unit deployed to a peacekeeping operation. The MOU is a negotiated, legal agreement, binding on both parties (the T/PCC and the UN) and outlines how the UN will reimburse the Government for the troops, formed police units, major equipment, or self-sustainment services that it is providing to the peacekeeping operation. It also details the obligations of the contributing Government for ensuring the appropriate quality of the personnel and equipment. It is signed by representatives from DOS and the contributing country's permanent mission to the UN and remains in force until the end

A MOU is an agreement between the UN and a Member State to establish the administrative, logistics and financial terms and conditions to govern the contribution of personnel, equipment, and services provided to support a peacekeeping operation and specifies UN standards of conduct for personnel provided by the Government.

of the mandate of the peacekeeping operation when the formed military/police unit repatriates from the mission, or until both parties mutually agree that the MOU requires adjustment and renegotiation. To compensate for the differences between operating conditions in different mission areas, adjustments are made to the standard reimbursement rates for major equipment and self-sustainment, based on the mission context, including the terrain, climate, road conditions, operational intensity, hostility of the environment, and transportation considerations.

UN deployment and reimbursement website
https://peacekeeping.un.org/en/deployment-and-reimbursement

Contingent Owned Equipment

Contingent-owned equipment (COE) is the equipment owned by UN Member States that is brought to UN peacekeeping operations. Major equipment consists of items directly related to the unit mission as mutually determined by the UN and the T/PCC. The equipment can be provided under either a wet lease or a dry lease arrangement. A wet lease arrangement is a reimbursement system for COE whereby the T/PCC assumes responsibility for maintaining and supporting major and minor items of equipment deployed. A T/PCC is entitled to reimbursement for providing this maintenance support. A dry lease arrangement is a reimbursement system for contingent owned equipment whereby a T/PCC provides equipment to a UN peacekeeping operation and the UN either assumes responsibility for maintaining the equipment or arranges with a third party for maintenance of the equipment.

The COE system was adopted by the UN to simplify the way in which countries are reimbursed for providing equipment, personnel, and self-sustainment support services to formed military or police contingents in peace missions. The MOU, the binding agreement between the UN and the T/PCC, is the cornerstone of the COE system. The rates of reimbursement and the standards are reviewed every three years and the personnel reimbursement rates every four years by a COE Working Group, an extension of the General Assembly. The MOU outlines the responsibilities of the mission and for the Member State contingents for COE. All peacekeeping operations with formed uniformed units have established COE/MOU management review boards (CMMRB) to oversee the implementation of the mission's COE programme, ensuring that the MOU remain aligned with the requirements of the mission. The CMMRB is composed of senior representatives of the mission's military, police and mission support components. There is also a Headquarters CMMRB which makes decisions based on requests from missions.

Contingent Owned Equipment (COE) is the equipment owned by UN Member States and brought to peacekeeping operations.

COE System is the system by which the UN reimburses Member States for their contribution of equipment, personnel, and self-sustainment services for their contingents.

When a contingent arrives in the field for the first time, it may need to be responsible for its initial provisions (e.g., rations, water, fuel, and lubricants) for the first 30 to 90 days. Following this initial period, the UN will normally provide rations, water, fuel, and lubricants using commercial contracts for the remainder of the contingent's service in a mission. The same arrangements used in the deployment phase (UN arrangements for moving troops and equipment to port, etc.) are in effect for redeployment/repatriation. The COE staff conducts departure inspections; and the mission is responsible for base camp closure, rear party support, and provision of a departure security force, if required.

Transportation

The UN is financially responsible for the costs of contingent deployment to the mission and arranges a commercial contract or letter of assist (LOA) with the contributing country to transport the equipment, either by sea, rail, road, or, in special circumstances, by air. LOA are like commercial contracts but are only arranged between the UN and the contributing countries' governments. Troops are normally transported by air to the peacekeeping operations mission area, with a cargo limit of 45kg per person. Equipment is deployed for the duration of the service in the mission area by the contingent. Personnel rotations, whereby contingent members are replaced with new personnel, occur on a periodic basis, usually every six to 12 months.

Reimbursement Process

After the contingents have deployed, staff in the field commence verification inspections to ensure each party is meeting its obligations under the terms of the MOU. After each inspection, a verification report is raised. The report is reviewed and signed by the UN peacekeeping operation's Force Commander/Police Commissioner, the chief of mission support, and the contingent commander and is then sent to Headquarters. At Headquarters, the report is reviewed against the MOU and the reimbursement is calculated and dispersed to the contributing country. If the MOU has not been formally signed before deployment, as sometimes occurs, the UN reimburses the contributing country for the provision of personnel. Reimbursements for the provision of equipment and self-sustainment services are then back dated when the MOU is signed. Claims are calculated on quarterly basis and paid in March, June, September, and December each year.

2.2.8 Assessing and Evaluating Peacekeeping Operations

Assessing and evaluating the performance of peacekeeping operations is intended to support policy making, enhance the effectiveness and efficiency of the Departments' capacities to meet the tasks required to support UN peacekeeping operations, and strengthen DPO and DOS capacities for current and future planning.

Integrated Performance Policy Framework

In S/RES/2436, the Security Council reaffirmed its support for a comprehensive and integrated performance policy framework that identifies clear standards of performance for evaluating all UN civilian and uniformed personnel working in and supporting UN peacekeeping operations. The Secretary-General commits to developing an integrated performance policy framework based on clear standards for all actors, and to ensuring that performance data is used to inform planning, evaluation, deployment decisions and reporting; communicating to Member States all operational and technical requirements; providing effective field support to peacekeeping operations, and working with Member States to generate the necessary specialized capabilities, including language skills, while supporting new approaches to improve force generation, equipment serviceability, and sustainability.

Comprehensive Performance and Assessment System

The comprehensive performance assessment system (CPAS) is a performance assessment tool for peacekeeping operations. CPAS is integrated across all mission components (civilian, police,

and military), with a focus on impact and enhanced mandate implementation. It enables missions to develop a whole-of-mission plan rooted in the local context and focused on how the mission can have the greatest impact within the scope of its mandate. By allowing missions to better assess the outcomes and impact of peacekeeping interventions, CPAS supports strategic planning and the prioritization and sequencing of mandated tasks, decision-making that is rooted in data, and streamlined reporting, allowing for more effective reporting to Member States.

Through CPAS, participating missions conduct context mapping and build a results framework of intended outcomes and impacts that support progress of the mission's mandated priority objectives. The mission then identifies quantitative and qualitative indicators to monitor and assess whether it is bringing about the desired outcomes and impacts and collects data on these indicators for analysis and reporting. Data is presented through a dashboard with information graphics that allow mission leadership to see where the mission is performing well and where it faces challenges. By generating information on past and current impact and performance, mission leadership can make evidence-based strategic decisions and identify activities that need to continue, end, adapt, or expand. Due to its iterative and adaptive nature, CPAS encourages missions to update their frameworks and strategic plans on a regular basis, as needed, or whenever there is a significant change in the mandate or context.

This brief video explains how CPAS can help develop an operational plan that aims to assess and achieve the primary objectives of the mission.

3:59 Minutes

The Evaluation Team in DPET provides substantial support to missions at all stages throughout the CPAS process.

2.2.9 Peacekeeping Trends and Reforms

In its seventy years of existence, peacekeeping has evolved into a tool of international crisis response. This section discusses the significant reforms that have taken place in an effort to tackle increased demand, slow mandate implementation, unresponsive service delivery, micro-management by governing bodies, trust deficits with Member States, inadequate resources, and ineffective implementation of mandates.

Action for Peacekeeping

In 2018, the Secretary-General called for collective action of peacekeeping stakeholders to strengthen UN peacekeeping through the Action for Peacekeeping (A4P) initiative. The intention is to refocus peacekeeping with realistic expectations, make peacekeeping operations stronger and safer, and mobilize greater support for political solutions and for well-structured, well-equipped, and well-trained forces. The A4P initiative aims to reinforce peacekeeping by spurring collective action by all peacekeeping stakeholders, including all Member States, the Security Council, the General Assembly, financial contributors, troop and police contributing countries, host countries, intergovernmental and regional organizations, and the UN Secretariat.

Through a series of consultations with Member States and regional organizations, the resultant declaration of shared commitments on UN peacekeeping includes 45 commitments within eight key areas.

Of the 45 commitments in the eight key areas, some are from the UN Secretary-General on behalf of UN missions and the Secretariat; some are from Member States, on behalf of the Security Council, T/PCCs, as well as host governments; others are of a collective nature. The UN Secretariat is progressing in fulfilling its commitments and tracks them as outlined below. Member States are encouraged to support A4P by focusing on their commitments and working with the UN Secretariat on collective items. DPO monitors progress and registers concrete actions being taken by the UN Peacekeeping stakeholders to implement the 45 commitments in the A4P. Current perceptions of progress are available for viewing in the A4P Dashboard.

This brief video answers the question, 'What is Action for Peacekeeping (A4P).

3:05 Minutes

Over 150 Member States and four partner organizations, the EU, AU, Organization internationale de le francophone (OIF), and NATO have endorsed the Declaration. A4P has become the core agenda and overarching framework for the UN peacekeeping-related work, both in field missions and at Headquarters.

The A4P website
https://www.un.org/en/A4P/

dos Santos Cruz Report (2017)

The dos Santos Cruz Report (2017), named after its author, was conducted at the direction of the Secretary-General to identify why the UN had an increasingly high number of casualties by acts of violence and what could be done to improve safety in high-security risk peacekeeping operations. The report emphasized that casualties would continue to occur if there were not changes in the following areas of peacekeeping operations: leadership, operational behaviour, use of force, defensive posture, principles of peacekeeping, selection of T/PCCs, pre-deployment training, equipment, intelligence, technology, medical, mission footprints, administration, and impunity. The report discusses these factors in four broad domains: changing mindsets, improving capacity, achieving a threat-sensitive mission footprint, and enhancing accountability. It makes specific recommendations, along with short- term and medium/long-term actions and responsible parties.

Implementation plans to address recommendations in the Cruz report outline a broad range of actions at field level and in Headquarters. Examples at the field level include conducting safety and security audits for deployments; ensuring COE is operational and adequate; providing mission-specific requirements to T/PCCs; ensuring appropriate medical supports; building safety awareness and capacity through in-mission training and exercises; and increasing tactical intelligence, including identifying threats to transportation routes and surroundings. Examples of Headquarters actions include engaging with T/PCCs to improve military and police skills, and mission-specific training; strengthening pre-deployment verification methodologies/assessments; initiating the replacement of officials, contingents, and units that lack the capacity to implement the mission mandate; and strengthening the selection, training, and mentoring system for senior mission leadership.

Read the dos Santos Cruz report (2017) here; and the action plan to implement the Cruz report here

HIPPO Report (2016)

The high-level independent panel on peace operations (HIPPO) was established to conduct a comprehensive assessment of the state of UN peacekeeping operations and special political missions and the challenges they faced in addressing the increasingly complex nature of conflict and the needs of populations. The resultant HIPPO Report (2016), entitled "Uniting our strengths for peace: politics, partnerships and people", provided recommendations on how the UN can better support the organizations work to prevent conflict, achieve durable political settlements, protect civilians, and sustain peace. The report recommended a number of reforms related to "four essential shifts": 1) politics must drive the design and implementation of peace operations; 2) the full spectrum of UN peace operations must be used more flexibly to respond to the changing needs on the ground; 3) a stronger, more inclusive peace and security partnership is needed for the future; and 4) the UN Secretariat must become more field-focused and UN peacekeeping operations more people-centred.

Read the HIPPO report (2016) here

New Horizons Initiatives (2010)

New horizons, was initiated in recognition of an unprecedented reality in terms of the scale and complexity of demands placed on the peacekeeping instrument itself and on the dedicated men and women deployed to the field. The new horizons document highlighted the divisions within the peacekeeping community and on the need for a common vision of the role and application of peacekeeping and the political strategy underpinning each mission. It also exposed concrete operational risks on the ground in the absence of the political cohesion; the need for enabling systems and operating procedures at Headquarters and in the field; and the critical capabilities necessary to deploy, sustain, and transition peacekeeping operations successfully. Key reform themes included the need for enhanced global partnerships; cohesive mission planning and management; clear political strategy and direction; clarity and delivery on key roles; faster deployment and crisis management; a new field support strategy; and a new approach to developing capabilities.

Read the new horizons report (2010) here

Capstone Doctrine (2008)

The capstone doctrine was developed to increase understanding of the basic principles and concepts underpinning the conduct of contemporary UN peacekeeping operations, as well as their inherent strengths and limitations. It outlines the evolution of UN peacekeeping and its foundational concepts, describes how planning and implementation of UN peacekeeping operations is conducted, and explains some of the major lessons learned from six decades of UN peacekeeping experience. The document provides an introduction to those new to UN peacekeeping and serves as a guide for UN personnel serving in the field and at Headquarters.

Read the capstone doctrine (2008) here.

World Summit Outcome (2005)

The 2005 World Summit brought together more than 170 Heads of State and government to make bold decisions in the areas of development, security, human rights, and reform of the UN. The Summit took a unified stance by the international community on an array of crucial issues, including steps to combat poverty and promote development and unqualified condemnation of all forms of terrorism along with the acceptance of collective responsibility to protect civilians against genocide and other crimes against humanity. It also called for timely, decisive, and collective Security Council action when national authorities fail to protect populations from genocide, war crimes, ethnic cleansing, and crimes against humanity. The summit resulted in two new bodies, a Peacebuilding Commission (PBC) to help countries in transition from war to peace and a strengthened UN Human Rights Council (HRC).

Read the world summit outcome report (2005) here.

Brahimi Report (2000)

The Brahimi report assessed the UN's ability to conduct peace operations effectively and provided specific and realistic recommendations for ways to enhance capacity. The report addressed several areas of dysfunction within UN peace and security endeavours, including the need for proper resourcing; more information (intelligence) and analysis for decision making; enhancing rapid deployment capacities; strengthening relationships with Member States, legislative bodies and other UN entities; reforming the peacekeeping management culture; building capacities for strategic planning; and enhancing Headquarters' capacity to support peacekeeping operations.

Read the Brahimi report (2000) here

2.3 Special Political Missions Context

SPMs vary considerably in mandates and structures and continue to evolve to meet new requirements in the UN's response to growing global peace and security challenges. SPMs range from special envoys and representatives carrying out good office's mandates; to monitoring teams, groups, and panels overseeing Security Council regimes; small field-based missions delivering on specialized tasks such as disarmament; and multidimensional operations with comprehensive mandates to

support political transitions and efforts to build sustainable peace. Three UN regional offices in Central Africa, Central Asia, and West Africa serve as forward platforms for preventive diplomacy and dialogue; support Member States in efforts to prevent crises from escalating, negotiating peace agreements that will put an end to violence; and engage in long-term efforts to ensure a sustainable peace. They also discharge their mandates in an integrated manner with UN development, humanitarian and human rights actors. DPPA currently oversees some 40 SPMs worldwide. These missions are backstopped by joint DPPA-DPO regional divisions or thematic divisions and are supported by DPPA's thematic divisions as well as other capacities. In addition, Special Envoys of the Secretary-General carry out good offices on his behalf to help resolve a wide variety of disputes, from territorial questions to constitutional and electoral crises.

This section discusses the key mandates and priorities of SPMs and provides an overview of the SPMs by cluster, along with relevant policies and strategic directions.

2.3.1 SPM Key Mandates and Priorities

In the current evolving peace and security context, special political missions are adopting approaches that enable them to better implement their mandates, despite the challenges they face.

Firstly, they prioritize political engagement, dialogue, and mediation with all parties to protect civilians and promote human rights, build confidence, and find political solutions. In cases of protracted conflicts, they are working to engage more effectively with local processes as a means to help resolve local-level conflict and to help create an enabling environment for national-level processes. Secondly, special political missions are collaborating more closely than ever with regional and other organizations. This is in recognition of the fact that unity of international partners is essential to the sustained success of political efforts. Thirdly, they are adopting more inclusive and integrated approaches to fulfilling their mandates, recognizing that peace can only be achieved and sustained if all segments of society are involved, including women and youth. Special political missions are playing an increasingly important role in promoting women's meaningful participation in political processes, as well as in peacemaking and peacebuilding more broadly and also increasingly engaging youth to harness their potential as agents of peaceful change.

Finally, missions have in several instances calibrated their footprints to mitigate security risks, demonstrating significant adaptability, resilience, and determination to stay and deliver in high-threat environments. While striving to ensure the right balance between criticality of mandates and exposure to security risks, the Organization is supporting special political missions to adapt their posture to effectively respond to evolving challenges.

Conflict Prevention and Preventive Diplomacy

The UN is committed to moving from a culture of "reaction" to one of "prevention". Preventive diplomacy refers to diplomatic action taken to prevent disputes from escalating into conflicts and to limit the spread of conflicts when they occur. While it is conducted in different ways, the most common expression of preventive diplomacy is found in the work of the Secretary-General's "good offices", particularly through his envoys dispatched to crisis areas to encourage dialogue, compromise and the peaceful resolution of tensions. Preventive diplomacy can also encompass the involvement of the Security Council and other actors to discourage the use of violence at critical moments. The Secretary-General provides his good offices to parties in conflict both personally and through the diplomatic envoys and representatives he dispatches to areas of tension around the

world. DPPA is the operational arm of the Secretary-General's good offices, providing conflict analysis, planning, and substantive support to the work of envoys and overseeing more than a dozen field-based political missions that serve as key platforms for preventive diplomacy. Of these missions, regional offices covering Central Africa, West Africa, and Central Asia have explicit mandates for preventive diplomacy and strengthening the capacity of States and regional actors to manage sources of tension peacefully.

Preventive diplomacy is also carried out frequently within the context of peacekeeping operations. The Security Council, as the UN organ with the primary responsibility for the maintenance of international peace and security, has a critical role to play in supporting preventive action. Recent years have seen increased Council engagement and flexibility in addressing emerging threats before they come on the Council's formal agenda. Through its actions, the Council can send important signals that help discourage violence and open space for preventive action including by the Secretary-General. The work of the UN in conflict prevention extends well beyond traditional preventive diplomacy to address structural drivers of conflict and involve a broad constellation of UN entities operating across a wide range of relevant disciplines, including sustainable development, human rights and the rule of law, elections, and the control of small arms, to name just a few.

Supporting Peace Agreements and Political Processes

Since its inception, the UN has played a crucial role in helping to mediate inter- and intra-State conflicts at all stages: before they escalate into armed conflict; after the outbreak of violence; and during implementation of peace agreements. The Secretary-General and his representatives carry out good offices and mediation efforts at the request of parties to disputes, on the Secretary General's initiative, or in response to a request from the Security Council or the General Assembly. Successful conflict mediation requires a professionalized support system to provide envoys and representatives with the proper assistance and advice and ensure that talks have the needed human, logistical, and financial resources.

The UN, led by DPPA, has moved over the past several years to reinforce its capacities to provide such support to its own mediation efforts as well as to those of partner organizations. Since its establishment in 2006, DPPA's Mediation Support Unit (MSU) has been the system-wide service provider on mediation through a combination of staff expertise and the Standby Team of Senior Mediation Advisers, a group of mediation professionals who form part of an in-house rapid response mechanism, providing technical assistance to UN officials and others engaged in mediation and conflict prevention efforts. MSU has supported dozens of mediation and dialogue processes and has expertise on a range of issues including process design; power-sharing; natural resources and conflict; constitution-making; ceasefires and other security arrangements; reconciliation; and inclusion, with gender considerations mainstreamed across all themes. With support from donors, DPPA has also established a rapid response fund to help start up mediation processes at short notice. Advance planning and ready resources are a key to effective early mediation when crises are brewing.

Electoral Assistance

Elections are a vital part of democratic processes, including political transitions, implementation of peace agreements, and consolidation of democracy. The UN plays a major role in providing international assistance to these important processes. UN engagement in relation to electoral processes has, as one of its primary goals, the prevention or mitigation of election-related violence. To achieve this, building citizens' trust in an electoral process from the beginning is a priority and

focus of UN advice. Electoral assistance works best when it is part of a broader approach to promoting peace and stability.

For information about electoral assistance in the field, click here

Peacebuilding

Special political missions play an important role in peacebuilding. Through their work with UNCTs and RCs, they support the implementation of inclusive and nationally led and owned peacebuilding priorities. The Peacebuilding Commission is uniquely positioned to provide peacebuilding perspectives to the Security Council, upon request. The advisory role of the Commission to the Security Council has been particularly important during the Council's consideration of the mandates of special political missions. Adequate, predictable, and sustained financing for peacebuilding remains a critical challenge. The Peacebuilding Fund continues to support programmatic efforts undertaken together by special political missions and UNCTs.

UN peacemaker website
https://peacemaker.un.org/

2.3.2 Special Political Missions by Cluster

Special political missions vary considerably in their mandates, scope, structure, and approaches. The term "special political missions" may refer to geographically located field missions, but it can also describe groups, committees, and individuals – such as sanctions panels of the Security Council, groups of experts, and special envoys of the Secretary-General. For this reason, special political missions are categorized into three thematic clusters.

Cluster I	Special and personal envoys, advisers, and representatives of the Secretary-General
Cluster II	Sanctions monitoring teams, groups and panels, and other entities and mechanisms
Cluster III	Regional offices, offices in support of political processes and other missions

Cluster I: High Level Envoys of the Secretary-General

Cluster I refers to special and personal envoys, advisers and representatives of the Secretary-General. These can be appointed under the Secretary-General's own authority or requested by the General Assembly or the Security Council.

Special envoys have the responsibility for good offices, negotiation, mediation, advising, engaging various stakeholders, and facilitating dialogue. They rely on diplomatic means to defuse tensions and resolve disputes and to support peace talks in close cooperation with other UN presences on the ground, including other special political missions, peacekeeping operations, regional and sub-regional organizations, and other national and international partners. Special Envoys often have multifaceted roles and can be called on to support longer-term processes such as national dialogues, political transitions, and implementation of settlements, agreements, frameworks and resolutions. They can also play a role in coordinating entities and supporting coherence within the Secretariat and among UN Agencies, Funds, and Programmes working together in a particular area.

The responsibilities of special envoys are specific to the area of appointment; they may have country-specific, regional, or thematic mandates. Their networks and proximity to the countries in their region help to defuse tensions and support national actors, UNCTs and regional organizations to address crises. Regionally-mandated envoys are also well placed to help Member States address cross-boundary issues such as transnational organized crime and climate security challenges.

Cluster II: Sanctions Monitoring Teams, Groups and Panels, and other Entities

Cluster II refers to sanctions monitoring teams, groups, and panels, and other entities and mechanisms composed of technical experts who monitor the implementation of Security Council resolutions and track and report on the sanctions measures imposed by the Security Council, such as, but not limited to, arms embargoes, asset freezes and travel bans. Areas of expertise include banking, finance and alternative remittance systems; conventional arms and armed groups; customs, export control and travel ban enforcement; information analysis and counter-terrorism; transport; international humanitarian law and human rights; natural resources; political analysis; and non-proliferation of weapons of mass destruction and their means of delivery.

These teams, panels and groups report to the Security Council through the relevant committee (composed of Security Council members) and the Secretariat, which provides administrative and substantive support. Cluster II entities cooperate with Member States and a wide range of other stakeholders, including resident UN peacekeeping operations and special political missions. The teams of experts are tasked with an array of activities including assisting committees in carrying out their mandates, including by gathering, examining and analysing information on implementation; considering and recommending ways of improving the capabilities of Member States to ensure measures imposed by the resolutions are being implemented; gathering, examining and analysing information on the supply, sale or transfer of arms, related materiel and assistance to armed groups; and assessing progress on the reduction of violations of arms embargoes, removal of impediments to political process, and threats to stability, violations of international humanitarian law or violations of abuses of human rights, including those involving attacks on civilian populations, sexual and gender-based violence and violations and abuses against children.

The majority of the activities noted above are carried out on a continuing basis and through regular travel to the field and other relevant locations. For example, DPPA staff working on the implementation of S/RES/2231 on the Iran nuclear issue regularly travel to consult with Member States, review information, and/or examine seized material covered by the restrictive provisions contained in Annex B to S/RES/2231. Thereafter, relevant findings and recommendations are conveyed to the Security Council in the biannual reports of the Secretary General on the implementation of S/RES/2231. The panel of experts on South Sudan includes in its annual reports to the Security Council its findings on violations of international human rights such as sexual and gender-based violence. With more than 26 sanctions measures in place, the panel of experts on the DPRK analyses information and provides recommendations on a wide range of issues from illicit non-proliferation-related activities to proscribed importation of luxury goods. In some instances, the Security Council requests sanctions experts to conduct specific activities. For example, the Panel of Experts on Somalia was asked to conduct an analysis of revenue sources and the methods of storage and transfer of Al-Shabaab and to map their illegal taxation systems as well as provide recommendations thereon to the Somalia sanctions committee. In 2019, the Analytical Support and Sanctions Monitoring Team was requested to report jointly with the Counter-Terrorism Committee Executive Directorate (CTED) on actions taken by Member States to disrupt terrorist financing.

Cluster III: Regional Offices, Offices in Support of Political Processes and other Missions

Cluster III refers to regional offices and country-specific missions, such as those based in Africa, Americas, Asia, Europe, and the Middle East. The mandates of the missions vary considerably and may include coordination and good offices; advising and assisting in diplomacy and mediation; supporting political negotiations, conflict prevention, peacemaking and reconciliation efforts; providing policy advice, technical assistance and information exchange promoting governance and institutional reform; collaborating in security sector reform and strengthening justice institutions; encouraging regional cooperation; and assisting in electoral processes. Depending on the mandate, the mission may also be involved in supporting humanitarian aid and development assistance; monitoring and early warning; promoting human rights; and supporting women's empowerment, child protection, and the prevention of conflict-related sexual and gender-based violence.

Through S/RES/2261, the UN Mission in Colombia was established in January 2016. Through S/RES/2366, the UN Verification Mission in Colombia (UNVMC) succeeded the UN Mission in Colombia in 2017.

Mission sizes vary from small regional offices such as the UN Office in Central Africa (UNOCA) or political offices based in-country, such as the Office of the Special Coordinator for Lebanon (UNSCOL), to larger missions carrying out cross-cutting mandates, such as the UN Assistance Mission for Iraq (UNAMI), the UN Assistance Mission in Afghanistan (UNAMA), and the UN Assistance Mission in Somalia (UNSOM). UN regional offices serve as forward platforms for preventive diplomacy, providing the UN with dedicated capacity to accompany regional dynamics, and work alongside regional and subregional organizations to address emerging crises. Their proximity to the countries in their region provides them with greater knowledge and networks with Member States and a range of actors, thus enhancing their ability to help defuse tensions and support national actors, UNCTs, and regional organizations to address crises. Regional offices are also well placed to address cross-boundary issues such as transnational organized crime and water sharing.

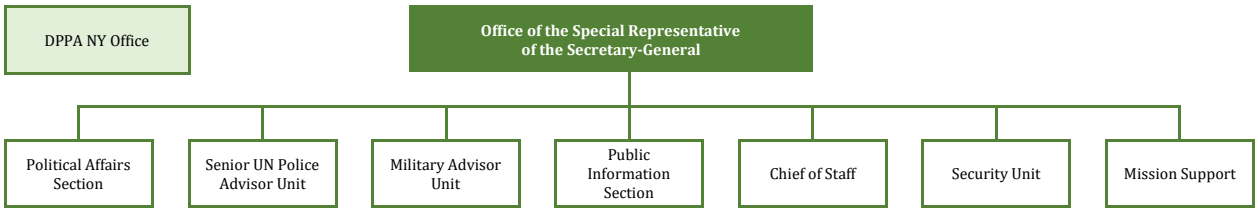
Country-specific special political missions are mandated to carry out a wide-array of activities in the field such as supporting the implementation of peace agreement between parties to conflict and facilitating inclusive political dialogue and national reconciliation processes; strengthening governance and electoral processes to ensure inclusive, free and credible elections; providing assistance to constitutional reviews; assisting transitional governments in meeting political benchmarks; strengthening rule of law institutions, and scaling-up support to recovery and development to build resilience and mitigate protection risks; supporting political processes and dialogue through mediation and good offices; conducting human rights monitoring and reporting; supporting the securing of arms; and monitoring and verifying the laying down of arms as part of ceasefire and cessation of hostilities following the signing of peace agreements between parties to conflict. Country-specific special political missions are in some instances mandated to advise governments in the promotion and strengthening of political stability and good governance, including the rule of law. In Haiti, for example, BINUH works to implement its mandate of preserving and advancing a peaceful and stable environment, including through supporting an inclusive inter-Haitian national dialogue, and protecting and promoting human rights. In Sudan, UNITAMS is mandated to assist the political transition; to support peace processes and implementation of future peace agreements; to assist peacebuilding, civilian protection and rule of law; and to support the mobilisation of economic and development assistance and coordination of humanitarian assistance. UNAMA supports political cohesion, electoral processes, efforts towards a sustainable peace and alignment of international assistance with the Government's priorities, as well as human rights reporting and advocacy and support to national human rights institutions. UNAMI provides advice, support and assistance to the government and the people of Iraq on advancing inclusive political

dialogue and national and community-level reconciliation; assistance to the electoral process; as well as facilitating regional dialogue and cooperation between Iraq and its neighbours; promoting accountability and the protection of human rights and judicial and legal reform; promoting gender equality; and promoting coordination and facilitating, in coordination with the Government of Iraq, delivery in the humanitarian and development areas.

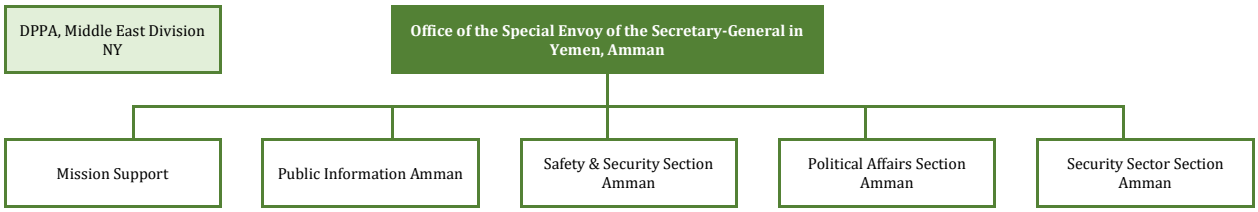
2.3.3 Special Political Mission Organigrammes

Special political missions do not follow a rigid organizational structure but are tailored quite flexibly according to their mandates and the needs on the ground. As such, the organigrammes below serve as an illustration only and will vary significantly from the structure of other missions.

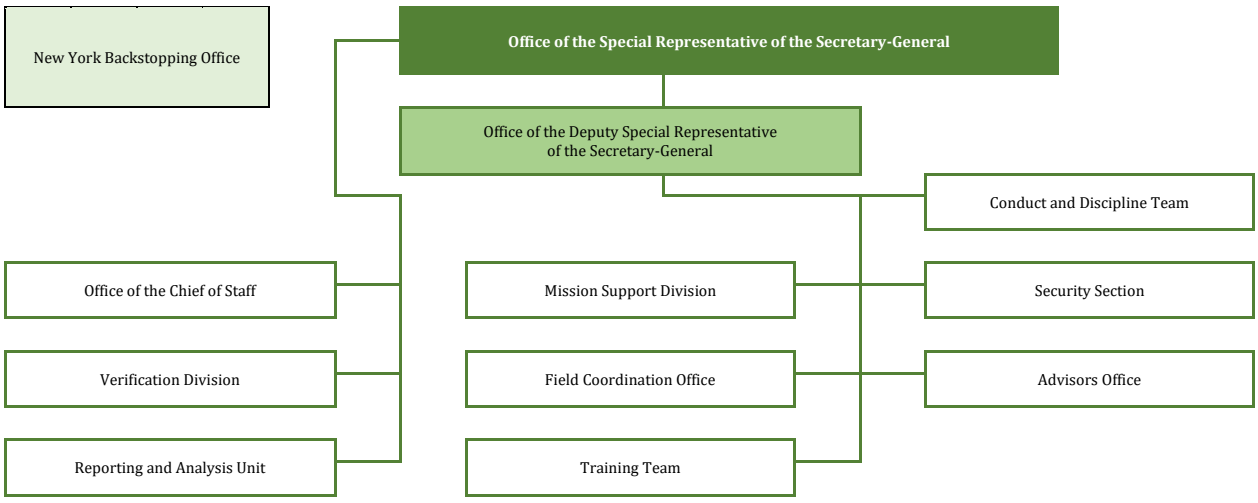
UN Regional Office for Central Africa (UNOCA)



Office of the Special Envoy of the Secretary-General in Yemen



UN Verification Mission in Colombia (UNVMC)



2.3.4 DPPA Support to Special Political Missions and Cross-cutting Issues

Preventing violent conflict has been a stated priority for the UN for decades. It remains core to the work of the Secretary-General, and is one of his core priorities since taking office, as well as a central mandate for DPPA. Conflict risks do not emerge in isolation but are rather the result of the interactions of deeply rooted dynamics, shocks to fragile systems, and the political decisions of leaders. The inter-related nature of these risks means the Organization must take a holistic approach, drawing on resources and capacities across the system focused on preventing the outbreak, escalation, continuation, and recurrence of conflict, while working effectively with a wide range of national, regional, and international partners; addressing root causes; assisting parties to end hostilities and facilitating national reconciliation; and moving towards recovery and sustainable development while protecting and promoting human rights and fundamental freedoms.

DPPA is the lead entity supporting the Secretary-General in the UN's efforts to prevent and resolve conflicts at the global level, and plays a central role in advancing the women, peace and security and youth, peace and security agendas. This work is conducted through political analysis, preventive diplomacy and good offices, mediation, electoral assistance, peacebuilding support, capacity building and partnerships, as well as through the support DPPA provides to the Security Council and the Peacebuilding Commission. Crucially, DPPA is now able to combine political action with the ability to fund, influence, and support programming. As part of its early warning responsibilities, DPPA co-chairs inter-agency regional monthly reviews (RMRs), a mechanism through which different parts of the UN system regularly analyze emerging risks (political, developmental, humanitarian, or human rights) and discuss possible UN engagements to address them.

DPPA is developing new capacities to support regional divisions and special political missions in responding to the challenges of today and tomorrow, including the interlinkages between climate change and security; the impact of digital technologies on conflict prevention, peacemaking and peacebuilding; and other emerging threats to peace and security. A climate security mechanism has been established in partnership with the UN Development Programme (UNDP) and the UN Environment Programme (UNEP) to help strengthen analytical capacities on climate-related security risks and develop response strategies. The Innovation Cell is helping DPPA maintain dedicated space for exploration and experimentation by serving as an incubator of ideas and a catalyst for new methods and empirical approaches to preventing and ending violent conflict. More broadly, DPPA is engaged in efforts to understand how new technologies are impacting the implementation of its various peace and security mandates, developing new tools and methods for use across the Peace and Security Pillar.

Women, Peace and Security (WPS)

DPPA puts a top priority on women's meaningful participation, which is essential for recognizing women as rights-holders and key drivers of sustainable peace. It requires the direct participation at the table of women from diverse backgrounds and also the participation of diverse, women-led civil society in broader multi-stakeholder engagement. The DPPA women, peace and security policy outlines the Department's approach and commitment to the implementation of S/RES/1325 and eight subsequent resolutions on WPS, as well as the gendered dimensions of the General Assembly's resolutions on mediation and conflict prevention, and the twin resolutions from the two entities on sustaining peace. The policy seeks to ensure that gender relevant issues and perspectives are integrated into all DPPA activities to promote inclusive conflict prevention, mediation, and peacebuilding.

DPPA's Gender Advisers or Gender Focal Points based in SPMs provide advice and support to the mission's leadership and the Secretary-General's special envoys and special representatives on ways to promote women's political participation, make peace processes and prevention efforts more inclusive, and include a gender perspective in the UN's political work. In countries where the UN is supporting a peace process, Gender Advisers can support efforts to promote women's direct participation in the talks, i.e., through targets, reserved seats for women, and gender responsive technical support. They can also support women's indirect participation by working with women-led civil society as essential leaders on inclusive peacemaking. This may include supporting the establishment of women civil society forums, regular civil society consultations, or support for civil society in implementation mechanisms, transition bodies, and advisory bodies, including women's advisory and technical advisory boards. The Department also promotes women's political participation in elections, for example through advice on temporary special measures, including electoral quotas, during electoral support.

In Guinea-Bissau, UNIOGBIS provided technical and financial support to the advocacy efforts of women's organizations. These efforts were instrumental in the adoption of the 2018 parity law on the participation of women in politics and decision-making spheres, as well as the inclusion of gender considerations and conducting women's consultations in the 2020 constitutional review process. Gender Advisors and Focal Points receive Headquarters' support through the GPS Unit of PMD-DPPA.

Read the 2019 DPPA women, peace and security policy here

Youth, Peace and Security (YPS)

The inclusion of youth in peace and security processes is a growing priority for DPPA, pursuant to the Security Council resolutions adopted in recent years (2250, 2419, and 2535). DPPA, through the joint UNFPA-PBSO Secretariat on youth, peace and security, and in collaboration with DPO, other UN entities and the Folke Bernadotte Academy, has developed a handbook on YPS and is advancing the development of youth-sensitive conflict analysis and activities and programmes aimed at engaging youth in peacemaking, peacekeeping, and peacebuilding processes.

The DPPA youth, peace and security website
https://www.youth4peace.info

Read the YPS programming handbook here

Protecting Civilians and Promoting Human Rights

The promotion and protection of human rights are intrinsically connected with work of special political missions in conflict prevention, resolution and peacebuilding. As highlighted in the Secretary-General's call to action on human rights, human rights are the responsibility of each and every UN actor, and a culture of human rights must permeate all areas of the UN' work, in the field, at regional level and at Headquarters. Today, six special political missions include integrated human rights components tasked to deliver a wide range of mandates. And even those missions that do not have dedicated human rights capacity embedded in their structures directly or indirectly implement important human rights agendas.

An important aspect of this work is the role of special political missions in the protection of civilians. Through political engagement to prevent and resolve conflict, advance human rights and the rule of law, and support the delivery of humanitarian assistance, for example, special political missions can make an important contribution to protecting civilians. Two special political missions have specific mandates from the Security Council in this area. UNAMA is mandated to "monitor the situation of civilians" and "to coordinate efforts to ensure their protection". More recently, the UN Integrated Transition Assistance Mission in Sudan (UNITAMS) was mandated by the Council to "assist peacebuilding, civilian protection and rule of law, in particular in Darfur and the Two Areas". The work carried out by SPMs in this area takes place exclusively under Chapter VI of the UN Charter, and thus on the basis of consent from host governments, and does not involve the use of force to protect civilians, for which SPMs have no capacity.

Climate Security

The Secretary-General has called the climate emergency the defining issue of our time. Climate change is proceeding at a relentless pace, and its effects increasingly extend beyond the environmental sphere into the social and political realm. Climate change can act as a risk multiplier, exacerbating underlying vulnerabilities and compounding existing grievances. Among the SPMs managed by DPPA, six are deployed in locations that rank among the 15 most climate vulnerable countries in the world, according to the ND-GAIN country index.

Through analysis and reporting, integration of climate risk into prevention and mediation strategies, and climate-sensitive peacebuilding initiatives, DPPA seeks to address climate-related security risks in both mission and non-mission settings. In 2018, DPPA jointly with the UN Development Programme (UNDP) and the UN Environment Programme (UNEP) established the Climate Security Mechanism (CSM) to help the UN system address climate-related security risks more systematically across its mandates. Jointly with partners, the CSM has developed a toolbox to advance a common approach to the analysis of climate-related security risks and shape integrated, timely, and gender-sensitive responses. The mechanism draws on an informal brain trust of 20+ UN entities to exchange information and explore avenues for cooperation on climate and security. It also works with a number of think tanks, academic institutions, and practitioners from regional organizations to build up a global evidence base on climate change impacts on security and distil good practices with regard to addressing these.

Read the DPPA climate security mechanism here

2.3.5 Further Reading

HIPPO Report (2016)

In 2014 a high-level independent panel on peace operations (HIPPO) was convened to review the state of UN peace operations. Among its extensive recommendations, the HIPPO report (2016) noted that avoidance of war rather than its resolution should be at the centre of national, regional and international effort and investment. It confirms the challenges in preventing armed conflict and the need for a systematic increase in collective efforts. The report highlighted the importance of discreet preventive diplomacy, early engagement, and working collaboratively, as well as the need for

predictable funding to undertake such prevention and mediation efforts. The panel also emphasized the critical nature of continued engagement and international political vigilance in the period following a cease-fire, peace agreement, or an election. The report provided a series of recommendations regarding the role of the UN system in sustaining peace, including taking a system-wide response, coordinating international efforts, ensuring adequate support and accountability of UN leaders, and enhancing UN financing in support of sustaining peace.

Read the HIPPO report (2016) here

Sustaining Peace Agenda and Resolutions

The Secretary-General's report on peacebuilding and sustaining peace was released in the lead-up to the UN General Assembly high-level meeting on peacebuilding and sustaining peace in 2018 in New York, in accordance with the UN General Assembly and Security Council "peacebuilding and sustaining peace resolutions" (A/RES/70/262 and S/RES/2282). The April 2016 resolutions focused on sustaining peace "at all stages of conflict and in all its dimensions" and on the imperative to prevent "the outbreak, escalation, continuation and recurrence of conflict" in response to worrying trends such as the spike in violent conflict worldwide and unparalleled levels of forced displacement. The Secretary-General, in turn, has sought to forge a more coherent vision and to offer new tools and approaches to help the UN system better support both Member States and civil society in building more just and peaceful societies. Especially if its recommendations are skilfully rolled out, the Secretary-General's report on peacebuilding and sustaining peace can be the start of a policy breakthrough that contributes, over time, to significant positive change in how the UN approaches, manages, innovates and resources its peacebuilding work.

Four concrete ways to advance a more integrated and coherent framework for global conflict management	
First	The Report elevates the role of civil society (including women's and youth groups), the private sector, and regional organizations in sustaining peace
Second	The Report highlights recent advances in joint assessment, planning and programming and the need for coherent and comprehensive approaches
Third	The Secretary-General buttresses the case for "more predictable and sustained financing" for civilian-led peacebuilding through a proposed Funding Compact with Member States
Fourth	The Report stresses up front that the UN development system and development practitioners in general are central to conflict prevention and sustaining peace

Read the peacebuilding and sustaining peace report of the Secretary-General here

Overall Policy Matters Pertaining to Special Political Missions

The report, which is the eighth to the General Assembly on this item, covers the period from August 2019 to July 2020. It is submitted as per A/RES/74/91, in which the General Assembly requested the Secretary-General to submit a report regarding the overall policy matters pertaining to special political missions, including efforts towards improving expertise and effectiveness, transparency, accountability, geographical representation, gender perspectives, and the equal participation of women, as well as youth participation. The General Assembly also requested the Secretary-General to include in the report information on the implementation of the reforms in the UN in relation to

SPMs. The activities and achievements described in the report demonstrate the critical contribution of special political missions to the efforts of the UN to maintain international peace and security.

Read the overall policy matters pertaining to special political missions here

UN-World Bank Pathways for Peace Report

Violent conflicts today are complex and increasingly protracted, involving more non-state groups and regional and international actors. It is estimated that by 2030 – the horizon set by the UN Member States to achieve the sustainable development goals – over half of the world's poor will be living in countries affected by high levels of violence. Information and communications technology, population movements, and climate change are also creating shared risks that must be managed at both national and international levels. Pathways for peace is a joint UN–World Bank group study that originates from the conviction that the international community's attention must urgently be refocused on prevention. A scaled-up system for preventive action would save between US $5 billion and $70 billion per year, which could be reinvested in reducing poverty and improving the wellbeing of populations.

Read the UN World Bank pathways for peace report here

2.4 The Department of Operational Support, Field Support Context

DOS helps administer some 131,000 authorized uniformed personnel and 24,000 authorized civilian staff in over 270 duty stations across more than 30 countries. The services it provides range from budget, finance, human resources, and technology to the management of supply chains, facilities, and assets. The following sections cover the full spectrum of DOS field mission support.

2.4.1 The Spectrum of DOS Field Mission Support

DOS helps UN field missions succeed by working together with UN and non-UN partners to plan, mobilize, and sustain peacekeeping operations, special political missions, and other UN field missions in the world's most complex environments. The mandate of DOS also covers support for the rest of the UN Secretariat and the RC system. The services it provides range from special activities for start-up and liquidation of Secretariat entities, advisory support services in human resources, medical and occupational safety and health, capacity development and training opportunities in operational functions, information and communication technology, and supply chain management to facilities and assets management roles in Headquarters.

Support for special activities is delivered by the Division for Special Activities (DSA) which oversees a range of specialized and cross-cutting operational capacities. A large part of its responsibilities is to support special situation requirements, during start-up, surge, transition, and liquidation. DSA also leads the Department's liaison and coordination on field mission issues with DPO and DPPA. A key element of its responsibilities is the exercise of authority on behalf of clients that lack the capacity to

do so accountably, including the offices of special advisers and envoys at Headquarters or in the field, start-up missions, or those whose authorities have been withdrawn. The Office of Support Operations (OSO) provides leadership and direction to support clients across the Secretariat through the provision of guidance and advisory services for successful implementation of mandates and operational process improvements in the areas of human resources, health care management, occupational safety, and capacity development and operational training in operational areas. The Office also provides capacity building process improvements of operational performance reviews.

Air Transport Service

The Air Transport Service (ATS) is the office primarily responsible for managing the Headquarters Aviation Organization and Programme. It provides advice and technical expertise to the senior leadership for the decision-making process and, at the mission level it provides technical advice, standards, policies, procedures, and guidance for implementing air operations, as well as supporting and monitoring all areas of aviation activity. In addition, ATS provides guidelines for planning, organizing, training, and equipping field missions with air assets, personnel and aviation services, along with the criteria for assessing and evaluating the overall aviation operation under the scope of a Quality Management System. ATS reports directly to the Office of the Director of the Logistics Division (LD) and the Office of Supply Chain Management (OSCM) in DOS.

Asset Management

DOS's Global Assessment Management Cell is responsible for serving as a clearing house and the providing support to missions in liquidation; replenishing strategic deployment stocks; managing accoutrements; and ensuring data accuracy in peacekeeping and special political missions. The service includes the Strategic Deployment Stocks Unit, Global Property Management Cell, Global Demand Planning Cell, Customer Services Unit, Supply Chain Service, and Logistics Support Unit. DOS is also responsible for System Contract Management and Procurement Support. Commercial contractors play a significant role in providing critical goods, services, and works for mission support. Many of these contracts are highly complex, providing for the delivery of multiple services over multiple locations using sophisticated pricing schedules. The large monetary value, broad scope, and complexity of contracts all require robust contract management from the moment of initiation to the closeout of a contractual relationship.

Aviation Safety

The Aviation Safety Section consists of aviation safety experts reporting directly to the ASG for Supply Chain Management and oversees all matters related to UN aviation operations, including aircraft utilized for personnel and cargo movements and staff official travel. The Section provides expertise on aviation safety, in all areas of air operations, ground handling, dispatch, emergency response, flight operations, maintenance activities, training, aviation security, and technical clearance of aviation service vendors. The Section also sets standards, processes, and procedures for aviation safety in line with international standards and UN requirements, and monitors safety in operations, assesses safety risks, and conducts safety assurance activities. It is responsible for technical oversight

for aviation safety staff in field missions and is responsible for capacity-building through training and awareness-raising. As part of its responsibilities, the team supports sourcing of UN aviation service vendors and liaises with national authorities, TCCs, and partner organizations.

Environmental Management

The urgent deployment of thousands of civilian, police, and military personnel requires a very large amount of logistical support. Often UN peacekeepers operate in hard-to-reach places and in countries with little infrastructure. This requires most UN peacekeeping operations to generate their own power and use a fleet of aircraft to manage logistics, emitting greenhouse gases and potentially causing soil pollution. Large operations generate a lot of solid waste, requiring potable and non-potable water and, as a result, produce wastewater. All of which, if not handled correctly, can have an impact on the environment of the host country. In some areas like Darfur or the north of Mali, where water is a scarce resource, the local community may see the UN mission as a resource competitor.

DOS recognizes this potential damage and therefore has developed, jointly with UN peacekeeping, an overarching policy to deal with environmental issues, including in the areas of energy, water, and wastewater. DOS is committed to supporting missions to achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies, and ecosystems in country. Significant progress has been made with the promulgation of the standardized mission-wide environmental action plan (MEAP) template, which improves data collection and analysis that in turn feeds into the planning and budgeting processes. All missions have an action plan in place which will be revised annually to reflect evolving priorities and address identified risks.

Water and Wastewater

Access to a safe water supply and water management are key aspects of field mission infrastructure. If local water supplies have been established, they need to be tested regularly to ensure the health and safety of personnel. Wastewater also needs to be systematically treated prior to discharging it into the environment. Significant progress has been made in relation to water resources and management of wastewater. Water conservation plans and SOPs for water and sanitation are in place in almost all missions. With measurement of water use now covering 75% of volume, data is provided at site-level for the first time, which facilitates efforts to reduce demand. Water demand is managed through equipment such as dual-flush, low flow and dry

toilets, push taps, and aerated showers. Rainwater harvesting is implemented in 12 missions. With wastewater treatment plants installed in most missions, MINUSMA leads the way with 17% of water demand met through recycled wastewater across one quarter of its sites. Such initiatives are particularly important where wastewater treatment systems are at capacity.

Solid Waste Management

Overall, one third of waste in missions is disposed of through preferred methods: composting, recycling, or best practice landfill/incineration. There is an opportunity to substantially increase composting rates to reduce landfill volumes and associated scavenging. There are many examples of missions making progress on reducing and managing waste. MONUSCO has significantly reduced waste to landfill through composting, recycling, and incineration of the remainder. UNSOS has phased out the provision of bottled drinking water in an effort to reduce plastic waste. With a lack of effective municipal options, and limited access to local landfills across missions generally, MINUSMA achieves waste disposal through incineration, an example now being followed by other missions.

Ground and Water Transportation

Mobility is a critical factor in the effectiveness of UN field missions. This includes the quantity, quality, condition, and types of equipment available that are appropriate for ground and water routes in the mission's operational areas. The Headquarters Logistics Division (LD) is responsible for overall surface transport operations in field missions. Responsibilities include dissemination of policies, advising on administration, logistics and technical support, preparing, coordinating, and reviewing transport plans, advising on resourcing proposals, providing management oversite, establishing global contracts, and coordinating on transportation personnel rosters for the field. The UN Global Service Centre stores and maintains ground transport equipment and materials.

Medical Services

Headquarters provides oversight and support for the efficient and effective delivery of UN standard health care in field missions. These roles are performed by the Division of Health-Care Management and Occupational Safety and Health (DHMOSH). Internationally recruited medical staff members work in multiple missions worldwide, addressing the physical and mental health needs of UN staff. In the event that injuries or illness require additional care, evacuation may be necessary. Each mission has an evacuation policy which balances the treatment capabilities at the available treatment facilities against the availability of evacuation assets.

Casualty evacuation (CASEVAC) entails the evacuation (by air or land) of a casualty from the site of injury to the closest medical facility. This category of patient transfer shall be conducted within one hour of injury. Medical evacuation (MEDEVAC) entails the evacuation of a casualty between two medical facilities – either within the mission area (in-theatre) or out of the mission area.

Power Generation and Fuel

The technical scope of infrastructure power covers all equipment (both UN owned and contingent owned) and the process for the generation, storage, distribution, optimization and efficient use of energy and hot water. Productive and efficient use includes lighting, cooling, space and water heating, office and workshop electrical and IT equipment, water supply and wastewater treatment. Each mission has a unique geographic, social, and political setting nonetheless, the technology and processes used in modern energy infrastructure management are relatively universal.

Fuel is vitally important for UN field operations. The timely provision of petroleum, oil, and lubricants (POL) products that satisfy requirements and quality specifications is critical to a mission's success. Lack of fuel can hinder the start-up of a mission, or in an established mission, reduce or stop activity altogether. POL management ensures the effective and uninterrupted POL/fuel support throughout the duration of a mission, including material management activities (acquisition, storage, distribution, quality check, disposal) that are compatible with international standards governing fuels, lubricants, and handling equipment. It also encompasses fuel efficiency and minimizing the mission's environmental footprint. Oversight includes ensuring that UN employees and T/PCC members are aware of and adhere to the laws, orders, best practices, and directives relating to the use of petroleum, oil and lubricants products.

Supply Chain Management

The supply chain is the system of organizations, people, activities, information, and resources involved in moving products and services to intended recipients. The supply chain management system involves planning for consistent inventory, sourcing, and purchasing, transportation, storage, distribution, and monitoring and control of all aspects of the supply chain. Responsibility to support supply chain management across the Secretariat is with the Office of Supply Chain Management (OSCM) in DOS. It manages integrated end-to-end supply and process; cultivates smarter operations that link business processes, tangible measurements and best practices; and provides cost-effective foods and services to the UN system as well as T/PCCs.

The Office is comprised of logistics and procurement teams tasked with cost negotiations, purchasing, transportation planning and management, and global forecasting initiatives. Its outreach teams are tasked with monitoring and measuring the health of the UN's supply chain, assessing business gaps with precision, and applying innovative solutions to improve overall performance. Aviation safety teams oversee the UN's aviation operations, including safety risk assessments, safety assurance activities, and technical clearance of aviation service vendors. Together with UNGSC, the office supports missions in the development of the supply chain plans in line with the new mission support concept and mission support plan developed as part of operational planning, including for start-up operations.

2.4.2 UN Support Office in Somalia

The UN Support Office in Somalia (UNSOS) was established in 2015, through S/RES/2245. UNSOS is a successor operation to the UN Support Office for AMISOM (UNSOA), which was established in 2009 (S/RES/1863). UNSOS is responsible for supporting the African Union Mission in Somalia (AMISOM), the UN Assistance Mission in Somalia (UNSOM), the Somalia security forces (SSF), and the Somalia police force (SPF) on joint operations with AMISOM. UNSOS provides critical support to make these entities more effective in defeating enemies of peace and in creating the much-needed space for political reconciliation, state formation, and extension of government authority in Somalia.

Support to the African Union Mission in Somalia

The UN is mandated to provide logistics support to AMISOM, deployed in over 70 locations across their area of operations in south-central Somalia, encompassing over 400,000 square kilometres. Support to AMISOM includes provision of supplies, accommodation, infrastructure, maintenance, medical support, aviation, strategic communications, explosive hazard management capacities, personnel and equipment movements, reimbursements, and technical advice.

Support to Somali Security Forces

In 2013, the UN Security Council authorized a non-lethal logistics support package for Somalia national army (SNA) forces in joint operations with AMISOM forces combating Al-Shabaab in Somalia. The scope was adjusted in 2018 in response to the adoption of a 'transition plan' for the transfer of security responsibility from AMISOM to national forces. The support package now supports up to 10,900 members of the Somali Security Forces, who are formally part of the National Security Architecture, and are actively participating in joint or coordinated operations with AMISOM, and directly support the Somalia transition plan. Commodities and services currently provided in the support package are dry rations, drinking water, fuel for vehicles and equipment, operational tents, transportation, in-theatre medical evacuation, operational communications equipment, and field defence stores.

Support to the UN Assistance Mission in Somalia

UNSOS provides the standard suite of mission support services to the UN Assistance Mission in Somalia (UNSOM). These include HR, finance, transportation, accommodation, facilities and catering, medical, communication, IT, equipment maintenance, security services, legal advice, conduct and discipline, occupational health and safety, environmental management and welfare services. These functions are delivered by sections and functions that are concurrently managing support to AMISOM and SSF.

The UN Support Office in Somalia website
https://unsos.unmissions.org/

2.5 Mission Factors and Organization

Section 2.5 covers the various factors and mechanisms involved in the start-up, running and drawdown of UN missions and how they are organized.

2.5.1 Strategic Planning and the Mission Lifecycle

When a UN field mission is being considered, a number of processes are initiated to clarify the need, identify options and priorities, assess risks and comparative advantages of the UN, and make recommendations on specific aspects of the potential new mission. The UN's commitment to an integrated approach is reflected in the following assessment and planning processes and mechanisms.

Integrated Assessments and Planning

An integrated assessment is defined as any UN analytical process at the strategic, operational or tactical level which carries implications for multiple UN entities, and therefore requires participation by concerned UN entities. The Integrated Assessment and Planning (IAP) Policy stipulates four minimum requirements as outlined below.

The Minimum Requirements of Integrated Assessment and Planning		Mechanisms
Joint Conduct of Strategic Assessments	Ensure a shared understanding of a conflict or post-conflict situation, role of stakeholders and core peace consolidation priorities, and propose options for UN engagement on the basis of an assessment of risks and opportunities	Strategic Assessments and associated technical assessments (e.g., Technical Assessment Missions (TAMs))
Common UN Vision	Articulate a common UN vision, priorities and respective responsibilities in support of peace consolidation, including the relationship, if any, to national plans and priorities	Integrated Strategic Framework; UN Sustainable Development Coordination Framework (UNSDCF); Mission Concept
Integrated Assessments	Joint analysis, planning, coordination, monitoring and decision-making on joint strategic and operational matters at both field and Headquarters levels	Integrated Task Forces
Integrated Monitoring and Reporting	The conduct of integrated monitoring and evaluation on the implementation of Integrated Strategic Frameworks, or equivalent (e.g., UNSDCF)	Monitoring and reporting / evaluation mechanisms; Integrated Strategic Frameworks

The requirements application begins with the establishment of an Integrated Task Force (ITF) as soon as an integrated presence is being considered and it applies throughout the life-cycle of the mission. Their application concludes with mission closure.

Integrated Assessment and Planning Handbook
The integrated assessment and planning (IAP) handbook support's the IAP Policy and was developed on the basis of accumulated experiences and past practices. It offers flexible tools and critical questions to be asked rather than fixed templates. The Handbook provides guidance on methodologies, tools and approaches that may be used to meet the IAP Policy's mandatory requirements and minimum standards.

Read the UN policy on integrated assessment and planning here

Download the integrated assessment and planning handbook here.

Strategic Assessments

A strategic assessment is an analytical process used to undertake an integrated assessment at the UN system-wide level. It brings the UN political, security, development, humanitarian, and human rights entities together to develop a shared understanding of a conflict or post-conflict situation and the role of stakeholders and core peace consolidation priorities, and to propose options for UN engagement on the basis of an assessment of risks and opportunities. Ahead of mission start-up planning or during the life-cycle of established integrated presences, the strategic assessment provides a basis for the development of recommendations on the nature and (re)configuration of UN engagement for consideration of the Secretary-General and, when required, subsequently the Security Council.

Strategic Assessments can include: Integrated conflict analysis; development of options; consultations; stress-testing and red-teaming; data analytics; independent lead; and implementation and follow-up.

Technical Assessments

A technical assessment is a Headquarters and field-based analytical exercise focusing on UN operations (staffing, budgets, funding, mission support systems, etc.) for one entity and/or one sector. By nature, technical assessments will vary greatly in scope, duration, purpose, composition, etc. They may include technical assessment missions (TAMs), usually conducted by Secretariat entities in support of a field mission (peacekeeping or political), as well as thematic-specific programming reviews carried out by individual agencies. Examples of the latter include a review or support mission for an agency's rule of law or child protection activities.

Planning Documents and Frameworks

Planning documents and frameworks are mandatory for UN integrated presences and ensure compliance with the second minimum requirement of the IAP policy on a common UN vision.

Directive to the Special/Executive Representative of the Secretary-General

The directive to the S/ERSG is issued and updated by the Secretary-General upon a recommendation of the ITF at principal level. It is often drafted as part of the integrated assessment and planning process and provides 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 directive also signifies the transfer of responsibility for subsequent planning of the integrated presence from Headquarters to the S/ERSG and the senior leadership team of the integrated presence.

Integrated Strategic Framework

On the basis of mandates, integrated assessments and the directive to the S/ERSG, the vision, shared objectives, and means through which the UN will promote peace consolidation are further developed and updated through an inclusive analytical and planning process whose conclusions are reflected in an integrated strategic framework (ISF) document. An ISF includes the main findings from integrated assessments, a clear definition and expression of peace consolidation

priorities, an articulation of all programmatic functions and operational areas, the agreed results and timelines, and a common monitoring and reporting/evaluation framework, including indicators or benchmarks of progress.

The integrated strategic framework can include:
An updated conflict analysis; vision statement; strategic objectives and intended results, timelines, and responsibilities; coordination and implementation arrangements; and provisions on monitoring and reporting. The agreed timeframe for an ISF varies based on the situation in the host country.

Mission Concept

Following the strategic assessment, the development of a mission concept is developed. This strategic planning document articulates a broad direction to the mission on mandate implementation and its priorities. Development of a mission concept takes place alongside negotiations on mandate with UN legislative bodies. Accordingly, the mission concept may be revised and must be finalized only once a mandate is adopted. The mission concept is based on phases, covering start-up (where applicable), sustainment, and end-of mission phases. The mission concept in a start-up phase will focus on the establishment of the mission and its initial capabilities and strategic priorities, as well as priority tasks to demonstrate the arrival and deployment of the mission in the country or situation.

UN Sustainable Development Cooperation Framework

The UN sustainable development cooperation framework is a key instrument for planning and implementation of the UN development activities at country-level in support of the implementation of the 2030 Agenda. The cooperation framework, which succeeds the UNDAF as an agreement between the UN and the host government, guides the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda at country-level.

The 2030 Agenda for Sustainable Development seeks to strengthen universal peace in larger freedom in collaborative partnership with all countries and stakeholders through the implementation of 17 sustainable development goals and 169 targets. The goals (and targets) aim to leave no one behind, realize the human rights of all and achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social, and environmental.

Read the 2030 agenda here

Common Country Analysis

The common country analysis (CCA) is the UN system's independent and mandate-based analysis and articulation of the country context, opportunities, and challenges, encompassing sustainable development, human rights, gender equality, peace and security, and humanitarian perspectives. The CCA aims to identify immediate, underlying, and structural development challenges at the national level. The CCA should include a multi-dimensional risk and conflict analysis, for which support from the Peace and Security Pillar would be important. In mission settings, mission staff should participate in the CCA and cooperation framework process. The CCA serves as a basis for

defining and prioritizing outcomes, and as the foundation for key planning exercises, including the UN sustainable development cooperation framework. It is based on the concept of "leaving no one behind" and reaching the furthest behind first, with a focus on defining the needs of the most vulnerable and at-risk people. It is key to informing the design of UN policies and programmes at the country level based on the review of context-specific data that correspond to the 17 Sustainable Development Goals (SDGs) and 169 targets of the 2030 Agenda.

Integrated Coordination Mechanisms

Integrated mechanisms operate to ensure effective coordination between Headquarters and the field.

Integrated Task Forces

At Headquarters, integrated task forces (ITF) are the main forum for joint assessments, planning, coordination, sharing of information and analysis, consultations and decision-making support.

ITFs should consider all issues that have strategic significance or programmatic impact in integrated settings, including entity-specific planning and reporting processes that may have implications for other entities.

Example of an integrated task force:
The Integrated Task Force within the UN Regional Office for Central Africa (UNOCA-ITF) monitors and assesses the broad security, political, humanitarian, and human rights developments in Central Africa, and ensures a coherent and coordinated UN approach to existing and rising sub-regional challenges. It serves as the principal Headquarters mechanism for UN inter-agency regional coordination and information sharing with the relevant UN regional and country presences. It regularly shares and reviews information on the political, security, humanitarian, human rights developments in the sub-region in line with the mandate of UNOCA. It also supports the identification of national and regional-level capacity gaps and immediate action to be undertaken across the UN system to fill gaps and operational constraints in UN response, and proposes immediate remedial actions. The ITF has covered issues such as the situation in Cameroon, Chad, Republic of the Congo, Gabon, Sao Tome, and Principe.

ITFs should be used to resolve policy differences between UN entities, ensure information-sharing between missions and UNCTs, and consult thematic entities as needed. ITFs are established and chaired by lead departments on behalf of the UN system and include representatives of all relevant UN entities, including DPPA (incl. PBSO), DPO, DOS, OHCHR, and DSS as well as UNSDG members based on the "2+4" formula. Field presences should also be represented. Integrated task forces meet at the director or principal level as needed.

In non-mission settings, inter-agency task forces (IATF) are the main coordination forum.

Establishing an Integrated Task Force

A new ITF may be triggered in a variety of ways. As soon as an integrated presence is being considered, or when a decision is made by the Security Council or the Secretary-General to begin planning for a new field mission, or when there is a shift in lead department (for example from DPPA to DPO or vice versa), the designated lead department(s) must establish a new ITF. ITFs can also be established for countries without a mission – these are referred to as inter-agency task forces (IATFs).

Joint Field Structures

UN field presences have standing coordination bodies that bring together the mission and the UNCT to provide strategic direction, planning oversight, information-sharing, analysis, coordination, and monitoring in support of the UN's peace consolidation efforts. The field-based integrated field coordination structures also serve as partners to Headquarters-based integrated structures, in particular the ITFs. The senior leadership forum includes the key in-country decision-makers such as the S/ERSG, DSRSGs, civilian chief of staff, HoM components, and Heads of relevant UN Agencies, Funds, and Programmes. External partners are invited to participate when appropriate. The joint analytical and planning capacity disseminates assessments and analyses and develops, updates, and monitors integrated planning frameworks. All entities that are part of the integrated presence should either be represented in or seek to otherwise contribute to the joint analytical and planning capacity.

Integrated Monitoring and Reporting/Evaluation

From the start, integrated strategic frameworks must include a monitoring and reporting/evaluation mechanism, including measurable and meaningful benchmarks and indicators. Other existing monitoring and reporting/evaluation frameworks may be used where relevant. The joint analytical and planning capacity tracks progress and reports to the senior UN leadership forum and, through this forum, to Headquarters on progress towards common objectives agreed to and articulated in the mission concept and integrated strategic frameworks. When appropriate, it provides recommendations for changes in strategy or objectives based on this analysis. Progress against the UN priorities outlined in integrated plans must be reflected in the regular reports of the entities engaged in the implementation of these plans. This includes reports of the Secretary-General to the Security Council and other reporting mechanisms.

Why is this important to you?

Your office may be involved in analysis of the mission's monitoring and reporting products and subsequent reporting and, when necessary, strategy adjustments.

Mission Start-Up

Given the number of actors involved in a mission start-up, once a decision is made to establish a mission, communications among the Secretariat's substantive, support and security elements and with UN offices, Agencies, Funds, and Programmes is crucial to the start-up process and coordination mechanisms must be established as early as possible. The mission leadership, in consultation with all members of the ITF, work closely together during the identification of substantive and support staffing requirements and the capacity development needs that are specific to the mandate and context. The recruitment and establishment of substantive elements and logistical services, systems, and supports are based on the integrated assessments outlined earlier, including the mission concept.

Peacekeeping Operations

If the assessments indicate a UN peacekeeping operation is the most appropriate step to take, the UN Security Council can formally authorize a peacekeeping operation by adopting a resolution. The resolution sets out the operation's mandate and size and details the tasks it will be

responsible for performing. The budget and resources are then subject to General Assembly approval. The Secretary-General normally appoints a HoM (usually a special representative or sometimes a Force Commander) to direct the peacekeeping operation. The HoM reports to the Secretary-General. The Secretary-General also appoints a peacekeeping operation's Force Commander and Police Commissioner (where relevant), and senior civilian staff. DPO and DOS support the mission leadership with the recruitment of staff for the civilian and uniformed component especially at start-up phase of a peacekeeping operation.

In the meantime, the HoM, DPO, and DOS lead the planning for the political, military, police operational and support (i.e., logistics and administration) aspects of the peacekeeping operation. The planning phase usually involves the establishment of a Headquarters-based joint working group or integrated mission task force, with participation of all relevant UN departments, Agencies, Funds, and Programmes. Deployment of an operation then proceeds, taking into account the security and political conditions on the ground. It often starts with an advance team to establish mission Headquarters and leads to a gradual build-up to encompass all components and regions, as required by the mandate.

Special Political Missions

The establishment of a SPM is guided by the DPPA special political missions start-up guide (2021). This guide covers all Cluster I and Cluster III DPPA-led field-based SPMs. A separate standard operating procedure (SOP) on the start-up of a UN Security Council sanctions regime is available for start-ups of new Security Council sanctions regimes, committees, and panels/groups of experts. Such mechanisms represent a majority of the Cluster II SPMs.

The decision to establish a SPM is based on an integrated assessment. The decision also includes determining what kind of mission will best meet the needs of the specific given context. In most cases, SPMs are established by a decision of the Security Council. Some SPMs are established by a decision of the General Assembly (e.g., currently the Office of the Special Envoy for Myanmar). In some cases, such as the appointment of special envoys or advisers, or personal representatives of the Secretary-General, the establishment of a SPM can be based on an exchange of letters between the Secretary-General and the President of the Security Council. Although planning for a new mission needs to start well in advance of such a decision, many essential start-up tasks can only begin or be finalized once a mission is mandated (or the Secretary-General's intention to establish a mission is acknowledged by the Security Council). Relevant DPPA desk officers will follow and engage in the decision-making processes with UN system entities, UNCTs, Member States, and DPPA-OUSG, informing the integrated task force, as appropriate.

Depending on the nature of the mission, a special representative of the Secretary-General (SRSG), a special envoy, or a special coordinator will serve as the HoM. In most SPMs, the presence of the HoM is critical to the start-up of mission activities as he/she defines the strategic orientation of the mission. The HoM works with the UNCT through the RC, who is responsible for the planning and coordination of UN development operations. In some instances, the HoM can be an Executive Representative of the Secretary-General (ERSG), who also functions as the RC, as previously seen in Sierra Leone/UNIPSIL.

Support Operations Planning

Integrated support planning is regulated by binding frameworks or mechanisms. The key guiding document in this regard is the framework MOU on cooperation and collaboration in respect of support services. Planning for integrated support should happen as early as possible in the integrated planning process to allow for maximum consideration of integrated support before support elements of individual UN entities are locked into place. Logistical and support aspects to plan for include the mission security, buildings and facilities and related infrastructure, IT systems, equipment and service contracts, power and water, basic medical supports, transportation, catering, administrative services, records management, mail, and custodial services.

Based on the mission concept, the Operational Planning Service of DOS/DSA will lead the development of a mission support concept (MSC). The MSC outlines how mission support (supply chain, service delivery, and operational resource management) will be delivered and administered. A MSC is necessary for all UN missions, including those with a small footprint, to define the most appropriate support arrangements, including through third-party service provisions. The identified support requirements, planning assumptions, and parameters will help define the most effective support approach and inform the mission support staffing and operational costs. It also forms the basis for the development of the detailed mission support plan (MSP) once the MSC is handed over to the mission.

Mission Transitions

The withdrawal of a peacekeeping operation or special political mission represents a significant transition in the UN presence, and is an opportunity for the strategic repositioning of the entire UN system in a country or region.

UN peacekeeping operations and special political missions are effective tools to promote and sustain international peace and security, but they are often intended as a temporary response. Transitions occur for a number of different reasons and may involve drawdowns and significant reconfigurations of the UN presence and its mandate within the country, such as shifting from peacekeeping to a special political mission or to a non-mission setting. Transitions are usually a result of progress towards peace and require strong partnerships with the host government, regional and subregional organizations. The last several decades have seen a wide variety of UN mission transitions mandated and overseen by the UN Security Council.

It has been recommended that Security Council mandates for peacekeeping operations should contain the elements of their exit strategy from the outset and be part of a shared and long-term political strategy. The integrated assessment provides a foundation for transitions in the mission's mandate, including drawdown or withdrawal. Early and integrated transition planning needs to be incorporated from the very outset of the deployment of a mission. All assessment and planning processes need to take into account the roles and capacities of UN and non-UN partners in broader peacebuilding and development efforts in view of the eventual transition. The use of benchmarks provides 'signposts' that help in measuring progress and increasing objectivity in decision-making related to the pace of mission drawdown and withdrawal.

The policy on UN transitions in the context of mission drawdown or withdrawal provides strategic guidance to Headquarters' offices and field presences on how to plan and manage the transition of UN operations where a peacekeeping or special political mission is deployed and the UN presence is preparing for, or involved in, a significant drawdown or withdrawal of the mission. To ensure sustainability of transition processes, transition planning needs to reflect national priorities,

peacebuilding and/or development plans. Where separate transition planning instruments are introduced, alignment with existing UN planning tools, such as the ISF, mission concepts, and the results-based budgets must be ensured. Equally, all component level planning must be informed by the integrated transition plans or other UN-wide or mission-wide plans and strategic decisions on the overall UN engagement in a country.

Read the un policy on UN transitions in the context of mission drawdown or withdrawal here

Mission Liquidation

Field missions should always be prepared to liquidate on short notice. A decision to abruptly discontinue a field entity mandate is not without precedent, and field entities have been thrown into some degree of disarray as they rush to prepare liquidation plans. A mission closure can be a complex, high-volume, and time-sensitive activity. As a result, a shorter closure period intensifies the activities and requires the field entity and all stakeholders to plan and diligently work together. As each mission is unique in its scope and activities, each closure will differ. However, there are good practices developed by previous mission closings to refer to. The guide for senior leadership on field entity closure advocates four phases for field entity closure, in the following sequential order.

Pre-Closure	Starts when there is a strong indication that the mission will close, usually when there is a proposed reduction in the size, scope, or mandate of the field entity
Mandate Completion	Starts when the mission receives formal notification of the end of its mandate
Liquidation	The post-mandate period when mission undertakes activities necessary for closure
Post-Liquidation	The period after the mission has closed its presence and Headquarters, the UN Global Service Centre (UNGSC) and the Regional Service Centre in Entebbe (RSCE) or Kuwait Joint Support Office (KJSO) action finalization of transactions and reports

In all of these phases, early communication and collaboration is key with the national government, Headquarters, the Heads of all mission components, partner organizations, the UNCT, UN Global Services, and the Regional Service Centre.

Read the guide for senior leadership on field entity closure here

2.5.2 Delegation of Authority

The Secretary-General holds the primary authority and accountability for the administration of the UN staff regulations and rules and the financial regulations and rules. In 2019, a new management paradigm was initiated by the Secretary-General to enable the UN to confront global challenges and remain relevant in a fast-changing world. One of the central goals of the reform is to empower managers across the Secretariat, both at Headquarters and in the field. This is intended to better align responsibility for achieving designated objectives, authority to allocate staffing and financial resources in pursuit of these objectives, and accountability for both the use of those resources and the results. The reform includes direct delegation of the Secretary-General's authority to assign resources (including both financial and human resources) to heads of missions to enable them to better implement their responsibilities and allow for effective mandate delivery. Heads of missions can then further delegate their authority.

Within entities, the Heads of the entity can sub-delegate specific authorities to their staff to ensure the most effective and responsible use of the resources to deliver their mandates. Sub-delegations may be in the areas of human resources, property management, certifying and approving authority, finance and budget, procurement, and petty cash management. All delegations of authority are made formally through a dedicated online portal. To monitor the exercise of delegated authority, an accountability framework has also been established. Built on the principles of results-based management, it enables Heads of entities to demonstrate that they are exercising their delegated authority in a transparent, responsible, and accountable manner. The framework also allows DMPSC to monitor the system globally and to ensure consistent measurement across the Secretariat and, together with DOS, to support managers in the exercise of their authority. The Business Transformation and Accountability Division provides leadership in enabling delegation of authority and the accountability framework.

Read the accountability framework progress report here

2.5.3 Conduct and Discipline

The UN is committed to ensuring the highest standards of conduct, professionalism, and accountability of all its personnel deployed globally. DMSPC is responsible for enforcing UN policies on conduct in peacekeeping operations and special political missions. In this regard, DMSPC works closely with the DPO and the DPPA. The conduct and discipline function for all field missions is overseen by the USG for Management Strategy, Policy, and Compliance. The UN Standards of Conduct apply to all categories of personnel deployed in UN missions and are based on three key principles.

1	Highest standards of efficiency, competence, and integrity
2	Zero-tolerance policy on all forms of misconduct, including sexual exploitation and abuse
3	Accountability of those in command and/or leadership who fail to enforce the standards of conduct

UN Standards of Conduct

The standards of conduct and integrity required of all categories of personnel serving in missions are similar. They are derived from principles established in article 101, paragraph three, of the UN Charter, which requires the highest standards of integrity of UN officials. Some definitions and standards, however, may vary from one category of personnel to another.

All UN officials, otherwise known as staff members, are governed by the standards of conduct set out in the UN staff regulations, rules, and other administrative issuances. UNVs have specific conditions of service. Members of military contingents are governed by the standards of conduct including in memorandum of understanding signed by troop-contributing countries, while individual military and police personnel, members of FPUs, and some other government provided personnel are deployed with the status of experts on mission and individually sign an undertaking upon commencement of service with the UN through which they agree to be bound by the provisions contained in the undertaking. Individual UN consultants and contractors sign contracts containing provisions on the obligation to respect the UN standards of conduct.

Specific provisions on sexual exploitation and abuse, using the exact language contained in the Secretary-General's bulletin on ppecial measures for protection from sexual exploitation and abuse (ST/SGB/2003/13), have been included in documents containing the standards of conduct made applicable to all personnel serving in field missions.

Read the Secretary-Generals bulletin on special measures for protection from sexual exploitation and abuse here

Violations of the UN standards of conduct encompass several forms of misconduct, from breaches of UN Standards of Conduct specific to the UN to violations of local laws. In the most serious instances, misconduct also includes violations of criminal laws. Individuals can be held accountable for violations of the UN Standards of Conduct, including local laws, through administrative, disciplinary, or criminal accountability measures, depending on the nature of the violations, with such measures being taken by the UN or member states contributing personnel, depending on personnel involved.

Comprehensive Strategy to Address Misconduct (and SEA) in Field Missions

The UN adopted a three-pronged strategy for addressing misconduct, including sexual exploitation and abuse (SEA): prevention, enforcement and remedial action.

Prevention	Ensures that misconduct does not occur or can be reduced to the extent possible. Prevention includes activities such as raising awareness, including through training and outreach, maintaining conduct and discipline, and adopting preventive measures that relate to the particular circumstances of a field mission.
Enforcement	Encompasses activities associated with actions taken in response to instances of alleged misconduct reported in a field mission, in accordance with applicable procedures. Prompt and consistent enforcement ensures that the UN standards of conduct are respected and that individuals who fail to do so are held accountable, including for possible criminal acts.
Remedial Action	Applies in instances involving sexual exploitation and abuse and concerns the implementation of the UN Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by UN Staff and Related Personnel.

The UN has implemented structural changes and put in place measures and initiatives to prevent sexual exploitation and abuse and to improve the Organization's response to allegations and ensure that victims of sexual exploitation and abuse receive appropriate assistance and support in a timely manner.

A Special Coordinator on improving the UN response to sexual exploitation and abuse has the mandate to organize, unify, and prioritize the UN system-wide measures for prevention and response. Efforts are underway to ensure coherence and harmonization among UN entities, and building on work done to date, gaps are being addressing by robust, new measures to implement the Secretary-General's zero-tolerance policy.

Policy on Accountability for Conduct and Discipline in Field Missions

The policy on accountability for conduct and discipline in field missions sets out the framework in place to ensure accountability for conduct and discipline of all personnel serving in peacekeeping and special political missions. It details responsibilities and accountabilities for the individual serving

in a field mission, the UN, its management, and its Member States in addressing matters of conduct and discipline of all UN personnel serving in field missions. The policy describes the support to be provided to that effect and outlines the roles and responsibilities of each component tasked with conduct and discipline of all personnel in field missions, both in those field missions and at Headquarters.

Read the policy on accountability for conduct and discipline in field missions here

Conduct and Discipline Teams

Conduct and Discipline Teams (CDTs) or Conduct and Discipline Focal Points in field missions act as principal advisers to Heads of Mission on conduct and discipline issues involving all categories of UN personnel. They address all forms of misconduct by personnel, including acts of sexual exploitation and abuse. The HoM is responsible for awareness raising, training, and engaging with managers and commanders in order to have measures in place to prevent and respond to misconduct, and to uphold the highest standards of conduct and to implement the zero-tolerance policy on misconduct, including sexual exploitation and abuse.

2.5.4 Security Management

Given the nature of the work and the challenging security environment in which the UN operates, a strong leadership and coordination mechanism is vital to enabling safe programme delivery. Strategic and operational planning, trained capacity, monitoring and analysis, rapid decision-making systems, and coordination and communication at all levels are critical elements of security management.

UN Security Management System

The goal of the UN security management system (UNSMS) is to provide a coordinated approach to security and enable the conduct of UN activities while ensuring the safety, security, and well-being of UN personnel, premises, and assets. The UNSMS covers all UN departments and offices; UN Agencies, Funds, and Programmes; and four international organizations, the Asian Development Bank (ADB), European Bank of Reconstruction and Development (EBRD), International Criminal Court (ICC), and International Organization for Migration (IOM); that have signed a memorandum of understanding with the UN, represented by the Department of Safety and Security (UNDSS).

Safety and Security in Missions Protection of UN Premises in the Field

UNDSS coordinates safety and security in the field, analyses threat and risks, and advises on physical security. While the primary responsibility for the security and protection of UN personnel in the field rests with the host government, UNDSS leads host government security collaboration for the UNSMS and reinforces the capacity of the host government to fulfil these obligations. This means that UNDSS liaises with host government police, military and foreign ministries (or similar) to facilitate cooperation and adherence to requirements, and to ensure security support is provided to UN personnel on the ground in times of crisis. UNDSS coordinates all necessary requirements to enable personnel to deliver the UN mandate safely, including training, programme assessments in support

of the Security Risk Management (SRM) process, budget preparation, and security logistic. When security-related crises occur, UNDSS leads and coordinates crisis response and other emergency operational support, including 24/7 communications and monitoring, surge response, deployment of critical incident stress counsellors and support to the UN Operations and Crisis Centre (UNOCC).

Specialized Services

Aviation is critical to the continuity and safe delivery of UN programmes. The Commercial Air Travel Safety Unit (CATSU) provides UN organizations and their staff with policy, guidance, and information on global commercial air operators. CATSU ensures quality, evidence-based information is available to the UN System in deciding the suitability of air operators for UN travel.

The **Communication Centre** (ComsCen) maintains round-the-clock emergency communications at Headquarters with field duty stations on security matters, dispatching official correspondence, and monitoring open media sources to provide timely alerts on evolving security developments that may impact the safety and security of UN personnel worldwide. The ComsCen is located within the UN Operations & Crisis Centre at UN Headquarters.

K-9 Units are of great support in the identification, prevention, and response to threats on the UN premises. This ensures high-level security for UN personnel and visitors. K-9 units are currently in operation in seven locations - New York, Geneva, Nairobi, Vienna, Addis-Ababa, Santiago, and Beirut. The main services provided by the K-9 include, but are not limited to, vehicle searching, bomb sweeps of the premises, and mail screening.

Basic fire prevention principles and guidance on preparation and response have been established by UNSMS in order to minimize the risk from fire to personnel, visitors, assets, and operations worldwide. The Designated Official for safety and security in each UN field locations is responsible for ensuring the establishment, implementation, and annual review of all fire safety plans within his/her area of responsibility.

The **Physical Security Unit** provides expert advice on physical security of UN offices to UNDSS security officials in the field to mitigate against potentially dangerous and high-risk security situations in the many UN premises around the world. While most UN premises are provided by the Member States, the UN uses the Security Risk Management process to determine if additional security measures for premises are required.

Protective Security Services standards and coordination throughout UNSMS are set by the Division of Safety Services (DHSS) within UNDSS. Senior UN Officials may be subject to increased threat and associated risk due to their high visibility, leadership roles, or prior high-level posts, and take guidance from the protective security services.

Threat Analysis expertise is provided by UNDSS to the UNSMS through its Threat and Risk Assessment Service. UNDSS undertakes security threat information analysis such as threat assessments, threat profiles, security threat information alerts and notices, topic assessments, threat advisories and warning, and personal security risk assessments. UNDSS also provides threat assessment briefings.

2.5.5 Enterprise Risk Management

Enterprise Risk Management (ERM) is the process of coordinated activities designed to direct and control with regard to risks. The management of high risks is an inherent part of the daily activities of the UN and EMR is an important managerial tool to enable effective decision making at strategic level. The main components include: 1) establishing the context; 2) considering the risks and objectives; 3) identifying events and conducting risk assessment; 4) responding to the risk-taking internal control actions; and 5) communicating information, including results of assessments and any plans and actions. Under the Secretariat's new decentralized management model, Heads of field entities are responsible for assessing, controlling, and mitigating the risks to their operations. Focal points are appointed by Heads of entities to implement ERM at the entity-level. At Headquarters, the ERM Team in DMSPC is responsible for coordinating the development and continuous improvement of the ERM policy framework, methodology, and tools, and supporting focal points in implementing ERM in field missions. In the field, a risk management and compliance officer are responsible for ensuring that ERM is duly factored in the development of the mission concept, integrated strategic framework or similar planning documents, as well as mission budget proposals. The ERM Team also facilitates the identification of risks that impact the delivery of mission mandates and strategic objectives; acts as principal advisor to senior management on risk management and compliance matters; facilitates the alignment of risk management with internal control measures; and develops cross-cutting risk management, audit response and compliance guidance and training for mission components.

2.5.6 Crisis Management

The UN crisis management policy articulates how UN actors should coordinate efforts to respond collectively to situations that, due to their magnitude, complexity and/or the gravity of their potential consequences, require a UN system-wide coordinated and multi-disciplinary response. Crisis management in the UN is guided through the principles of accountability; field-focus; adaptation to context; inclusiveness; simplicity and predictability; respect for values; standards and principles of the UN Charter; and respect for humanity, independence, impartiality and neutrality of humanitarian action.

Read the UN policy on crisis management here

Accountability, Roles and Responsibilities

The Secretary-General is responsible for ensuring the UN system responds appropriately in crisis situations and for ensuring the effective coordination of UN crisis response at Headquarters and in the field. These responsibilities are typically delegated to a lead coordinating entity at Headquarters and senior leadership in the field. All USGs, including Heads of UN Agencies, Funds, and Programmes, are individually responsible for directing preparedness and response activities within their entities in their mandated areas of responsibility. All UN entities are jointly responsible for the development and implementation of UN-wide crisis response strategies in the field and at Headquarters, including communicating with crisis coordination mechanisms.

Headquarters Crisis Response Coordination

UNOCC in New York monitors and reports on countries that have field missions or other kinds of UN presences. UNOCC issues alerts to senior management on events of significance, such as political disruptions, natural disasters, attacks, and other kinds of violence. Upon a rapid and significant deterioration of a situation or in the event of a sudden onset of a crisis that requires coordination among muliple pillars of the UN, arrangements for accelerated and stream-lined decision-making, operational coordination, information flow, and communications are put in place or strengthened.

When a crisis response is activated, lead coordinating entities or, in exceptional circumstances, the Secretary-General, Deputy Secretary-General or an appointed EOSG representative, establish structures for clear, centralized and joint crisis management at two levels: 1) a leadership-level, cross-pillar decision-making body to serve as a crisis management team (CMT), chaired by a crisis manager; and 2) a working-level, cross-pillar operations coordination body (also refered to as crisis management working group in peackeeping operations and special political missions) led by a crisis coordinator, to support day-to-day operations of the crisis response, including developing policy recommendations, ensuring effective information management and managing common messaging. Crisis response activities in the field are implemented at the lowest effective level of authority, with Headquarters playing a supportive role and unnecessary levels of management being removed.

This brief video goes behind the scenes of the UN Operations and Crisis Centre where alerting the world about emergencies takes priority.

2:56 Minutes

In exceptional circumstances, such as incapacitation of field leadership, or when the scope of the crisis extends beyond the capacity of the UN presence in the field, Headquarters may assume greater crisis management responsibilities until such time as field leadership capacity can be strengthened or reestablished. In the field, the lead coordinating entity is responsible for ensuring the effective coordination of the UN crisis response effort. DPO is the lead coordinating entity in peacekeeping operational settings and DPPA is the lead for areas with special political missions. In non-mission settings, DPPA and the relevant regional UNSDG Chair oversees crisis response coordination as co-leads. Additional guidance is provided for coordination in the UN system-wide crisis management policy.

Implementation, Monitoring and Compliance

EOSG, through UNOCC, is responsible for monitoring and ensuring compliance with the UN crisis management policy and assisting UN entities with implementation. Each UN entity is responsible for ensuring that that its crisis management guidance is harmonized with the policy, including the provision of adequate financial and material resources to facilitate implementation. Each entity is also responsible for ensuring staff are properly informed and trained on the contents of the policy. UNOCC maintains a shared repository of relevant crisis management guidance, and supports the development of training materials, complementary system-wide protocols, SOPs, and checklists to support training and implementation, as well as initiating table top exercises on crisis management. The UNOCC reports annually to the UNOCC client board on system-wide implementation, crisis management activations, crisis management arrangements, as well as highlighting lessons learned, including those based on after action reviews conducted with lead coordinating entities.

2.6 Collaboration in the Field, including UN Presences

The success of UN field missions depends not only on the coordinated efforts of each mission's personnel, but also on effective working relationships with other UN presences as well as national, regional, and international partners.

2.6.1 Resident Coordinators

UN Resident Coordinators (RCs) are the highest-ranking representatives of the UN development system at the country level. They are the designated representatives of – and report to – the Secretary-General. RCs are responsible for leading UNCTs, coordinating UN support to countries in implementing the 2030 Agenda, and ensuring system-wide accountability on the ground for the UN sustainable development coordination framework. They also coordinate UN system-wide support to national governments and facilitate strategic partnerships at the national and sub-national levels. RCs are responsible for fostering an enabling environment inside and outside the UN aimed at facilitating collaboration, knowledge and data gathering, and analysis and sharing practices that underpin dynamic and forward-thinking UN contributions to the country. These draw on the global knowledge and expertise of the entire UN system to benefit the country's access to sustainable development solutions.

RCs play a key leadership role in the cooperation framework, in line with A/RES/72/279 and the management and accountability framework (MAF). The cooperation framework is a compact between the UN and the host government and provides an overarching framework for development results to be delivered collectively and by individual entities. The relationship between the RCs and the UNCTs is managed through the management and accountability framework (MAF).

Read the UN sustainable development cooperation framework here; the management and accountability framework here

The Resident Coordinator System

The Resident Coordinator (RC) system coordinates UN system entities dealing with operational activities for development at the country level, regardless of the nature of their presence in the country. The system focuses on advancing sustainable development in alignment with the 2030 agenda. It is comprised of RCs, RC offices, and UNCTs, including non-resident agencies. The RC system is coordinated and managed by the Development Coordination Office (DCO). DCO provides substantive guidance and support to RCs and UNCTs, in addition to daily backstopping to RC offices on the ground. DCO provides troubleshooting, quality assurance, managerial and oversight functions, and dispute resolution services in close cooperation with the relevant regional teams of the UN sustainable development group. Its activities are advanced through UNSDG collective ownership.

UN Country Teams

UN Country Teams (UNCT) encompass all UN system entities carrying out operational activities in development, emergency, recovery, and transition in programme countries. It is the main mechanism in-country for inter-agency coordination and decision-making whose primary purpose is for individual agencies to plan and work together, as part of the RC system, to ensure the delivery of tangible results in support of the development agenda of the government. The UNCT is a source of extensive knowledge on the host country and the conflict situation and helps identify and build relationships with national partners and ensures that peacebuilding activities are carried into the development phase. Each UNCT, with support from the RC, agrees on the specific parameters of UNCT working arrangements, including the establishment of coordination mechanisms that report to the UNCT, such as UN SDG cooperation framework results groups, operational management team and communications group and other mechanisms. Missions and the UNCT engage in joint planning and, depending on the context, are likely to have joint projects in key areas linked to the mission's mandate, for example a peacekeeping operation working with the UNCT on a DDR programme.

2.6.2 Joint UNDP-DPPA Programme

The Joint UNDP-DPPA programme on building national capacities for conflict prevention is a signature cross-pillar initiative that aims to enhance UN support to national stakeholders on conflict prevention and sustaining peace. The programme is engaged in more than 80 countries, assisting national stakeholders, RCs, and UNCTs to strengthen existing and emerging national and local capacities for conflict prevention to address and fundamentally transform the underlying causes of conflict. The joint programme is set up to provide peace and development expertise, advice, and accompaniment to RCs, UNCTs, and national partners through the deployment of PDAs, national PDAs, and similar interim/surge capacities. It also facilitates peer-to-peer exchanges, joint learning and training on issues related to conflict prevention to PDAs and RCs; enables innovative and context-specific conflict prevention and peacebuilding initiatives on the ground, through seed funding and technical advice; supports analysis, joint assessments, and conflict-sensitive UN country strategies and planning processes such as the CCA and cooperation frameworks; and ensures gender-sensitive conflict analysis. The joint programme is jointly managed by UNDP and DPPA and relies on a joint secretariat hosted by PMD-DPPA and the Crisis Bureau in UNDP. It is supported by six regional programme specialists deployed in Amman, Addis, Bangkok, Dakar, Istanbul, and Panama.

The Joint UNDP-DPPA Programme on building national capacities for conflict prevention website
https://dppa.un.org/en/peace-and-development-advisors-joint-undp-dppa-programme-building-national-capacities-conflict

Peace and Development Advisors

Peace and Development Advisors (PDAs) are at the forefront of the joint programme's efforts to empower national stakeholders and strengthen mechanisms and capacities for inclusive dialogue, social cohesion, reconciliation, and national peace architectures. PDAs support the UN system to effectively identify entry points for prevention and to adapt action and respond to complex political situations appropriately. Through a unique skillset that bridges political and development, PDAs have supported national stakeholders on a wide array of thematic issues. They have accompanied key preventive diplomacy initiatives and social cohesion efforts in countries such as Guinea, Guyana, the Maldives, and Moldova; supported reconciliation initiatives in Bosnia and Herzegovina, El Salvador, and Sri Lanka; helped to strengthen national peace architectures in Nigeria, Uganda, and Zimbabwe; and supported dialogue and mediation efforts around land conflicts in Liberia and the Solomon Islands.

In addition to country-specific PDAs, several PDAs are deployed to support multiple countries in one region, such as the Caribbean. Since the joint programme's start in 2004, the cadre of PDAs has grown significantly, reflecting the increasing need for conflict prevention, and recognizing the value of embedding capacities for conflict analysis, conflict sensitive programming, and strategic leadership on prevention within UNCTs. More recently, the joint programme has recruited an increasing number of national peace and development officers to work alongside international PDAs, bringing in crucial local knowledge and expertise.

The establishment of such peace and development teams (PDTs) has reinforced capacity in RC offices and UNCTs and contributes to developing a talent pool of professionals who could be identified for future PDA deployments. Twenty PDT teams have been established so far, which also benefit from specialized capacities from partners such as UN Volunteers, the Folke Bernadotte Academy, and the Swiss expert pool for civilian peacebuilding. As of 2021, there are 108 international and national PDA positions established in RC offices, based in 65 countries. PDAs are recognized as joint assets benefitting RCs, DPPA, UNDP, and the wider UNCT. They have a primary reporting line to the RC and secondary reporting line to UN resident representative and DPPA-DPO regional divisions at HQ.

2.6.4 National, Regional and International Partners

UN personnel deployed to UN missions and in non-mission settings are expected to work with national partners ranging from State actors such as host governments, ministries, national military and local police; and non-State actors such as civil society, non-governmental organizations and the private sector; as well as regional and sub-regional organizations and international partners.

National Partners

While coordination within the field missions and integration with other UN agencies is necessary to the success of a mission, the host government is by far the most important non-UN actor with whom a country-specific mission collaborates. It has the most at stake. Interactions between the UN peacekeeping or a country-specific special political mission and the host government occur on many levels from high-level political discussions between the SRSG or a special envoy and the President or Prime Minister, to the frequent interaction between mission support personnel and their national counterparts (e.g., to obtain and secure UN offices, or to facilitate logistics support to the mission components). UN personnel deployed in country-specific missions generally work with and through national governmental authorities to assist with organizing elections, reduce the risks of landmines and explosive remnants of war, improve weapons and ammunition management practices, or develop programmes for the disarmament, demobilization, and reintegration of ex-combatants.

The UN country-specific mission's interaction with the host population is not solely conducted through the national government. Direct and continuous contact is essential with political parties and faction leaders. Regular dialogue is maintained with religious leaders, women and student associations, academics, professional organizations, and many other elements of the national civil society, which are central to rebuilding of the respective country. It is through these contacts that mission personnel can understand the society in which they are working and support them in ensuring the sustainability of the peace. Dialogue with civil society actors and political parties is an important element to maintaining impartiality and ensuring national ownership of peace processes.

Regional and International Partners

Cooperation with regional and international organizations has long been a touchstone of the work of the UN, as recognized in Chapter VIII of the UN Charter and numerous resolutions of the General Assembly and the Security Council. UN partnerships and cooperation with international and regional organizations have expanded greatly in recent years. Regional and sub-regional organizations may have comparative advantages such as historical, cultural, political, and economic knowledge of the region, long established political connections as well as the will and the ability to deploy quickly into countries within their region, and operational capabilities that are acclimatized to the environment and climate. Multilateral organizations from outside the region may also bring important resources to bear including, in some cases, authorizing missions that provide practical support and signal a commitment to the achievement of peace and security objectives.

Some examples of collaboration with regional and international organizations include the UN and the AU working together in a hybrid UN-AU mission in Darfur and the support of the then Office of the Special Envoy for Sudan and South Sudan to the AU-led post-secession negotiation between Sudan and South Sudan.

Other examples of regional and international partners:

UN support to the AU Mission in Somalia; UN coordination with the Intergovernmental Authority on Development (IGAD) in Somalia, Sudan, and South Sudan; the close engagement of UNOWAS with ECOWAS and the UN peacekeeping missions that took over from ECOWAS in Mali, Liberia, and Sierra Leone; UNOCA's close collaboration with Economic Community of Central African States (ECCAS) as well as UN peacekeeping missions working in parallel with EU training missions in Mali and the Central African Republic; UN handover of court cases to the EU Specialist Chambers in Kosovo and the UN working alongside the NATO in Kosovo, Afghanistan, and Iraq, and alongside the Organization for Security and Cooperation in Europe (OSCE) in Kosovo and Ukraine.

The UN also undertakes cooperation aimed at enhancing aspects of peacekeeping, including training and implementation of the women, peace and security agenda, with the Collective Security Treaty Organization (CSTO), the Association of Southeast Asian Nations (ASEAN) and NATO, among others. International NGOs also work with UN missions; OXFAM, Save the Children, Médecins Sans Frontières (MSF) and Concern are just some examples among many. At times, missions work directly with some of these groups as implementation partners for [in full] QIPs or initiatives under community violence reduction (CVR) programmes, which can take the form of small infrastructure rehabilitation projects or short-term employment activities.

Module complete: congratulations you have completed module two. Now take the module two assessment by logging into Inspira by clicking here. The assessment code is "LMS-6802-1".

Module Three

The Larger Picture at Headquarters

This module provides an overview of the various components at Headquarters supporting Members States through major programmes on international peace and security.

The module includes information on the following topics:

- The main bodies and committees involved in peace and security
- Financing and budgeting for peace and security
- Secretariat collaboration at Headquarters
- Partnerships with UN Agencies, Funds, and Programmes
- Collaborative mechanisms at Headquarters

3.1 The Main UN Bodies involved in Peace and Security

Based on the principles of the UN Charter and the mandates of the Security Council and General Assembly, the UN supports Member States through major programmes on international peace and security. Through its political affairs, peacebuilding and peacekeeping programmes, the UN assists in the prevention, management, and peaceful resolution of conflicts. In partnership with national stakeholders, regional organizations, and contributors, the Organization also helps foster international peace and security by a variety of other means.

3.1.1 General Assembly

The General Assembly is the main deliberative and policymaking organ of the UN. Comprised of representatives from all 193 Member States of the UN, it provides a unique forum for multilateral discussion on the full spectrum of international issues covered by the Charter. Each Member State has one vote in the General Assembly. Decisions on significant issues, such as questions on peace and security, admission of new members, and budgetary matters, require a two-thirds majority. Lesser matters require a simple majority.

The General Assembly meets annually, a new session starting with high level meetings in September of each year. Emergency special sessions can also be convened within 24 hours if there is a lack of unanimity of the permanent members of Security Council on issues relating to international peace and security.

The UN General Assembly website
https://www.un.org/en/ga/

There are six main Committees of the General Assembly. Each committee deals with a particular substantive topic and is allocated agenda items by the General Assembly according to the topic. The Main Committees consist of all Member States and report directly to the General Assembly plenary. The committees are described below.

First Committee - Disarmament and International Security

The First Committee deals with disarmament, global challenges, and threats to peace that affect the international community. It seeks out solutions to the challenges in the international security regime and considers all disarmament and international security matters within the scope of the Charter or relating to the powers and functions of any other organ of the UN. In its role, it also considers the general principles of cooperation in the maintenance of international peace and security, as well as principles governing disarmament and the regulation of armaments, and promotion of cooperative arrangements and measures aimed at strengthening stability through lower levels of armaments.

Second Committee - Economic and Financial

The Second Committee deals with issues relating to economic growth and development, including macroeconomic policy questions on financing for development, sustainable development, human settlements, globalization and interdependence, eradication of poverty, operational activities for development, agriculture, food security and nutrition, information and communications technologies for development, and global partnerships. It also considers issues relating to groups of countries in special situations, such as the permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources.

Third Committee - Social, Humanitarian and Cultural

The Third Committee considers agenda items relating to a range of social, humanitarian affairs, and human rights issues that affect people all over the world. It includes reviewing reports of the special procedures of the Human Rights Council (HRC). The Committee also discusses questions relating to the advancement of women, the protection of children, indigenous issues, the treatment of refugees, the promotion of fundamental freedoms through the elimination of racism and racial discrimination, and the right to self-determination. The Committee also addresses important social development questions such as issues related to youth, family, aging, persons with disabilities, crime prevention, criminal justice, and international drug control.

Fourth Committee - Special Political and Decolonization

The Fourth Committee considers a broad range of issues covering a cluster of five decolonization-related agenda items. Its responsibilities include the comprehensive review of the question of peacekeeping operations as well as the comprehensive review of special political missions. The Committee also considers the effects of atomic radiation, questions relating to information, the UN Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA), the Report of the Special Committee on Israeli Practices, and International cooperation in the peaceful uses of outer space. In addition to these annual items, the Committee also considers the items on Assistance in Mine Action and University for Peace biennially and triennially respectively.

Special Committee on Peacekeeping Operations | C-34

The Special Committee on Peacekeeping (C-34) was established by the General Assembly in 1965 through A/RES/2005 as a specialized body of the Fourth Committee with the mandate to review

all issues relating to peacekeeping. The name "C-34" was coined in 1989 when there were 34 Member States participating. Since then, membership has expanded to reflect the evolution of peacekeeping and the broadening pool of troop and police contributing countries (T/PCCs). It is currently made up of 154 Member States, most of which are past or current contributors to peacekeeping operations. In addition, there are currently 9 observers, including several Member States and intergovernmental organizations, such as the African Union (AU), European Union (EU), International Organization of la Francophonie (OIF), and the Organization of Islamic Cooperation (OIC). Bringing together T/PCCs, leading financial contributors, and other stakeholders, the C-34 plays an important role in providing guidance and direction to strengthen peacekeeping. The C-34 meets annually for its substantive session, which usually takes place in late February and early March. The session provides a forum for Member States with a stake in peacekeeping to review progress and key developments, discuss concerns and reforms, and propose recommendations. The meetings include a general debate, as well as briefings with DPO, DPPA, DOS, and others.

DPET of DPO acts as the C-34 focal point for the Secretariat and coordinates the preparation of the annual Secretary-General's progress report. It also organizes the informal briefing, facilitates communication between the C-34 and the Secretariat on substantive issues, and prepares the Special Committee's annual field visit to peacekeeping operations. Before each substantive session, the Secretary-General reports on progress made in peacekeeping through the "Report of the Secretary-General on the Implementation of Recommendations of the Special Committee on Peacekeeping Operations". The C-34 works through consensus to draft the substantive report, which includes recommendations to the Security Council, Member States, and other stakeholders. It also provides important advice and direction to the Secretariat on Member State priorities, policy initiatives, and areas of particular interest or concern. Its addendum also responds to each of the recommendations in the C-34's report. Ahead of the substantive session, the Secretariat, particularly DPO and DOS, provides a series of informal briefings on issues specifically requested by the C-34. During the substantive session, individual Secretariat offices are often invited to provide additional information to the C-34.

The Fifth Committee is responsible for administration and budgetary matters and can be read about in Module 3-Section 3.2.

Sixth Committee - Legal

The Sixth Committee is the primary forum for the consideration of legal questions in the General Assembly. It meets every year for six weeks in parallel with the General Assembly's annual session, with its work beginning after the general debate and finishing by mid-November. Common agenda items assigned by the General Assembly include the promotion of justice and international law, accountability and internal UN justice matters, drug control, crime prevention, and combating international terrorism. The Committee also hears the annual reports of its reporting bodies and considers requests for observer status in the General Assembly. The Committee has universal membership, as such, all UN Member States are entitled to representation in its proceedings. Non-member states with observer status may also attend and participate in the discussions of the Committee.

The General Assembly committees' website
https://www.un.org/en/ga/maincommittees/index.shtml

3.1.2 Security Council

The UN Charter gives the Security Council primary responsibility for maintaining international peace and security. All members of the UN agree to accept and carry out the decisions of the Security Council. While other UN organs make recommendations to Member States, only the Security Council has the power to make decisions that Member States are obligated to implement under the Charter.

There are four purposes of the Security Council: 1) to maintain international peace and security; 2) to develop friendly relations among nations; 3) to cooperate in solving international problems and in promoting respect for human rights; and 4) to be a centre for harmonizing the actions of nations.

The Security Council consists of ten elected members, and five permanent members - China, the United States, France, the United Kingdom and the Russian Federation. There must always be a sitting representative from each of the elected and permanent members so that the Security Council can meet when the need arises. Each Security Council member has one vote. The five permanent members have veto power against any resolution. The Security Council also takes the lead in determining the existence of a threat to the peace or act of aggression. It calls upon the parties to a dispute to settle it by peaceful means and recommends methods of adjustment or terms of settlement. In some cases, the Security Council can resort to imposing sanctions or even authorize the use of force to maintain or restore international peace and security.

The Security Council website
https://www.un.org/securitycouncil/

Maintaining Peace and Security

When a complaint concerning a threat to peace is brought before the Council, its first action is usually to recommend that the parties try to reach an agreement by peaceful means. The Council may also set forth principles for such an agreement; in some cases undertake investigation and mediation; dispatch a mission; appoint special envoys; or request the Secretary-General to use his good offices to achieve a pacific settlement of the dispute. When a dispute leads to hostilities, the Council's primary concern is to bring them to an end as soon as possible. In that case, the Council may issue ceasefire directives that can help prevent an escalation of the conflict; dispatch military observers or a peacekeeping force to help reduce tensions; separate opposing forces; and establish calm in which peaceful settlements may be sought. Beyond this, the Council may opt for enforcement measures, including economic sanctions, arms embargoes, financial penalties and restrictions, and travel bans; severance of diplomatic relations; blockade; or even collective military action.

The Security Council is also responsible for recommending the admission of new Members; exercising the trusteeship functions of the UN in "strategic areas"; recommending to the General Assembly the appointment of the Secretary-General; and, together with the Assembly, electing the judges of the International Court of Justice.

Security Council Sanctions Measures

Under Chapter VII of the UN Charter, in cases when peace has been threatened and diplomatic efforts have failed, the Security Council may resort to mandatory sanctions to apply pressure on a State or entity without resorting to the use of force. The universal character of the UN makes it an especially appropriate body to establish and monitor such measures. The range of sanctions has included comprehensive economic and trade sanctions and/or more targeted measures such as arms embargoes, travel bans, financial, or diplomatic restrictions. Since 1966, the Security Council has to date established some 30 sanctions regimes in total with regards to: Southern Rhodesia, South Africa, the Former Yugoslavia (2), Haiti, Angola, Liberia (3), Eritrea/Ethiopia, Rwanda, Sierra Leone, Côte d'Ivoire, Iran, Somalia, ISIL (Da'esh) and Al-Qaida, Iraq (2), DRC, Sudan, Lebanon, DPRK, Libya (2), the Taliban, Guinea-Bissau, CAR, Yemen, South Sudan, and Mali. Each regime is administered by a sanctions committee chaired most often by a non-permanent member of the Security Council.

Sanctions Committees

Security Council Sanctions Committees are established for the purpose of implementing and administering sanctions regimes. They are made up of the 15 members of the Security Council and have the responsibility to oversee sanctions enforcement and report back to the Council. The Committees are most often chaired by non-permanent members of the Council. On a case-by-case basis, the Committees may be supported by expert groups (Panels of Experts) to implement their mandate to monitor, promote and facilitate the implementation of measures imposed in a Security Council resolution. In addition to providing Secretariat support to sanctions committees, SCAD of DPPA is responsible for recruiting, managing and supporting the panels of experts. They act under the direction of the sanctions committees to gather, examine and analyse information from States, relevant UN bodies, and other interested parties on particular incidents of non-compliance. Panels of experts may also support other Committee efforts, including outreach to Member States on issues regarding sanctions implementation, monitoring of sanctions implementation, and analysis of trends and best practices regarding sanctions enforcement.

Read more about sanctions committees in the Fact Sheets and Subsidiary Organs here

De-Listing

Individuals and entities designated by the ISIL (Da'esh) and Al-Qaida Sanctions Committee may apply to an independent and impartial Ombudsperson for substantive review of their designation. The ombudsperson is appointed by the Secretary General pursuant to S/RES/1904 and the ombudsperson's mandate is set out in Annex II of S/RES/2368. Upon accepting a petition for delisting, the ombudsperson gathers information and interacts with the petitioner before presenting her or his observations and analysis to the Committee, together with a recommendation on whether the listing should remain in place. Other designated individuals and entities can submit their requests through the focal point for de-listing established pursuant to

S/RES/1730. The focal point will acknowledge receipt of the request and inform the petitioner on procedure, forward the request to the State(s) that originally proposed listing as well as with the States of citizenship and residence, forward to the relevant committee for its consideration the reviewing States' recommendation, and then inform the petitioner of the outcome of the de-listing procedure.

Security Council Committees

Under article 29 of the UN Charter, the Security Council may establish such subsidiary organs as it deems necessary for the performance of its functions. The following such subsidiary organs have been established to address issues relating to the maintenance of international peace and security.

Counter-Terrorism Committee

The Counter-Terrorism Committee (CTC) was established in 2001 by S/RES/1373, which was unanimously adopted by the Security Council in the wake of the 11 September 2001 terrorist attacks in the United States. The Committee is comprised of the 15 members of the Security Council and is tasked with monitoring Members States' implementation of measures outlined in resolution 1373. These measures, and those in S/RES/1624, call on Member States to prohibit by law acts of terrorism; enhance legal and institutional abilities to counter terrorist activities at home, in their regions and around the world; and become parties to relevant international counter-terrorism legal instruments, denying safe haven and continuing efforts to enhance dialogue and broaden understanding among their citizenry. The Counter-Terrorism Committee Executive Directorate (CTED) was established to assist the work of the CTC and coordinate the process of monitoring the implementation of resolution 1373. It carries out the policy decisions of the Committee, conducts assessments of Member States, and facilitates counter-terrorism technical assistance to countries. Three sub-committees to the CTC ensure the assessment and analysis of Member States implementation of resolutions 1373 and 1624 are conducted thoroughly and with consistency, transparency, and even-handedness.

The counter-terrorism committee website
https://www.un.org/sc/ctc/

The 1540 Committee on Non-Proliferation

In 2004, the Security Council established the 1540 Committee to oversee the implementation of S/RES/1540, a measure aimed at preventing non-state actors from developing, acquiring, manufacturing, possessing, transporting, transferring, or using nuclear, chemical or biological weapons and their means of delivery. The Committee is supported by a group of experts. The Committee originally had a two-year mandate which the Security Council has extended through a series of subsequent Security Council resolutions. The Committee is tasked with raising awareness of the resolution and its requirements, facilitating technical assistance, including by engaging actively in matching offers and requests for assistance, therefore enhancing its clearinghouse functions. The Committee is also mandated to enhance cooperation with relevant international organizations, refine its outreach, and institute transparency measures. Additionally, the Committee is responsible for conducting comprehensive reviews every five years on the status of implementation of resolution 1540. As with the other Committees, the Non-

Proliferation Committee is comprised of 15 members of the Security Council. DPPA provides support to the Committee, where appropriate.

The 1540 committee on non-proliferation website
https://www.un.org/en/sc/1540/

UN Military Staff Committee

As defined in article 47 of the Charter, the mandate of the Military Staff Committee (MSC) is to advise and assist the Security Council on all questions relating to the Security Council's military requirements for the maintenance of international peace and security, the employment and command of forces placed at its disposal, the regulation of armaments, and possible disarmament. The role of the MSC has evolved significantly since its inception, when it was originally envisioned as a global defence department, to become an advisory-only committee in respect to the work of the Security Council. The MSC is the longest standing subsidiary body of the Security Council, also serving as a cadre of Military Advisors to their government's diplomats and is comprised of the 15 members of the Security Council.

The UN military staff committee website
https://www.un.org/securitycouncil/subsidiary/msc

Security Council Working Groups and Ad-Hoc Bodies

The following working groups and ad-hoc bodies have also been established by the Security Council to address issues relating to the maintenance of international peace and security.

Working Group on Peacekeeping Operations

The Security Council Working Group on Peacekeeping Operations serves the purpose of strengthening cooperation and consultation with troop and police contributing countries (T/PCCs). Made up of the 15 members of the Security Council, the working group addresses both generic peacekeeping issues relevant to the responsibilities of the Security Council, and also technical aspects of individual peacekeeping operations, without prejudice to the competence of the Special Committee on Peacekeeping Operations (C-34). The working group was established pursuant to a Security Council decision in 2001 at the Council's 4270th meeting. The commitment was reiterated in S/RES/2086, which recognized the need for triangular cooperation between the Security Council, the troop- and police-contributing countries (T/PCC's), and the Secretariat in areas where military contingents and police components undertake early peacebuilding tasks. The resolution encourages active participation of all stakeholders in open and more frequent consultation processes with a view to improving the delivery of peacebuilding tasks in the field. These meetings and processes complement the private and public meetings between the Security Council and Member States.

The working group on peacekeeping website
https://www.un.org/securitycouncil/subsidiary/wgpko

Working Group on Children and Armed Conflict

The working group on Children and Armed Conflict was established by S/RES/1612 in 2005 to address issues related to children in armed conflict situations. It is mandated to review reports on violations against children affected by armed conflict committed by parties that are listed in the annexes to the Secretary-General's report on children and armed conflict, to review progress in the development and implementation of the national action plans on children and armed conflict, and to consider other relevant information presented to it. The working group also makes recommendations to the Council on possible measures to promote the protection of children affected by armed conflict and addresses requests, as appropriate, to other UN bodies for action to support resolution 1612 in their respective mandates. The working group consists of the 15 members of the Security Council. The working group also regularly receives updates from the field through quarterly global horizontal notes which are presented through the UN Children's Fund (UNICEF). In addition to an annual report, the working group produces 'conclusions of the security council working group on children and armed conflict' which includes recommendations to parties to conflict, Member States, the UN system, and donors.

The working group on children and armed conflict website
https://www.un.org/securitycouncil/subsidiary/wgcaac

Ad-Hoc Working Group on Conflict Prevention and Resolution in Africa

The Ad-Hoc Working Group on Conflict Prevention and Resolution in Africa was formed in recognition of the need for adequate measures to prevent and resolve conflicts in Africa. The mandate of the working group is to monitor implementation of recommendations contained in the President of the Security Council's Statement of 31 January 2002; propose recommendations on the enhancement of cooperation between the Security Council and the ECOSOC as well as with other UN agencies dealing with Africa; to examine, in particular, regional and cross-conflict issues that affect the Council's work on African conflict prevention and resolution; and, to propose recommendations to the Security Council to enhance cooperation in conflict prevention and resolution, between the UN and regional and sub-regional organizations.

The ad-hoc working group on conflict prevention and resolution in Africa website
https://www.un.org/securitycouncil/subsidiary/africa-ad-hoc-wg

3.1.3 UN Human Rights Council

The Human Rights Council (HRC) was created by the General Assembly in 2006 to serve as an inter-governmental body with the responsibility of strengthening the promotion and protection of human rights around the globe. The HRC is tasked with addressing situations of human rights violations and making recommendations on them. The HRC work is guided by the package on HRC institution-building which outlines its principles and objectives, and provides direction on reviews, documentation, outcomes, procedures, and HRC composition. The HRC is made up of UN Member States which are elected by the UN General Assembly. The HRC has the ability to discuss all thematic human rights issues and situations that require its attention throughout the year and meets at the Headquarters in Geneva.

The UN human Rights Council website
https://www.ohchr.org/en/hrbodies/hrc/pages/home.aspx

3.1.4 The Economic and Social Council

The UN Charter established the Economic and Social Council (ECOSOC) in 1945 as one of the six main organs of the UN. ECOSOC is the principal body for coordination, policy review, policy dialogue, and recommendations on economic, social, and environmental issues, and on implementation of internationally agreed upon development goals. It serves as the central mechanism for the activities of the UN system and its specialized agencies and supervises the subsidiary and expert bodies in the economic, social, and environmental fields. ECOSOC also receives and considers the annual report from the UN Sustainable Development Group (UNSDG) on the operational, administrative, and financing aspects of the activities of the UN Development Coordination Office (DCO). DCO has managerial and oversight functions of the new UN RC system, as well as responsibility for responding to heightened needs and demands of UNCTs and the UNSDG. ECOSOC's 54 member governments are elected by the General Assembly for overlapping three-year terms. Seats on the Council are allotted based on geographical representation.

The ECOSOC website
https://www.un.org/ecosoc/en/home

Read the report of the Chair of the UNSDG here

3.1.5 The Trusteeship Council

In setting up an international trusteeship system, the Charter established the Trusteeship Council as one of the main organs of the UN and assigned to it the task of supervising the administration of trust territories placed under the trusteeship system. The main goals of the trusteeship system are to promote the advancement of the inhabitants of trust territories and their progressive development towards self-government or independence from colonization. The original aims of the trusteeship system have been fulfilled to the extent that all trust territories have attained self-government or independence, either as separate States or by joining neighbouring independent countries. The Council's responsibilities include examining and discussing reports from the administering authority on the political, economic, social, and educational advancement of the peoples of trust territories and, in consultation with the administering authority, to examine petitions from and undertake periodic and other special missions to trust territories. The Trusteeship Council is made up of the five permanent members of the Security Council - China, France, the Russian Federation, the United Kingdom and the United States.

The Trusteeship Council website
https://www.un.org/en/sections/about-un/trusteeship-council/

3.1.6 Peacebuilding Commission

The Peacebuilding Commission (PBC) is an intergovernmental advisory body that was established by the Security Council and General Assembly in 2005 to support peace efforts in conflict affected countries. It was developed as part of the reform process in recognition of the lack of mechanisms supporting countries during the transition from war to lasting peace. The PBC is composed of 31 Member States, elected from the General Assembly, the Security Council, and the Economic and Social Council. The top financial contributing countries and the top troop contributing countries (TCC) to the UN system are also members. Additionally, PBC engages in advocacy, international awareness raising, and promoting an integrated, strategic, and coherent approach to peacebuilding.

The Commission is supported by PBSO and works with all the principal organs and relevant entities and actors within and outside of the UN to provide recommendations and information to improve coordination; to develop and share good practices in peacebuilding, including on institution-building; and to ensure predictable financing to peacebuilding.

The mandated functions of the Peacebuilding Commission

Bring together all relevant actors and stakeholders in order to marshal resources, and to both advise on and propose integrated strategies for post-conflict peacebuilding and recovery;

Focus on the reconstruction and institution-building efforts necessary for recovery from conflict, and support the development of integrated strategies to lay the foundation for sustainable development;

Provide recommendations and information to improve the coordination of all relevant actors within and outside the UN, to develop best practices, to help ensure predictable financing for early recovery activities, and to extend the period of attention given by the international community to post-conflict recovery.

PBC's annual session facilitates interaction and engagement among relevant stakeholders in New York, field missions, and Member States. As the key UN advisory organ on peacebuilding, this engagement strengthens the relevance and coherence of the work of the Commission.

The Peacebuilding Commission website
https://www.un.org/peacebuilding/commission

3.2 Financing and Budgets

The General Assembly is responsible for considering and approving the financial and budgetary arrangements of the UN Organization. The expenses of the Organization are the collective responsibility of all Member States, as apportioned by the General Assembly. The following two Committees provide the Assembly with specific administrative and financial reporting and advice.

3.2.1 Fifth Committee | Administrative and Budgetary

The Fifth Committee is the General Assembly committee with responsibilities for administration and budgetary matters. Based on the reports of the Fifth Committee, the General Assembly considers and approves the budget of the Organization. The Assembly also considers and approves financial and budgetary arrangements with specialized agencies and makes recommendations to the agencies concerned. The Committee conducts reviews on the administrative and financial functioning of the UN and improving the overall financial situation, the pattern of UN conferences, the UN Joint Pension System (UNJSPF), the administration of justice at the Organization, and the administrative and budgetary coordination of the UN with the specialized agencies, and the International Atomic Energy Agency. The scope of issues considered by the Committee is enormous, ranging from reports of Board of Auditors, overseeing the UN's expenses and human resource management, to financing UN peacekeeping operations. The Committee meets during the main part of the General Assembly session (September to December) and in a resumed session in March due to heavy workload. The Committee holds a second resumed session in May to deal with administrative and budgetary aspects of UN peacekeeping operations in practice with A/RES/49/233.

The Fifth Committee website
https://www.un.org/en/ga/fifth/index.shtml

The Advisory Committee on Administrative and Budgetary Questions

The Advisory Committee on Administrative and Budgetary Questions (ACABQ) is a subsidiary organ of the General Assembly and consists of 16 members appointed by the General Assembly on the recommendation of the Fifth Committee. Appointments are for three years and are based on broad geographical representation, qualifications, and experience. Its members serve in a personal capacity and not as representatives of the Member States. The programme of work of the ACABQ is determined by General Assembly and other legislative committees to which the Committee reports. ACABQ examines and reports on the annual budget submitted by the Secretary-General to the General Assembly; advises the General Assembly concerning any administrative and budgetary matters referred to it; examines on behalf of the General Assembly the administrative budgets of the specialised agencies and proposals for financial arrangements with such agencies; and considers the report to the General Assembly on the auditors' reports on the account of the UN and of the specialized agencies. The Fifth Committee may accept, curtail or reject the recommendations of the ACABQ.

The ACABQ website
https://www.un.org/ga/acabq/node/114

3.3 Collaboration with Secretariat Departments at Headquarters

One of the main UN organs, the Secretariat serves as the administrative arm. It is comprised of the Secretary-General, some 38,000 UN staff in multiple locations, and is organized along departmental lines, with each department or office having a distinct area of action and responsibility. Offices and departments within the Secretariat coordinate with each other to ensure cohesion as they carry out the day-to-day work of the Organization in offices and duty stations around the world. This section includes those parts of the Secretariat that work in collaboration with the Peace and Security Pillar.

The Secretary-General is the head of the Secretariat and serves as the chief administrative officer of the UN, in accordance with Article 97 of the UN Charter. The Secretary-General's responsibilities include attending sessions of the General Assembly and Security Council, consulting with world leaders, government officials, issuing the annual report on the work of the UN, and making use of the good offices to prevent international disputes from arising, escalating or spreading. Under Article 99 of the UN Charter, the Secretary-General may bring to the attention of the Security Council any matter which in their opionion may threaten the maintenance of internatoinal security.

3.3.1 The Executive Office of the Secretary-General

The Executive Office of the Secretary-General (EOSG) was originally established in 1946 shortly after the first UN Secretary-General took office. The function of EOSG is to assist the Secretary-General with the affairs of the members and organs of the UN and with specialized agencies and non-governmental organizations, as well as to assist with policy and coordination of the Secretariat. EOSG works with partners from across the UN system, supporting lead departments to strengthen UN analysis and planning with the aim of ensuring a coherent, responsive and tailored approach in maintaining international peace and security. EOSG manages the Secretary-General's peace and development trust fund, which includes the peace and security sub-fund aimed at financing projects

and activities related to the maintenance of international security. There is a broad variety of project focus areas, including capacity development, training of trainers, rapid response, emergency and crisis management, safety and security of peacekeeping operations, and supporting regional activities on counter terrorism and preventing violent extremism. EOSG is comprised of the Deputy Secretary-General, the Senior Management Group, the Office of the Spokesperson for the Secretary-General, the Office of the ASG for Strategic Coordination, the Strategic Planning and Monitoring Unit, the Political Unit, and the Rule of Law Unit in addition to units on communications, travel, disability, reforms, and climate action. The EOSG works with leaders from the Secretariat and regional commissions, field operations, UN Agencies, Funds, and Programmes, UNCTs, and other UN entities.

3.3.2 Department of Management Strategy, Policy and Compliance

The Department of Management Strategy, Policy, and Compliance (DMSPC) was developed as part of the Secretary-General's reforms on management and launched in January 2019 to provide strategic policy leadership in all areas of management. It supports the UN drive for organizational excellence through innovation, accountability, and solutions. There are three interlinked pillars: the programme planning, finance, and budget pillar provides strategic policy leadership in all areas of management; the human resources pillar drives a result-orientated and risk-aware culture of continuous learning and accountability; and the business transformation and accountability pillar establishes a culture in which innovation of business models can thrive throughout the secretariat, with a focus on field activities. The three pillars ensure responsible oversight for inter-governmental and inter-agency relations; internal administration of justice; communications and outreach on all management-related topics and initiatives; programme planning, finance, and budget; human resources; business transformation and accountability; Umoja; and information and communications technology.

The DMSPC website
https://www.un.org/management/

Conduct and Discipline Service

The Conduct and Discipline Service (CDS) is part of DMSPC and provides overall direction for conduct and discipline issues. It maintains global oversight on the state of conduct and discipline for all categories of UN personnel across the UN Secretariat, including all personnel deployed in field operations. In this regard, DMSPC and CDS work closely with the DPO, DPPA, and DOS. Functions include developing strategies and monitoring tools and leading the development of conduct and discipline policies, procedures, and guidelines and the identification of best practices to facilitate compliance with conduct and discipline standards. CDS implements a three-pronged comprehensive strategy (prevention, enforcement, and remedial action) to address conduct and discipline issues, including sexual exploitation and abuse and also develops related training programmes, in consultation with Integrated Training Service (ITS). CDS contributes to reports on conduct and discipline issues related to UN personnel to intergovernmental and expert bodies, including the General Assembly, the Fourth, Fifth, and Sixth Committees, ACABQ and other policymaking organs.

Read the special measures for protection from sexual exploitation and abuse report here

To read about conduct and discipline in the field, go to Module 2-Section 2.5.3

3.3.3 Department of Safety and Security

The UN Department of Safety and Security (UNDSS) was formally established in 2005 and is responsible for providing leadership, operational support, and oversight to the UN Security Management System (UNSMS) to enable the safest and most efficient conduct of the programmes and activities of the UN system. UNDSS promotes the Organization's security culture in which security management aims to enable UN operations and programmes, even in high-risk locations, while noting the duty of care and the need to protect UN personnel. UNDSS also chairs the inter-agency security management network (IASMN); is responsible for developing security policies, practices and procedures for the UN system-wide; and coordinates with the UN system-wide on implementation, compliance, and support for security aspects of their activities. Through the USG for Safety and Security, DSS provides advice to the Secretary-General on all matters related to security and safety of the UN system. On the ground, UNDSS coordinates all necessary requirements to enable personnel to deliver the UN mandate safely, be it about training, programme assessments in support of the security risk management (SRM) process, budget preparation, or security logistic.

The UNDSS website
https://www.un.org/undss/

To read about UN security in the field, go to Module 2-Section 2.5.4

3.3.4 Development Coordination Office

The UN Development Coordination Office (DCO) serves as the secretariat for the UN Sustainable Development Group (UNSDG) at the regional and global levels, and includes Agencies, Funds, and Programmes working on development. The UNSDG meets twice a year under the chairing of the Deputy-Secretary-General, who represents the Secretary-General, and the vice-chairing of the UNDP administrator. At the global level, UNSDG serves as a high-level forum for joint policy formation and decision making, and guides, supports, tracks, and oversees the coordination in development operations in over 160 countries and territories. DCO also coordinates and manages the RC system, providing substantive guidance and support to RCs and UNCTs, and provides troubleshooting, quality assurance, and dispute resolution services.

The DCO website
https://unsdg.un.org/about/development-coordination-office

To read about RCs and UNCTs, go to Module 2-Section 2.6.1

3.3.5 Office of the UN High Commissioner for Human Rights

The Office of the UN High Commissioner for Human Rights (OHCHR) is the principal UN office mandated to promote and protect human rights for all people. OHCHR also plays a crucial role in safeguarding the integrity of the three interconnected pillars of UN peace and security, human rights, and development. The office provides assistance in the form of technical expertise and capacity development in order to support the implementation of international human rights standards on the ground. It speaks out objectively on human rights violations and assists governments, which bear the primary responsibility for the protection of human rights, to fulfil their obligations and supports individuals to claim their rights. OHCHR engages with DPO and DPPA across a range of human rights-

related issues in non-mission settings and throughout the life of a mission, from its start-up, through transitions, and eventually drawdown. It supports the human rights components of UN peacekeeping operations and special political missions through providing strategic planning, policy and expert advice, technical assistance, and operational support and it deploys Human Rights Advisers to work with UNCTs. OHCHR has its Headquarters in Geneva and New York.

The UN OHCHR website
https://www.ohchr.org/EN/pages/home.aspx

3.3.6 Office for the Coordination of Humanitarian Affairs

The Office for the Coordination of Humanitarian Affairs (OCHA), with its partners, contributes to humanitarian response with coordination, advocacy, policy, information management, and humanitarian financing tools and services. OCHA's country and regional offices are responsible for delivering the core functions in the field by leveraging expertise throughout the organization. OCHA's public and private advocacy raises awareness of forgotten crises, promotes respect for international humanitarian law (IHL), brings the voices of crisis-affected people to the forefront, and helps people obtain access to humanitarian assistance. Protection of civilians is a key concern in most humanitarian crises and central to the humanitarian response. At Headquarters, OCHA works closely with and is a member of the global protection cluster, supports the development of inter-agency policy and guidance, contributes to building inter-agency capacity on protection, and advocates for the integration of protection into the work of other clusters. OCHA also works with DPO to promote effective cooperation on protection where UN peacekeeping operations are deployed.

The UN OCHA website
https://www.unocha.org/

3.3.7 UN Office of Counter-Terrorism

The UN Office of Counter-Terrorism (UNOCT) was established in 2017 and has five main functions: (1) provide leadership on the General Assembly counter-terrorism mandates entrusted to the Secretary-General from across the UN system; (2) enhance coordination and coherence across the 38 counter-terrorism implementation task force entities to ensure the balanced implementation of the four pillars of the UN global counter-terrorism strategy; (3) strengthen the delivery of UN counter-terrorism capacity-building assistance to Member States; (4) improve visibility, advocacy and resource mobilization for UN counter-terrorism efforts; and (5) ensure that due priority is given to counterterrorism across the UN system and that the important work on preventing violent extremism is firmly rooted in the Strategy.

The UN Counter-Terrorism Centre was established in 2011 and promotes international counter-terrorism cooperation and supports Member States in the implementation of the global counter-terrorism strategy. The Centre is part of UNOCT and maintains a list of counter-terrorism advisors and provides capacity building assistance to Member States, UN peacekeeping operations, special political missions, and UNCTs.

UNOCT works in close collaboration with the Security Council subsidiary bodies mandated to enhance the capacity of Member States to prevent and respond to terrorist acts.

The UNOCT Website
https://www.un.org/counterterrorism/

3.3.8 Office of the Special Representative of the Secretary-General for Children and Armed Conflict

The Office of the Special Representative of the Secretary-General for Children and Armed Conflict (OSRSG-CAAC) is the UN advocate for the protection and well-being of children affected by armed conflict. The Special Representative of the Secretary-General (SRSG) convenes the UN system on child protection. OSRSG-CAAC focuses its advocacy efforts in a number of key priority areas, including the delivery of comprehensive and long-term reintegration assistance for children; rights of internally displaced children; rights of children involved with justice systems as victims and/or perpetrators; and protection of children from recruitment and use in hostilities. The SRSG reports annually to the General Assembly, HRC, Security Council, and relevant Member States to maintain a sense of urgency and secure political and diplomatic engagement with key decision makers. The SRSG's annual report includes a list of state and non-state actors that have committed the six grave violations committed against children, which are monitored through a monitoring and reporting mechanism (MRM) and are "triggers for listing" countries and parties who fail to protect children.

OSRSG-CAAC website
https://childrenandarmedconflict.un.org/

Read the children and armed conflict report of the Secretary-General here

3.3.9 Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

The Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC) was established by S/RES/1888 and is one in a series of resolutions which recognized the detrimental impact that sexual violence in conflict has on communities and acknowledged that this crime undermines efforts to ensure peace and security and rebuild societies. OSRSG-SVC works with a team of experts on the rule of law and sexual violence in conflict which focuses its efforts on strengthening the capacity of national rule of law and justice actors, including in the specialized areas of criminal investigation and prosecution; collection and preservation of evidence; military justice system investigation and prosecution; criminal and procedural law reform; and protection of victims, witnesses, and justice officials. The SRSG-SVC provides strategic leadership and serves as the UN spokesperson and political advocate on conflict-related sexual violence. Additionally, the SRSG-SVC chairs the UN action against sexual violence in conflict, a network which unites the work of 15 UN entities with the goal of ending sexual violence during and in the wake of conflict.

The OSRSG-SVC website
https://www.un.org/sexualviolenceinconflict/

Read the conflict-related sexual violence report of the Secretary-General here

3.3.10 Office on Genocide Prevention and the Responsibility to Protect

The Office on Genocide Prevention and the Responsibility to Protect supports two special advisers who report directly to the Secretary-General. The special advisors work together to advance national and international efforts to protect populations from genocide, war crimes, ethnic cleansing, and crimes against humanity (atrocity crimes), as well as their incitement. They have two distinct and complimentary mandates, as noted in the box below. In support of their mandates, the office collects information, conducts assessments of situations worldwide, and alerts the Secretary-General and relevant actors to the risk of atrocity crimes, as well as their incitement.

Mandate of the Special Adviser on the Prevention of Genocide: to raise awareness of the causes and dynamics of genocide, alert relevant actors of the risk of genocide, and advocate and mobilize appropriate action.

Mandate of the Special Adviser on the Responsibility to Protect: to lead the conceptual, political, institutional, and operational development of the 'Responsibility to Protect'.

The Office also undertakes training and technical assistance to promote greater understanding of the causes and dynamics of atrocity crimes and of measures that could be taken to prevent them; raise awareness among States and other actors on their responsibility to protect; and enhance the capacity of Member States, regional and sub-regional organizations and civil society to prevent atrocity crimes and develop effective means of response when they occur. Both special advisers share a common methodology for early warning, assessment, convening, learning and advocacy, and share a common office and staff in New York.

Office on Genocide Prevention and the Responsibility to Protect website
https://www.un.org/en/genocideprevention/

Read the responsibility to protect report of the Secretary-General here

3.3.11 Office of the Secretary-General's Envoy on Youth

The Secretary-General's Envoy on Youth serves as a global advocate for addressing the needs and rights of young people, as well as for bringing the UN closer to them. The envoy's office is part of the UN Secretariat and supports multi-stakeholder partnerships related to the UN system-wide action plan on youth and to youth volunteer initiatives. The office also promotes the empowerment and fosters the leadership of youth at the national, regional, and global levels, including through exploring and encouraging mechanisms for young people's participation in the work of the UN and in political and economic processes, with a special focus on the most marginalized and vulnerable youth. The envoy on youth is mandated with the task of bringing the voices of young people to the UN system. Moreover, the envoy on youth also works with different UN agencies, governments, civil society, academia, and media stakeholders towards enhancing, empowering, and strengthening the position of young people within and outside of the UN system.

The Office of the Secretary-General's Envoy on Youth website
https://www.un.org/youthenvoy/

Read the UN youth strategy 2030 here

3.3.12 Department of Global Communications

The Department of Global Communications (DGC) is the public voice of the UN. Its mission is to communicate the ideas and work of the UN to the world, to interact and partner with diverse audiences, and to build support for peace, development, and human rights. With offices in 60 countries and capabilities of communicating in 80 languages, DGC disseminates objective and trusted information to millions, allowing its partners and stakeholders, including the public, civil society, the private sector, and Member States, to engage in the work of the UN. DGC promotes global awareness and greater understanding of the work of the UN, using various communication tools and platforms, including digital and social media.

DGC manages the main UN website (un.org); coordinates general information about the UN, global issues, observances and campaigns; updates on the work of the main organs; sets the UN's standards for web branding, multilingualism, usability and accessibility for the disabled; and works closely with other departments to establish their web presence.

The Three Divisions of DGC

Strategic Communications Division develops and implements strategies for communicating UN messages on priority issues.

News and Media Division produces multimedia features about the UN and its priorities, including print, audio, television, video, photo, digital, and social media content in the six official UN languages, plus Kiswahili and Portuguese.

Outreach Division engages and educates people and their communities worldwide to encourage support for the ideals and activities of the UN.

The Strategic Communications Division includes the Peace and Security Section which is tasked with promoting the UN's work on preventive diplomacy and mediation, peacekeeping and peacebuilding, disarmament, counterterrorism, and migration. It collaborates with DPO and DPPA and provides support and reinforcement to public information communication components of UN peace operations and special envoys. It develops, executes, and supports related campaigns including service and sacrifice, 70 years of peacekeeping, and A4P.

The UN DGC website
https://www.un.org/en/sections/departments/department-global-communications/

3.3.13 Office of Legal Affairs

The Office of Legal Affairs (OLA) provides centralized legal support and assistance to facilitate the implementation of substantive mandates, protect the legal interests, and minimize the legal liabilities of the UN. The office gives advice to the Secretary-General, the Secretariat and UN organs on a variety of questions relating to the interpretation and application of the UN Charter, legal agreements, UN resolutions, rules and regulations, as well as on general questions of public and private law.

OLA also contributes to the development and codification of international law and international legal orders. Additionally, it registers, publishes, and performs the depositary functions of the Secretary-General in relation to treaties.

The spectrum of OLA support to the UN Secretariat

Advise on the interpretation and implementation of mandates, including application of rules of engagement and other directives on the use of force; legal arrangements with host Governments and contributing Governments, including on privileges and immunities; legal arrangements and cooperation with international organizations and partners, including judicial cooperation with international tribunals; questions to human rights, humanitarian law, and international criminal law; interpretation and application of UN rules, regulations, and policies; commercial procurement activities and other logistical support arrangements; resolution of disputes and claims; implementation and enhancement of UN accountability measures; provide advice on legal aspects of reform initiatives; and represent the Secretary-General and UN interests in the system for the administration of justice.

OLA also provides legal advice and assistance, upon request, to departments at HQ, peacekeeping operations, and special political missions on a wide range of operational and support matters. Requests for legal advice are directed to the Office of the Under-Secretary-General for Legal Affairs. Two teams within OLA - the Office of the Legal Counsel and the General Legal Division - provide advice in relation to legal matters pertaining to peacekeeping operations and special political missions.

The OLA website
https://legal.un.org/ola/default.aspx

3.3.14 UN Office for Disarmament Affairs

The UN Office for Disarmament Affairs (UNODA) is mandated to support multilateral efforts aimed at achieving the ultimate goal of general and complete disarmament under strict and effective international control. UNODA's mandate derives from the priorities established in relevant General Assembly resolutions and decisions of the Security Council, General Assembly, and treaty bodies in the field of disarmament, non-proliferation, and arms control. The Office provides substantive and organizational support to the primary organs of the UN system responsible for deliberation and implementation of disarmament, arms control, and non-proliferation measures, as well as to the negotiation of conventions, treaties, and other instruments; provides substantive support in the area of the disarmament of weapons of mass destruction (nuclear, chemical and biological weapons); and supports and participates in multilateral efforts to strengthen the non-proliferation of weapons of mass destruction (WMD) and small arms and light weapons not considered a WMD. UNODA also provides substantive and organizational support on disarmament matters through the work of the General Assembly and its First Committee, the Disarmament Commission, the Conference on Disarmament, and other bodies. The Office also provides objective, impartial, and up-to-date information on multilateral disarmament issues and activities to Member States, States parties to multilateral agreements, intergovernmental organizations and institutions, departments and agencies of the UN system, resource and educational institutions, civil society, especially NGOs, the media, and general public. UNODA supports the development and implementation of practical disarmament measures after a conflict, such as working with DPO, peacekeeping missions, SPMs, and other partners in disarming and demobilizing former combatants and helping them to reintegrate in civil society.

The UNODA website
https://www.un.org/disarmament/

3.4 Key Agency, Fund and Programme Partners of the Peace and Security Pillar

After the original development of the UN in 1945, various UN Agencies, Funds, and Programmes were established to address different issues of global concern (e.g., development assistance, Palestine refugees, gender, food aid, and the environment). These entities are subordinate to the UN and are controlled by distinct inter-governmental bodies. They derive most of their financial resources from other sources than UN budgets. Given their activities are primarily operational and are carried out at field level, they have needs dictated by an environment quite different from that of Headquarters-centred administrations. The entities listed below are of particular relevance to UN peace and security activities.

3.4.1 UN Development Programme

The UN Development Programme (UNDP) helps in achieving the eradication of poverty and the reduction of inequalities and works to build inclusive, sustainable, and resilient societies. With the goal of sustainable development, the Programme assists countries to develop policies, leadership skills, partnering abilities, institutional capabilities, and resilient economies that can withstand shocks and crises. UNDP's work on conflict prevention, peacebuilding, and responsive institutions is anchored in the Secretary-General's commitment to building peaceful and resilient societies. The Programme helps countries build sustainable pathways to peace, safeguard development gains, and avoid future descents into crisis that are often the results from violence and conflict. UNDP also works towards deepening gains made at the political and diplomatic level by providing strategic analysis, policy, and programme support to the broader UN system and government partners. UNDP's integrator mandate serves both as a foundation for a strong UN development system, and as a key provider of integrated services and platforms in support of a coherent UN system approach.

Below are some examples of UNDP partnerships with UN system entities on peace and security.

Global Focal Point for the Rule of Law

As introduced in Module 1-Section 1.1.1 on OROLSI, the Global Focal Point for the Rule of Law (GFP) is a joint initiative of OROLSI in DPO and UNDP. It implements a business model that provides a united front for overall UN support and facilitating coherent and effective responses to requests for complex and politically nuanced assistance. The overall aim is improving delivery on the ground with a view to preventing the outbreak, escalation, continuation, and reoccurrence of violent conflict. Covering UN peacekeeping operations and special political missions, the arrangement brings together DPO's operational expertise in the police, justice, and corrections areas with UNDP's programming and institution-building skills. It is also able to quickly and strategically draw on the expertise of GFP partners such as UN Women, OHCHR, UNHCR, and UNODC, mobilize donor resources, and increase leverage with national authorities. The GFP arrangement thus acts as a bridge between peacekeeping, development, political, peace sustainment, humanitarian, and other actors, serving as single entry point for system-wide rule of law assistance.

Conflict Prevention, Peacebuilding and Responsive Institutions

To address inequalities and exclusion and prevent future crises, UNDP offers five interconnected services grounded squarely in crisis prevention and social inclusion: conflict prevention and peacebuilding; restoring core government functions; strengthening local governance; preventing violent extremism; and supporting climate security. UNDP ensures coherence for prevention, peacebuilding, and responsive institutions across the UN system through key partnerships, including working with DPPA on the Joint UNDP-DPPA Programme on building national capacities for conflict prevention. The programme deploys PDAs in the offices of RCs and UNCTs in some 65 countries. UNDP also works with DPPA and UNEP to jointly establish the inter-agency UN climate security mechanism (CSM).

To read more about how UNDP collaboration with DPPA and UNEP, go to Module 2-Section 2.3.4

Justice and Security Institutions

UNDP bolsters justice and security institutions with OROLSI of DPO by assisting national authorities to achieve quick wins through immediate restoration of service delivery, while delivering on comprehensive, sector-wide reforms that are inclusive and prioritize national ownership for long-term sustainability. UNDP helps to strengthen technical capacity of judges, prosecutors, lawyers, ministries, civil society, and the police and to orient national policies and approaches on localized needs. Following international norms and standards, UNDP seeks to enhance the effectiveness and legitimacy of security institutions to reduce levels of violence and build community resiliency.

Community Security

UNDP supports community security by working with local officials and individuals to identify both the causes of insecurity and solutions to improve safety. An important component of this work is building capacity of police, strengthening accountable institutions, and advocating for human rights. UNDP helps to establish effective police-community relations to enhance security, trust, and protection of populations, especially women. This includes strengthening police capacities to adopt community-oriented and gender-responsive policing. UNDP also contributes to community security by supporting DDR activities. With DPO, UNDP co-chairs the UN Inter-Agency Working Group on DDR (IAWG-DDR). As part of these efforts to increase safety and security, UNDP works closely with many UN partners, including UNPOL, UN Office on Drugs and Crime (UNODC), DPO, and UN Women.

Governance

UNDP assists governments across a variety of contexts to enhance inclusive political processes and institutions. Some of UNDP's key engagements include civic engagement and electoral cycle support in close cooperation with DPPA. UNDP promotes credible and inclusive elections at all levels by supporting national efforts for legal reform; establishing independent management bodies; planning, monitoring, and budgeting; supporting voter and civic education; coordinating electoral assistance; promoting women's participation as voters and candidates; encouraging the political participation of marginalized groups; and preventing electoral conflict and violence.

The UNDP website
https://www.undp.org/content/undp/en/home.html

3.4.2 UN Women

Established in 2010, UN Women is the UN entity dedicated to gender equality and the empowerment of women and girls. It supports Member States as it sets global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes, and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. War, violent conflict, terrorism, and violent extremism have differential and devastating consequences for women and girls. Against this background, and in response to the 2030 Agenda for Sustainable Development's call to leave no one behind, UN Women works to promote peace by supporting women of all backgrounds and ages to participate in processes to prevent conflict and build and sustain peace. Enhancing women's engagement for sustainable peace requires an integrated approach that simultaneously addresses conflict prevention, resolution, and recovery, while strengthening national accountability and ensuring women's protection from all forms of human rights violations, including sexual and gender-based violence. UN Women works for women, peace and security in more than 50 countries at local, national, and regional levels with a focus on: conflict prevention; peacebuilding and recovery and in support of mediation processes; peacekeeping; ending impunity; countering violent extremism; implementation of National Action Plans; coordination and reporting; engagement with the Security Council; and financing for women's participation, leadership, and empowerment in humanitarian response and peace and security settings.

UN Women collaborates with DPO in several ways, including on training military peacekeepers in the prevention of and response to conflict-related sexual violence in their areas of deployment, and with DPPA to ensure that gender issues are addressed in all peacebuilding efforts.

The UN Women website
https://www.unwomen.org/en

3.4.3 UN Children's Fund

The UN Children's Fund, or UNICEF as it is more commonly known, was originally created in 1946 and has evolved into its current mandate of promoting the rights and wellbeing of every child, regardless of gender, religion, race, or economic background. UNICEF works in 190 countries and territories, with a special focus on the most vulnerable, including victims of war, disasters, extreme poverty, all forms of violence and exploitation, and those with disabilities. UNICEF also responds in emergencies to protect the rights of children. Increasingly, UNICEF's work includes making children a specific priority during all phases of peacemaking, peacekeeping, and peacebuilding and calling for accountability of genocide, war crimes, and crimes against humanity, such as the use of child soldiers. UNICEF advocates for disarmament, demobilization, and reintegration programmes to take the special needs of children into account, particularly in education, vocational training, and psychosocial support. It promotes the equal rights of women and girls and supports their full participation in the political, social, and economic development of their communities, recognizing the positive impact that has on all children. UNICEF works closely with the Special Representative of the Secretary-General on Children and Armed Conflict on a range of peace and security issues, including advocacy campaigns to stop the use of child soldiers and advocating issues of children and armed conflict at the Security Council and other intergovernmental fora.

The UNICEF website
https://www.unicef.org/

3.4.4 UN High Commissioner for Refugees

The Office of the UN High Commissioner for Refugees (UNHCR) is dedicated to saving lives, protecting rights, and building a better future for refugees, forcibly displaced communities, and stateless people. It carries out various activities related to assistance, including relief distribution, emergency preparedness, special humanitarian activities, and broader development work, as well as registration, determination of status and issuance of documentation for persons falling under the mandate. UNHCR was created in 1950, during the aftermath of the Second World War, to help millions of Europeans who had fled or lost their homes. Today, with an unprecedented 70.8 million people around the world who have been forced to leave their homes, among them are nearly 25.9 million refugees. The Commission continues to provide international protection and humanitarian assistance and to seek permanent solutions for persons within its core mandate responsibilities. UNHCR's original core mandate covered only refugees, that is, all persons outside their country of origin for reasons of feared persecution, conflict, generalized violence, or other circumstances that have seriously disturbed public order and who, as a result, require international protection. However, over time UNHCR's mandate has been expanded to cover returnees and stateless persons. Although UNHCR does not have a general mandate for internally displaced people, it may be involved in certain circumstances to enhance protection and provide humanitarian assistance.

UNHCR's Headquarters is in Geneva and nearly ninety percent of its staff are located in the field. Working in 134 countries, the largest portion of staff are in countries in Asia and Africa, the continents that both host and generate the most refugees and internally displaced people.

The UNHCR website
https://www.unhcr.org/

3.4.5 UN Office on Drugs and Crime

Established in 1997, the UN Office on Drugs and Crime (UNODC) is mandated to assist Member States in their struggle against illicit drugs, crime, and terrorism. With its Headquarters based in Vienna, UNODC has global programmes and a network of field offices around the world. UNODC helps Member States disrupt threats to peace and security through scientific and forensic support, research, and analysis to enhance understanding and evidence on drugs and crime issues, assisting states in the ratification and implementation of relevant international treaties and development of domestic legislation on drugs, crime, and terrorism. The Office also provides secretariat and substantive services to the treaty-based and governing bodies. One of the main areas of focus is empowering women in law enforcement and justice to which end UNODC has developed a series of resources for gender-sensitive capacity development. This approach recognizes that criminal justice responses must be adapted to how women and men are impacted differently by crimes, and that the participation of women in criminal justice response systems is crucial to ensuring sustainable peace and security. UNODC also provides technical and strategic expertise through the Global Focal Point on the Rule of Law (GFP) for developing joint assessments, country-specific plans and programming, marshalling resources, and focusing attention on rule of law priorities aimed at preventing conflict, providing stability, and sustaining peace over the long term.

The UNODC website
https://www.unodc.org/

3.4.6 World Food Programme

In 2018, the Security Council recognized in S/RES/2417 that armed conflict impacts on food security can be direct (such as displacement from land, livestock grazing areas, and fishing grounds or destruction of food stocks and agricultural assets), or indirect (such as disruptions to food systems and markets, leading to increased food prices or decreased household purchasing power, or decreased access to supplies that are necessary for food preparation, including water and fuel).

The World Food Programme (WFP) delivers food assistance in emergencies and works with communities to improve nutrition and build resilience, often in conflict, post-conflict, or disaster situations. WFP is often first on the scene, providing food assistance to the victims of war, civil conflict, drought, floods, earthquakes, hurricanes, crop failures, and natural disasters. When the emergency subsides, WFP remains on site to help communities rebuild. Two-thirds of WFP's work is in conflict-affected countries where people are three times more likely to be undernourished than those living in countries without conflict. WFP has a policy on peacebuilding which emphasizes the positive contribution that WFP's operations can have on peace.

WFP's Headquarters is in Rome and it has offices in some 80 countries. Working with national governments as its principal partners, WFP also works closely with local and international NGOs, the private sector, and with international agencies and UN agencies, particularly with the UN Food and Agriculture Organization (FAO) and the International Fund for Agricultural Development (IFAD).

The WFP website
https://www.wfp.org/

3.4.7 UN Institute for Training and Research

The UN Institute for Training and Research (UNITAR) provides innovative learning solutions to individuals, organizations, and institutions to enhance global decision-making and support country-level action to shape a better future. Originally created in 1963, UNITAR has delivered a variety of training activities to assist mainly developing countries and other groups and communities who are most vulnerable, including those in conflict situations.

UNITAR supports the establishment of peaceful, just, and inclusive societies by enabling individuals, institutions, and organizations to contribute meaningfully to sustainable peace. The Institute's educational portfolio includes areas such as conflict prevention, negotiation, mediation, and reconciliation, restoration of the rule of law, prevention and elimination of violent extremism, as well as enhancing the peacemaking capacities of youth, women, minorities, indigenous peoples' representatives and others who often face marginalization. Through the specialized Pre-deployment Training and Advisory Team, the UNITAR Division for Peace provides training for military, police and civilians and advisory services to troop and police contributing countries (T/PCCs).

The UNITAR website
https://unitar.org/

3.4.8 UN Office for Project Services

The UN Office for Project Services (UNOPS) plays a critical role in providing management services, including for peace and security contexts. UNOPS services cover infrastructure, procurement, financial management, contract management, human resources, planning and implementation, risk management, and oversite. Since 1997, UNOPS have worked with UNMAS to ensure effective, proactive, and coordinated response to the problems of landmines and explosive remnants of war. The UNOPS Peace and Security Centre (PSC), based at Headquarters in New York, provides expertise in implementing projects in complex environments where security and logistical challenges hamper peace and security, humanitarian, and development activities. The UNOPS Centre is also capable of rapidly deploying personnel to the field through the pre-approved Pool of Experts to fill vacancies.

UNMAS recruits the majority of its field personnel through the UNOPS Pool of Experts.

The UNOPS website
https://www.unops.org/

3.5 Collaborative Mechanisms at Headquarters

This section introduces the various committees, inter-agency working groups, and task forces that work to contribute to maintaining peace and security efforts through collaborative efforts.

High-Level Management Committees

Executive Committee

The UN Executive Committee, established by the Secretary-General in 2017, assists in reaching decisions on issues of strategic consequence that require principal-level attention across the three pillars of UN work (peace and security, development, and human rights), and ensures decisions are informed by relevant deliberations of UN intergovernmental bodies. Chaired by the Secretary-General, the Committee meets weekly and is comprised of the DSG, the Chef de Cabinet, the Senior Advisor on Policy, the USGs for Peace Operations, Political and Peacebuilding Affairs, Operational Support, Management, Economic and Social Affairs, the ASG for Peacebuilding, the Emergency Relief Coordinator, the High Commissioner for Human Rights, the Executive Director for UN Women, and the Chair of the UN Development Group. Other officials are invited as needed.

Deputies Committee

The Deputies Committee addresses the same range of issues as the Executive Committee and is tasked with resolving as many of those issues as possible, leaving the Executive Committee free to address items that require principal-level attention. The Deputies Committee also has responsibility to follow-up, monitor, and report on progress with respect to implementation of decisions taken with the assistance of the Executive Committee, Deputies Committee, regional quarterly reviews, and inter-agency/integrated task forces. Meeting weekly (and as needed), the Deputies Committee is chaired by the ASG for strategic coordination and is comprised of members at the ASG level, mirroring the Executive Committee composition. It holds monthly discussion on prevention, in which it receives inputs from ongoing discussions that take place in the regional monthly risks and that may require senior-level attention. The Committee also holds monthly discussions that includes Agencies, Funds, and Programmes.

Management Committee

Originally established in 2005 as part of broad range management reform initiatives, the Management Committee's role is to provide leadership and strategic direction on internal reform and management-related issues requiring strategic direction from the Secretary-General. It is also tasked with maintaining ongoing dialogue with the Board of Auditors (BOA), the Joint Inspection Unit (JIU), and the Office of Internal Oversight Services (OIOS) and ensuring that their findings and recommendations are effectively fed into the executive management processes, and that accepted recommendations are followed up and implemented in a timely manner. The Committee is chaired by the Chef de Cabinet, on behalf of the Secretary-General, and its members include Under-Secretaries-General and Assistance Secretaries-General, as well as the directors-general of the UN Office at Geneva, the UN Office at Nairobi, and the UN Office at Vienna. The Committee meets monthly.

Standing Principals' Group

The Standing Principals' Group (SPG) is an internal management mechanism to help bring unified leadership on peace and security matters to facilitate a "whole-of-pillar" approach and cross-pillar coherence at Headquarters and in the field. It helps to facilitate coordination, communication and coherence in the implementation of peace and security priorities; support managerial and leadership coherence at Headquarters and in the field; and resolve possible differences on political and operational issues. Chaired by the Secretary-General or the Chef de Cabinet in his absence, members of the SPG include the Chef de Cabinet, the Under-Secretaries-General for Political and Peacebuilding Affairs (DPPA) and for Peace Operations (DPO), as well as the Under-Secretaries-General of the UN Office of Counter-Terrorism (UNOCT) and the UN Office of Disarmament Affairs (UNODA).

The SPG meets in person once every quarter at the level of Principals, and on an ad hoc basis as and when required.

Inter-Agency Working Groups and Task Forces

Integration Working Group

The Integration Working Group (IWG) is a Headquarters mechanism convened by the Executive Office of the Secretary-General (EOSG) to cover UN system-wide integration issues.

Inter-Agency Working Group on Disarmament, Demobilization, and Reintegration

The Inter-Agency Working Group on Disarmament, Demobilization, and Reintegration (IAWG-DDR) was established in 2005 to improve the UN's performance in DDR. It aims to optimize DDR contributions to peacebuilding and recovery, serving as the global networking source for the development of policy and practice. The IAWG-DDR provides direction and guidance to those engaged in preparing, implementing, and supporting disarmament, demobilization, and reintegration programmes. It also serves as the custodian for the global Integrated DDR Standards (IDDRS). The working group is comprised of some 26 UN entities including the World Bank and is co-chaired by DPO and UNDP.

Inter-Agency Security Sector Reform Task Force

The UN Inter-Agency Security Sector Reform Task Force (IASSRTF) was established in 2007 by the Secretary-General as part of a broader effort to promote an integrated, holistic and coherent UN security sector reform (SSR) approach. The task force assists States and societies to establish effective, inclusive, and accountable security institutions. It develops partnerships with regional organizations, manages a roster of SSR experts, and delivers training to UN personnel, external partners, national actors, regional, and sub-regional organizations. The task force provides guidance, undertakes joint SSR assessment missions, and facilitates joint programmes and initiatives in the field. DPO and UNDP co-chair the task force which is comprised of 14 UN entities.

Inter-Agency Group on Mine Action

The Inter-Agency Coordination Group on Mine Action (IACG-MA) is the UN forum for the coordination of mine action policies, strategies and initiatives, and monitoring of the threats posed by landmines and explosive remnants of war (ERW) around the world. It is also responsible for developing of UN positions on issues related to mine action, especially in relation to international normative frameworks. The coordination group advocates for universalization and implementation of international humanitarian and human rights law, highlights the needs and rights of survivors, and urges sustained financial support for mine action. Chaired by the UNMAS, the membership of the IACG-MA is comprised of 12 UN entities, as well as further observers.

Peacebuilding Strategy Group

The Peacebuilding Strategy Group (PSG) is the principal mechanism for UN system-wide coordination on peacebuilding-related strategies. The group reviews, discusses and sets peacebuilding-related priorities and plans across the UN system; develops and coordinates policies, guidance, approaches and activities; ensures that peacebuilding and sustaining peace

remain central to the UN, particularly its prevention agenda; and identifies and addresses gaps in order to advance UN system-wide coherence in support of peacebuilding and sustaining peace. The PSG is chaired by the ASG for Peacebuilding Support. Its membership includes entities from all pillars of the UN system and humanitarian actors as well.

Peacebuilding Contact Group

The Peacebuilding Contact Group (PCG) serves two functions: (1) a system-wide preparatory/working-level mechanism to help prepare principal-level meetings and, as relevant, support the implementation of PSG priorities; and (2) an intra-pillar mechanism chaired by PBSO at the Director level and including relevant representatives from the shared regional structure, PMD, DPET, and OROLSI on the following issues: Peace and Security Pillar-wide coordination on matters pertaining to peacebuilding and sustaining peace at a strategic/policy-level; and collective coordination on peacebuilding related issues, including those where PBSO represents the pillar.

3.6 Regional Commissions

The Regional Commissions are the regional outposts of the UN in their respective regions. They are also an integral part of their regional institutional landscape. Stationed in five regions of the world (Africa, Asia and the Pacific, Latin America and the Caribbean, Europe, and Western Asia), they share key objectives aiming to foster economic integration at the subregional and regional levels; to promote the regional implementation of internationally agreed development goals, including the Sustainable Development Goals (SDGs); and to support regional sustainable development by contributing to bridging economic, social, and environmental gaps among their member countries and subregions. To achieve these objectives, the five Regional Commissions promote multilateral dialogue, knowledge sharing, and networking at the regional level, and work together to promote intra-regional and inter-regional cooperation, both among themselves and through collaboration with other regional organizations.

ECA Africa	**UNESCAP Asia and the Pacific**	**UNECLAC Latin America and the Caribbean**	**UNECE Europe**	**UNESCWA Western Asia**

The Regional Commissions New York Office (RCNYO) is a joint office for policy advice and representation at the global level for the five UN Regional Commissions.

The office provides substantive and representational functions to the global UN intergovernmental bodies, notably the General Assembly and the Economic and Social Council (ECOSOC), in relation to agenda items relevant to the work of the Regional Commissions. The office monitors, analyses, reports, and provides policy recommendations to the Commissions on global substantive deliberations and legislative processes relevant to their programme of work, individually and/or collectively. It also assists in identifying and providing advice on global trends, challenges, and opportunities that have a bearing on the work and positioning of the Regional Commissions.

In addition, RCNYO serves as the focal point for substantive and coordination activities of the five Regional Commissions with UN Departments, Offices, Funds, and Programmes in New York. It represents the Commissions in inter-agency and inter-secretariat meetings to ensure coherent,

efficient, and cost-effective representation of all the Commissions, as well as improved harmonization and cooperation between the Regional Commissions and relevant UN organizations. It provides the Commissions with analysis and synthesis of developments within the global inter-agency machineries, as well as policy recommendations relating to these developments. As part of its outreach role on behalf of the Commissions, the office maintains regular contact with the permanent missions of Member States to the UN, relevant intergovernmental and non-governmental organizations, liaison offices of organizations of the UN system, and the public in New York.

Module complete: congratulations you have completed module three. Now take the module three assessment by logging into Inspira by clicking here. The assessment code is “LMS-6802-1”.

Module Four

Knowledge Sharing, Guidance, Communications and Training

This module provides an overview of the various systems, processes, and services related to organizational knowledge sharing and learning.

The module includes the following topics:

- Organizational learning and guidance development
- Dissemination tools and information security
- Communications tools and guidance
- Training in the field and opportunities at Headquarters

4.1 Organizational Learning and Guidance Development

UN peace and security personnel face steep learning curves, both in the field and at Headquarters on an ongoing basis. DPO and DPPA offices are constantly evolving their approaches to best address changing contexts and complex environments. This section provides information on the various mechanisms, resources, and services available to support organizational learning and guidance.

Evolution of Organizational Learning and Guidance Development

In the early days of peacekeeping and special political missions, there was a lack of common doctrine and guidance for operations in the field and the sharing of experiences across missions was also limited. Recurring problems had to be addressed over and over again and there was a tendency towards "reinventing the wheel" rather than building upon previously developed solutions. This led to inefficient use of time, energy, and resources when performing even common or simple tasks. In response to these challenges, a lessons learned unit was established in 1995 to assist the then DPKO with improving peacekeeping operations by learning from experience. In 2001, the General Assembly agreed to resource a reconfigured lessons-learning and policy capability by establishing the Peacekeeping Best Practices Unit. Today, this section is part of DPET-DPO and is called the Policy and Best Practices Service (PBPS). Furthermore, the Office for the Peacekeeping Strategic Partnership (OPSP) was established through A/RES/67/287 in 2013 as a shared entity, and currently functions under the guidance and directions of the USG-DPO, to whom it reports and makes recommendations to incorporate lessons learned and best practices into peacekeeping operations.

Learning and guidance development in DPPA is under the responsibility of the Guidance and Learning Unit (GLU) within PMD. To improve approaches to learning and evaluation, GLU, with the support of the OUSG of the then DPA, developed the Learning and Evaluation Framework in 2013 as the basis of DPA's collective efforts to learn from its engagements and evaluate its performance for improved efficiency and effectiveness. The Framework formally established a learning and evaluation board which developed annual learning and evaluation plans for yearly learning and evaluation exercises undertaken by DPA. As part of the 2019 reform, the Framework was subsumed into the Peace and Security Guidance Development and Learning Steering Committee (GDLSC), the pillar-wide body established to enable a coherent approach to learning and guidance development.

Peace and Security Pillar

PBPS in DPET-DPO, acts as custodian to the organizational learning system for UN peacekeeping which is managed by the KMG-DPET in DPO. KMG closely collaborates with GLU-PMD in DPPA, as well as DOS, on all learning and guidance development initiatives, including the GDLSC, for which GLU serves as the secretariat.

To read more about KMG-DPET go to Module 1-Section 1.1.1; and to read more about GLU-PMD go to Module 1-Section 1.2.1

Joint System of Guidance Development, Knowledge Management and Organizational Learning

The 2019 reform of the Peace and Security Pillar led DPPA and DPO to harmonize and closely coordinate their systems and approaches for guidance development and organizational learning. The joint DPPA-DPO policy and standard operating procedure (SOP) on guidance development came into effect in January 2020 and its implementation is supported by the pillar-wide Guidance Focal Points Group. A joint policy on knowledge management and organizational learning was promulgated in August 2020 by the USGs of DPO and DPPA.

The organizational learning approach of DPPA and DPO aims to promote an institutional culture that encourages continuous reflection on what works and should be replicated and what requires improvement to become more efficient and effective. The approach encourages honest reflection on failures as an integral part of the learning process. It empowers all personnel to engage proactively in peer-to-peer learning and seeks to incentivize innovation and the use of technology for knowledge-sharing.

The DPPA-DPO joint system maintains strong links with DOS in the coordination of policy issues and guidance development related to peace and security.

Using a variety of organizational learning methodologies and tools (explained in more detail below), lessons learned and best practices are captured and made widely accessible to personnel across peacekeeping operations and special political missions, as well as at Headquarters. The sharing of experiences across missions and the development of consistent guidance and doctrine contributes to a more common understanding and a shared vision among personnel in field missions and at Headquarters.

This sharing is particularly important in field mission contexts where staff turnover is high. At the same time, it is recognized that practices from one field mission context at a particular point in time will not necessarily be applicable in another situation. The complex and evolving nature of many mission tasks indicates that practices that have proven successful should guide thinking and reflection in other similar situations, rather than be copied on a one-to-one basis. Organizational learning initiatives involving the sharing of information and guidance, therefore, need to remain flexible rather than rigid or dogmatic in their approach.

The **Guidance Focal Points Group (GFPG)** consists of staff designated as focal points by their offices to coordinate on policy issues and guidance development related to UN peace and security. Comprised of DPO and DPPA focal points, the GFPG also includes representatives from wider UN system entities, such as DOS, DMSPC, DSS, EOSG, OCHA, and OHCHR. KMG-DPET serves as the GFPG Secretariat.

The Organization aims to apply its knowledge to improve future operations but must continue to do so using innovative and adaptive approaches.

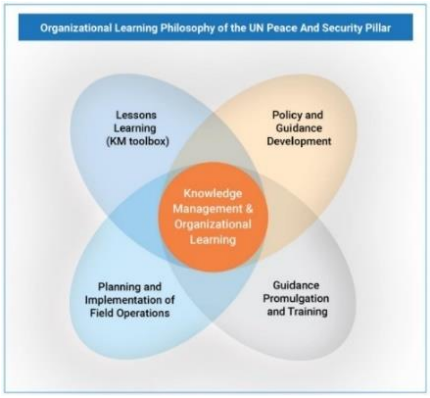
Read the DPPA-DPO policy on knowledge management and organizational learning here

To enquire about the GFPG focal points, email peacekeeping-bestpractices@un.org

Organizational Learning Cycle

The organizational learning philosophy of the Peace and Security Pillar, illustrated in the diagram below, encapsulates the approach that organizational learning is a continuous process. Experiences and learning by personnel in field operations is documented through a variety of knowledge sharing

tools (e.g., lesson learned exercises, compulsory end-of-assignment reports, and after-action reviews).



> "Organizational learning is a continuous process that enhances the organization's collective ability to accept, make sense of, and respond to internal and external change. Organizational learning requires systematic integration and collective interpretation of new knowledge that leads to collective action and involves risk taking as experimentation".

This information contributes to a body of knowledge that is translated into policy, doctrine, and guidance which in turn is disseminated, promulgated, and implemented throughout Headquarters and field missions in a variety of ways, including training and knowledge management products.

Read the SOP on end of assignment reports here

4.1.1 Guidance in the Peace and Security Pillar

The USGs for DPO and DPPA issue guidance that ranges from high-level policies to thematic policies and from technical SOPs to comprehensive guidelines and manuals.

Policy	An explanation of an institutional position on an issue or activity in the Peace and Security Pillar remit, and the resulting essential expectations of personnel in terms of objectives and responsibilities. A policy is the basis for consistent institutional behaviour by personnel. **Compliance is mandatory.**
Standard Operating Procedures	A standing instruction that provides DPO and DPPA personnel with guidance on how to implement a specific task, process, or activity, or how to achieve a desired result. It provides institutional recognition of best practice methods or steps to be implemented. **Compliance is mandatory.**
Guidelines	Suggested courses of action, recommendations, principles, or considerations that provide direction to personnel on a specific process, activity, or issue. Guidelines often help interpret policies when further clarification is needed. Guidelines may include manuals, handbooks, toolkits, or other similar instructions. **Compliance is strongly recommended.**

Guidance Development

The joint DPPA-DPO policy and SOP on guidance development govern how guidance is developed for the Peace and Security Pillar. The need to develop new or review existing guidance materials may arise from: tasking from the USGs of DPO and/or DPPA, senior management of DPPA-DPO or the GDLSC; tasking or other requirements from senior sources like Secretary-General bulletins or General Assembly or the Security Council directives and resolutions; evidence of changing or improved practices, lessons learned, a recognized gap in existing guidance; new ways of handling an issue that necessitate modifications to existing guidance; or the expiration or termination of previous guidance on an issue. There are two primary ways that peace and security personnel contribute to the development of guidance materials. The first is through the ongoing process of documenting and submitting lessons and best practices through the knowledge management toolbox. The second is by contributing to guidance development exercises undertaken by the Pillar. The GFPG serves as the network for guidance development collaboration in the Peace and Security Pillar.

4.1.2 Lessons Learned and Policy and Best Practices

To support UN missions in capturing and disseminating best practices and lessons, peacekeeping operations and special political missions must appoint Policy and Best Practices Officers (PBPOs) or assign policy and best practices focal points. Additionally, some UN peacekeeping operations also have dedicated PBPOs or focal points for their force components and police components. The Policy and Best Practices Officer/focal point acts as a mission-wide capacity and knowledge broker. They support the mission in capturing and disseminating lessons within the mission as well as between UN missions and Headquarters to ensure that lessons feed into the development of overarching or mission specific guidance and that the mission benefits from the best practices and lessons of other missions. A dedicated policy and best practices capacity in UN missions has proven vital to capture and disseminate lessons as well as retain institutional knowledge given the fast-paced nature of operations and the high turnover of staff. This role is particularly important when a UN mission undergoes a drawdown or closure, and the knowledge of departing personnel needs to be captured.

PBPS-DPET in DPO and GLU-PMD in DPPA provide day-to-day support to Policy and Best Practices Officers and focal points. Formal and informal tools are available to capture and share best practices and lessons identified. The choice of tool should reflect the scale and scope of the activity, incident, or event as well as ensure that lessons identified effectively feed into the planning of related processes in a timely manner. As a general rule, an exercise to identify lessons should be as objective, nimble, light, and action-oriented as possible.

Knowledge Management Toolbox

The following tools are available to capture best practices and lessons in field missions and at Headquarters and identify concrete, actionable recommendations for follow-up actions to enhance similar exercises going forward.

After-Action Reviews (AAR)	An analysis of an action, activity, or project that allows personnel to reflect on what went well and areas of improvement, and to identify concrete recommendations for follow-up to enhance similar actions, activitie,s or projects going forward. An AAR can be a brief discussion or longer exercise depending on the topic at hand and is most often conducted through a guided group discussion.
Surveys of Practice	Comparative descriptive snapshots of how practitioners carry out a certain function of activity, either within a mission/office or across different missions/offices. They are used to provide options, lessons, and best practices to missions on issues that other missions have dealt with before but for which there is little or no official guidance.
Practice Notes	A review and analysis of good practice in a specific area of peacekeeping or special political missions. They can range from short descriptive accounts of how a mission or office is carrying out a certain task, to broader documents intended to assist UN personnel by describing established practices in a variety of business areas, while taking into account regulatory frameworks and policies. Practice Notes can therefore also fill a gap between established good practice and formal guidance.
Lessons Learned Study	In-depth analysis of a specific activity, theme, or functional area with the objective of drawing lessons to improve relevance, efficiency, and effectiveness of subsequent processes or efforts in DPO- or DPPA-led field missions or at Headquarters.
End of Assignments (Reports)	Personal, analytical accounts by senior personnel in DPO or DPPA of best practices, challenges, and lessons identified in mandate delivery across the Peace and Security Pillar and recommendations for how to address any gaps identified going forward. EoARs are mandatory for all senior DPPA and DPO personnel both at HQ and in the field and are a crucial tool to capture knowledge of departing personnel, especially during the closure of a mission.

Handover Notes	Strictly speaking, handover notes are not a learning tool but serve to ensure business continuity. Handover notes are created by staff members who are about to leave their positions temporarily or permanently. This note will assist their successor to carry out their duties.

Knowledge management reports are a chance for a team or, as in the case of end of assignment reports, a staff member to reflect on observations and lessons and identify concrete, actionable recommendations for follow-up actions. The reports do not represent an official mission or DPPA-DPO position, but rather a learning document to feed into further discussions and, where relevant, action planning at operational and strategic level. Knowledge management reports do not, therefore, require official clearance and will all be accompanied by a disclaimer.

Access the DPPA-DPO knowledge management product templates here

Informal Knowledge Sharing and Peer-to-Peer Learning Opportunities

Other tools are available to supplement those set out in the knowledge management toolbox. These options offer opportunities for UN senior management to interact with staff as well as for peer-to-peer sharing and learning.

Townhall Meetings	Townhall meetings are internal forums used by departments, divisions, and offices to engage staff on issues of concern, future plans, and other topics of current relevance. These can be done in person or online (to allow for a broad audience to attend).
Brown Bag Seminars	Brown bag seminars are an opportunity for staff or external speakers to debrief following the completion of a significant activity or to share lessons on a topic of cross-cutting concern. In a spirit of openness, this sharing is encouraged wherever possible at both Headquarters and in the field. These can be done in person or online. (Note: the term 'brown bag' relates to the bag that attendees would bring their lunch in while meeting in a less formal forum.)
Senior Management Briefings	Senior mission leaders who are departing their mission assignment are also invited to speak at an informal briefing session at Headquarters organized by DPET-DPO or PMD-DPPA. Similar debriefing opportunities are encouraged at mission level prior to the departure of the senior leader (e.g., the "Voices from the Field" briefings organized by DPET and brownbag seminars organized by PMD-DPPA). These can be done in person or online.
Communities of Practice (CoP) and other practitioners' networks	All functional areas across DPO and DPPA are strongly encouraged to leverage the various Secretariat-wide online tools and set up or/maintain Communities of Practice (CoP), including by appointing facilitators/e-moderators to stimulate discussions by making periodic interventions. The Guidance and Learning Unit (GLU) in DPPA, the Knowledge Management and Guidance Team (KMG) in DPO and the Information Management Unit (IMU) of DPPA-DPO can assist and advise in establishing and maintaining a CoP.
Conferences	Another opportunity for knowledge exchanges is through conferences relevant to different sectors in DPO, DPPA, and DOS. Examples include the Annual Conference of the International Association of Peacekeeping Training Centres and bi-annual Heads Component meetings.

Email KMG-DPO for information on establishing CoP's at peacekeeping-bestpractices@un.org

4.2 DOS Organizational Learning and Guidance Development

The Department of Operational Support (DOS) utilizes its own guidance system, including a standard operating procedure (SOP), for instruction on the development, review, promulgation, and roll-out of guidance materials within the authority of the USG for operational support. The SOP contains mandatory, recommended, and discretionary approaches for the development of policies, SOPs, manuals, and guidelines and is aimed at ensuring guidance materials are timely, authoritative, meet minimum standards, and are recognizable to users.

Read the policy on knowledge management and organizational learning here

For guidance support, contact CDOTS at dos-km@un.org

Guidance Development

The need to develop, amend, or replace existing guidance materials may arise for a number of reasons, including tasking from senior leadership; substantive evidence of changing/improved practices, lessons learned, or new ways of handling an issue that necessitates modifications to existing guidance; a recognized gap in existing guidance; or significant changes in the operating environment. When new guidance is being considered, the drafting office should first explore the possibility of amending existing guidance materials in order to keep the overall body of guidance coherent and concise.

The development of all DOS official guidance follows a five-step procedure, as laid out in the SOP. Consultation with all relevant stakeholders within and outside the department is required before approval and promulgation.

When the final draft of any new guidance document has been prepared, the lead drafter should circulate the final draft to the DOS knowledge management focal points through the Knowledge Management Team (KM Team)/CDOTS. Where applicable, additional consultations with DMSPC and other stakeholders are also recommended. For joint guidance with DPO and/or DPPA, the lead drafter should work in consultation with the KM Team/CDOTS to coordinate the circulation of the draft through the appropriate DPO/DPPA guidance development mechanism.

Contact KMG-DPET in DPO at peacekeeping-bestpractices@un.org; and contact GLU-DPPA in DPPA at dppa-policy@un.org

For guidance support, contact CDOTS at dos-km@un.org

Administrative and Operational Support Communities of Practice

The Knowledge Gateway promotes and supports the use of communities of practice (CoPs) to facilitate knowledge exchange and sharing of best practices, lessons learned, tools and other useful resources. Below are a few examples of Administrative and Operational Support CoPs available to practitioners.

DOS Knowledge Management Focal Points Group	Includes representatives of all DOS offices who are responsible for knowledge management within their office/division and have an ongoing role in evolving the department's approach to knowledge management, including guidance development and knowledge sharing.
Advisory Group on Process Improvement	Provides guidance and other input in ensuring that global efforts overseen by DOS to improve operational support processes lead to harmonized practices, recognize available capacities, and meet the needs of client groups across the UN Secretariat. The Advisory Group guides process improvement efforts by requesting additional consultation, encouraging further review, or endorsing the proposed process solutions.
HRSD Knowledge Management Platform	Facilitates the sharing of knowledge and guidance with HR managers, partners, and practitioners working in UN Secretariat entities. It is meant as a tool to ensure consistency in the implementation of HR processes and procedures.
Knowledge Management Travel Community, RSCE	Contains knowledge products for Travel Practitioners within the Centre. Using MS Teams as a platform, this Community of Practice also links to other global resources and serves as a space for conversation for RSCE Travel practitioners.
Supply Chain Management Learning Framework	Is used as an internal communications platform featuring learning, professional development, and training resources related to supply chain management. It also provides frequent updates related to a range of different learning platforms and professional certification programs.

The administrative and operational support communities of practice index website
https://unitednations.sharepoint.com/sites/APP-Gateway/SitePages/COP.aspx

4.3 Dissemination Tools

The various knowledge and guidance tools are only useful if they are easily accessible and updateable. This section discussions the different access points for the many resources available.

4.3.1 Policy and Best Practice Database

Created in 2006 and relaunched in October 2019, the Policy and Practice Database (PPDB) is an online library of official Peace and Security Pillar guidance, good practices, and training documentation as well as audio-visual content. The Database is a one-stop shop for guidance and best practice materials relevant to the Peace and Security Pillar, as well as content related to operational support. The contents are organized into thematic areas that include a variety of media formats such as videos and curated packages (such as crisis management). Topics are relevant to work in the Peace and Security Pillar such as rule of law; elections; integrated operations; disarmament, demobilization and reintegration; security sector reform; policing; military planning; conflict prevention; mediation; sustaining peace; gender and women, peace and security; youth, peace and security; environment and sustainability; logistics; transport; and information management. The following are examples of content that can be accessed on the PPDB.

Guidance	Policies; standard operating procedures (SOPs); guidelines including manuals, handbooks, etc.; mission-developed guidance; and templates for drafting policies, SOPs, and guidelines
Best Practices	After-action review (AAR); end of assignment report (EoARs); lessons learned; survey of practice/practice notes; mission projects & tools; and templates for drafting AARs and EoARs
Additional References	Training materials; strategic peacekeeping reports; planning documents; and progress reports

The database also promotes workshops, brown bag seminars and webinars, is mobile-friendly and accessible remotely through a desktop computer, laptop, tablet, or phone, allowing UN personnel to search for relevant guidance from anywhere in the world. The PPDB is jointly hosted by DPO and DPPA and is managed by KMG-DPET of DPO and GLU-PMD of DPPA.

The policy and best practices database website
https://ppdb.un.org/

Policy and Best Practice Newsletter

The monthly newsletter is jointly compiled by DPO and DPPA to disseminate recent and relevant guidance and best practices materials to all personnel working directly or indirectly with the Peace and Security Pillar. The newsletter includes knowledge products such as end of assignment reports, after-action reviews, best practices, manuals, and exit interviews. The newsletter is also shared with DOS colleagues and as of 2020, is also available on iSeek.

The policy and best practice newsletter website
https://iseek.un.org/policy-and-practice-newsletter

Email KMG-DPO for information on the newsletter at peacekeeping-bestpractices@un.org

4.3.2 UN Peacekeeping Resource Hub

Created in partnership with the UN Dag Hammarskjold library, DPO and DOS maintain the peacekeeping resource hub as the primary resource on peacekeeping related issues for Member States, peacekeeping training institutes, and the UN's partners. The resource hub serves as a repository for all official peacekeeping resources, including training and guidance materials; direct links to other relevant UN documents and resources; and updates on UN peacekeeping.

UN peacekeeping resource hub website
https://research.un.org/en/peacekeeping-community/home

4.3.3 UN Policy Portal

The UN policy portal is a centralized repository of the Organization's management regulatory framework and is envisaged to be the source of up-to-date information on the financial and Staff Regulations and Rules, administrative issuances, related guidelines, and user aids. It includes policy documents on management-related topics: human resources, travel, health and well-being, procurement, finance and budget, property management, and information technology. It provides a consolidated, comprehensive repository of the regulatory framework, institutional guidance, resources and related information. The content includes policy guidelines to be used by subject matter practitioners in specific business scenarios. It will facilitate processes such as the onboarding and induction of new staff, as well as the separation of current staff.

The UN policy portal website
https://policy.un.org/

4.3.4 Knowledge Gateway

The knowledge gateway is a UN secretariat-wide internal resource housing administrative and operational support guidance and communities of practice. Available to all UN Secretariat personnel by Unite ID, the gateway is a user-friendly site that can be accessed anytime/anywhere on your desktop, laptop, mobile, tablet, or via the SharePoint online App. The gateway is thematically organized and enables UN personnel to have a holistic view of internal administrative and operational support guidance needed to perform their functions as practitioners or avail of their entitlements as staff members or personnel. Guidance in the gateway includes policies, SOPs, manuals, templates, and FAQs. The gateway leverages strategic links with the PPDB and iSeek to ensure the availability of administrative and operational support guidance.

The knowledge gateway website
https://unitednations.sharepoint.com/sites/APP-Gateway

4.3.5 Information Security Management

Preventing security breaches is paramount, as the Organization stores, processes and shares more sensitive information electronically. Protecting the UN's data and reputation is vitally important.

In accordance with the Secretary-Generals Bulletin (ST/SGB/2007/6), the following are deemed sensitive types of data: Documents created by the UN, received from or sent to third parties, under an expectation of confidentiality; whose disclosure is likely to endanger the safety or security of any individual, violate a person's rights, or invade his or her privacy; whose disclosure is likely to endanger the security of Member States or prejudice the security or proper conduct of any operation or activity of the UN, including any of its peacekeeping operations; covered by legal privilege or related to internal investigations; internal inter-office or intra-office documents, including draft documents, if disclosure would undermine the Organization's free and independent decision-making process; documents containing commercial information, if disclosure would harm either the financial interests of the UN or those of other parties involved; and other kinds of information, which because of their content or the circumstances of their creation or communication must be deemed confidential.

Sensitive	Information may be classified as 'confidential' or 'strictly confidential'.
Confidential	The designation of 'confidential' shall apply to information or material whose unauthorized disclosure could reasonably be expected to cause damage to the work of the UN.
Strictly Confidential	The designation of 'strictly confidential' shall apply to information or material whose unauthorized disclosure could reasonably be expected to cause exceptionally grave damage to or impede the conduct of the work of the UN.
Unclassified	The designation of 'unclassified' shall apply to information or material whose unauthorized disclosure could reasonably be expected not to cause damage to the work of the UN.

All classified information must be transported in sealed envelopes or containers, and clearly marked as such. Outgoing and incoming classified information must be recorded in a special registry that lists staff members who are authorized to handle such information. Classified materials may be duplicated only with an authorization of the originator or the head of the receiving or originating department or office, and copies must be entered in the special registry.

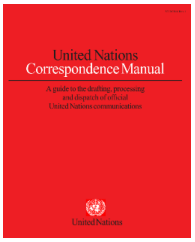
The UN information security resources website
https://iseek-external.un.org/vie/department/information-security

Email IMU of DPPA-DPO for guidance at dppa-dpo-imu@un.org

4.4 Communications

Communications are essential in telling the UN story across multiple platforms, digital and traditional, to build support for the aims of the Organization. UN personnel continuously communicate as part of their daily tasks, conveying objective information and inclusive messaging to enable the public, civil society, private sector and Member States to engage in the work of the UN. The sections below cover important communications information essential to your work and how you can disseminate information to various UN and non-UN stakeholders.

UN Correspondence Manual



The UN Correspondence Manual notes that in order to contribute effectively to the conduct of the business of the UN, the correspondence of the Organization must be concise, clear and accurate in content, direct and dignified in style, correct in form, and attractive in appearance. The manual provides information and guidance on the drafting, processing, and dispatching of various types of UN correspondence as well as the format of such correspondence. Individual offices may also have specific requirements for communication formats and handling; therefore, it is best to check with supervisors and colleagues on conventions.

Access the UN correspondence manual here

Public Communications

For the UN to function successfully, it must have the support of the public. This necessitates UN personnel being well informed, not only on their own part of the Organization, but on the UN as a whole. Opportunities to provide information to the public can arise anytime. It is important for UN personnel to use tact and restraint in their discussions and responses about the UN, promoting a positive image of the Organization. International civil servants are responsible for exercising discretion in all matters of official business. They must not divulge confidential information without authorization. Nor should international civil servants use information that has not been made public and is known to them by virtue of their official position to private advantage. These are obligations that do not cease upon separation from service. As a UN staff member, you are representing the Organization in every interaction with the public.

Media Guidelines for UN Officials

It is the policy of the UN to be open and transparent in its dealings with the press. It is in the Organization's interest to work with the media quickly and honestly, and to develop a coherent communications strategy based on those same principles. We should not only react to events but, where appropriate, project the UN's point of view on important international developments. However, we must sometimes keep confidences, so as not to mislead or conceal, but to protect diplomatic processes.

Speaking to the Press

The principal voice of the Organization is the Secretary-General, who is required to speak often to the media both at Headquarters and when on official travel. The Secretary-General's Spokesperson and Spokesperson's staff speak to journalists on the behalf of the Secretary-General daily. They often engage with departments and offices UN-system wide to pass on expert advice across a wide range of issues and topics. Generally, it is advised as a matter of principle that when speaking with the press all staff speak only with your area of competence and responsibility; provide facts, not opinions or comments; and leave sensitive issues to official who are specifically authorized to speak on them. The number of officials speaking on sensitive issues is necessarily limited to the Spokesman, on the basis of guidance; designated members of the Secretary-General's staff and Heads of Department, within their areas of competence; staff authorized by their Heads of Department, on the basis of guidance; and directors of UN Information Centres (UNICs) on the basis of guidance from Headquarters. For those speaking on sensitive issues, knowing the journalist's particular interest in a story can be useful. Such information can usually be provided by the Director of Communications or the Spokesman.

No staff member should presume to pretend to speak for the Secretary-General or characterize the views of the Secretary-General without explicit consent.

The Spokesperson of the UN Secretary-General website
https://www.un.org/sg/en/spokesperson

Ground Rules of UN Communications

For the UN to communicate effectively with the outside world, it needs to do the same internally. Senior officials should share information with those under their supervision and should keep each other informed of their media activities. All UN officials should normally speak to journalists on the record for attribution. Sometimes, officials specifically authorized to address sensitive issues, can give a journalist a deeper understanding of an issue by speaking on background. However, it is very important that the journalist know on which of the following bases the conversation is being conducted. Keeping the Secretary-General's Spokesperson informed of important background briefings will help provide an indication of the issues that the media is interested in. It is unwise, and may sometimes be unethical, to tell one journalist what another is working on, or to suggest that one journalist discuss a pending story with another. Officials should not feel that they have to answer every question, in particular any hypothetical ones.

To read guidance on personal use of social media, please go to Module 5-Section 5.2.2

4.5 Training

Training is an important tool the UN utilizes to enhance mandate implementation by equipping UN staff both at Headquarters and in UN field missions, either individually or collectively, with the knowledge, skills, and attitudes to meet the evolving challenges the UN faces today. It supports staff to perform their specialist functions in an effective, professional and integrated manner and demonstrate the core values and competencies of the Organization. This section outlines training and learning opportunities available to staff, both at Headquarters and UN field missions.

4.5.1 Headquarters Training and Development Opportunities

As a staff member, you have access to various training and development opportunities available at Headquarters. This section outlines those opportunities and where and how to engage with them.

DPO-DPPA-DOS Induction Course

An induction training programme is available to new DPO, DPPA, and DOS staff. It provides basic information on the role of DPO, DPPA, and DOS and issues of importance to the three departments, such as gender mainstreaming, sexual exploitation and abuse, protection of civilians, human rights, information management and security, planning, crisis management, field support, and duties and obligations of staff members. The training assists participants in enhancing their familiarity with the work of the three departments and will accelerate their ability to adapt to the organizational culture and contribute to work processes. In the first three to six months of service, new staff of DPO, DPPA and DOS will receive an invitation via email to take part in the Headquarters induction training programme.

Staff Training and Engagement Programme

The DPPA-DPO Staff Training and Engagement Programme (STEP) aims to provide P2-P4 and GS staff with the skills, knowledge, and experience to better navigate the Peace and Security Pillar and make it a vibrant and dynamic place to work. Through a variety of initiatives and events, it seeks to promote pillar integration, new and different ways of working, and empower staff to build skills and put forward new ideas. These opportunities contribute to making the pillar a vibrant and dynamic place to work and to help staff move forward in their UN career.

The staff training and engagement programme website
https://iseek-external.un.org/departmental_page/staff-training-and-engagement-programme

DPPA Substantive Training Programme

DPPA takes the lead in substantive training programmes such as drafting for political analysis; women, peace and security; e-analytics; political economy analysis; and mediation. ITS-DPET of DPO takes the lead on many trainings in the field, staff induction, the senior leadership programme (SLP), among others. GLU-PMD of DPPA oversees and develops trainings based on the strategic needs of the Department. These trainings aim to strengthen certain skillsets, such as drafting and analysis, that have been identified by managers and staff as important. The three categories of trainings that DPPA conducts are (1) internally developed trainings, such as the drafting for political analysis course; the actionable conflict analysis training; the gender, women, peace and security staff training; the political economy analysis course and the e-analytics training; (2) teaming up with external partners to provide training such as the course on designing and supporting dialogue and mediation processes with the Folke Bernadotte Academy; and (3) as an intermediary for external and nomination-based trainings with partners such as Swisspeace and ZIF. In addition, DPPA collaborates with DPO and other departments on other activities such as the induction for new staff, the SLP and others. DPPA has endeavoured to provide more online courses and to find more resourceful ways to train field staff, cognizant of their needs. DPPA has also pushed for the inclusion of national staff in training programmes.

DPPA's training programme focuses on enhancing staff skills, harmonizing ways of working, and creating a space for change and for a collaborative work culture across DPPA and the Peace and Security Pillar at Headquarters and in UN field missions.

The DPPA substantive training programme website
https://iseek-external.un.org/nyc/departmental_page/dppa-training

Operational Support Training

The Capacity Development and Operational Training Service (CDOTS) is the service within the Office of Support Operations (OSO) that DOS has tasked with the role of supporting the UN Secretariat's responsibility of delivering capacity development programmes. These programmes are focused on operational needs, enhancing knowledge management, and strengthening the effectiveness of operational capacities through support to standardization and process improvement initiatives. In aligning CDOTS with the tenets of the management support, the service stands in support of broad de-centralization of managerial and administrative authorities, simplification of processes, and increased transparency and accountability. CDOTS is also committed to broaden the linguistic diversity of UN personnel and commits to exploring and expanding the range and content of training programmes by optimizing existing in-house expertise. CDOTS has executed the design, development, and/or delivery of various projects in the fields of finance, human resources, supply chain management, business process improvement, language and communication, medical and occupational health, information and communications technologies, audit/board of enquiry, organizational governance, knowledge management, environmental management support, and facilities management. In addition, CDOTS has also assumed the role of providing training for enterprise resource planning, primarily in the use of Umoja and Inspira. More training and capacity development opportunities will be offered as the service continues to expand its capabilities.

The CDOTS website
https://iseek-external.un.org/DOS/OSO/CDOTS

Other Learning Responsibilities and Options

The UN has other learning opportunities available to staff, in order to develop your UN knowledge, competencies, and expanded professional skills for your role and to help you reach your career goals.

UN Competency Framework

As part of an overall human resource management reform effort, organizational values and competencies were developed in a participatory process and launched in 2002. Additional competencies, required by those who manage others, were subsequently added. Together, the values and competencies listed below have provided the foundation for all UN learning and development activities, performance management, and staff selection.

Core Values	Integrity; professionalism; and respect for diversity
Core Competencies	Accountability; client orientation; commitment to continuous learning; communication; creativity; planning and organization; teamwork; and technology awareness
Managerial Competencies	Building trust; empowering others; judgement/decision-making; leadership; managing performance; and vision

There have been many changes in the two decades since the competency framework was developed, including the enormous influence of social media. Social, climate-related, demographic, and technological changes have affected many aspects of the UN and how people do their jobs.

The competency framework is being revised to redefine the behaviours, skills, and mindsets that describe a UN person of the future. The review aims to identify the competencies that UN staff need to display if the Organization is to continue to deliver on its mandate, remain effective and relevant and above all do its best by the people it serves.

It is anticipated that greater emphasis will be placed on interpersonal behaviours, such as empathy and emotional intelligence, qualities that are increasingly recognized as critical in the workplace and at the leadership level. The updated competency framework will continue to inform decision-making in recruitment and have a role in learning and development, and performance management. Together, the behaviours, skills and mindsets described in the new competency framework will also shape the culture of the Organization.

Competency: a combination of skills, attributes, and behaviours that are directly related to successful performance on the job, and are important for all staff, regardless of occupation, function, or level.

Organizational core values: the shared principles and beliefs that underpin the work of an organization and guide the actions and behaviour of its staff.

Core competencies: the combination of skills, attributes, and behaviour required of all staff, regardless of their level or function.

Managerial competencies: the additional skills, attributes, and behaviours required of those who manage other staff.

Read the UN competency framework here

Mandatory Training Programmes

The UN requires that all staff members take all training courses marked as mandatory for all staff, and for certain levels of staff. These mandatory courses are accessible in various ways. Some are only available online through Inspira, which is also the easiest way for tracking and recording completion of mandatory courses. The UN has several learning programmes that are mandatory for all staff to ensure they are familiar with key regulations, rules, and processes. As a staff member at the UN, you are responsible for checking the requirements for your position and ensuring that you are up to date with all mandatory training. If you are not sure which courses apply to you, we recommend that you contact the staff development/learning/training office or an HR partner at your duty station for clarification.

The UN mandatory learning website
https://hr.un.org/page/mandatory-learning

Learning Language Programme

Multilingualism is a core value of the UN. Reading, interacting, and writing in more than one language, at any level of competence, fosters the personal and professional development of UN staff and helps them contribute more effectively as a staff member in a multilingual Organization. The six official UN languages (Arabic, Chinese, English, French, Russian, and Spanish) and many local languages are available for learning at Headquarters, and the different offices away from Headquarters, and online. Staff have access to trainings, services, guidelines, and resources to help develop oral and written

communications skills for presentations, meetings, conversations, e-mail correspondence, and other documents.

The UN learning language programme website
https://hr.un.org/page/online-language-learning

External Learning Opportunities

The UN, within existing resources, makes efforts to have appropriate learning options available and accessible to all UN staff. For more specialized or technical training, or to deepen knowledge and education, there may be a need to go outside the UN learning community.

The UN external learning opportunities website
https://hr.un.org/page/external-learning-opportunities

Sabbatical Leave Programme

The staff sabbatical leave programme is an opportunity for staff to add value to their contribution to the Organization and enhance their professional growth through projects of study or research on issues relating to the work of the UN. Through this programme staff are able to enhance dialogue and contacts between the UN and other organizations and institutions engaged in related work worldwide and gain exposure to state-of-the-art research and practices on issues on the international agenda. Staff members selected for the sabbatical leave programme can pursue research or study projects for a period of up to four months at recognized universities or independent institutions around the world. Selected staff are placed on special leave with full pay for the period of the sabbatical leave. All staff members with five years of service under continuing, permanent, or fixed-term appointments with the UN Secretariat and who are expected to serve for no less than two years after the completion of the sabbatical leave are eligible to apply for the programme.

The UN sabbatical leave programme website
https://hr.un.org/page/sabbatical-leave-programme

UN System Staff College

The UN Staff College (UNSSC) strengthens UN system inter-agency collaboration and supports continuous learning and staff development in partnership with UN leaders and agencies, external experts, and academic institutions. UNSSC has a variety of learning and training activities in Turin as well as at Headquarters, regional, and country levels. A number of open-enrolment courses are offered for professional development in the UN, including face-to-face residential workshops, seminars, and training courses in addition to e-learning courses and knowledge-sharing events. UNSSC also designs and delivers customized programmes to meet the needs of inter-agency groups, networks, UN departments, peace operations, and other UN entities. Course offerings are extensive, including leadership development, learning management and instructional skills, safety and security, sustaining peace, and sustainable development. Fees may be covered by Departments and Offices under the programme for upgrading of substantive and technical skills.

The UN system staff college website
http://www.unssc.org/

4.5.2 Peacekeeping Training

Peacekeeping training is a strategic investment that enables UN military, police, and civilian personnel to effectively implement increasingly diverse mandates. The following section discusses the main actors providing training, phases of training, and materials and resources for learning.

Actors in Peacekeeping Training

Peacekeeping training is any training activity aimed to enhancing mandate implementation by equipping UN military, police, or civilian personnel, both individually and collectively, with essential knowledge, skills, and attitudes. Peacekeeping training enables personnel to meet the evolving challenges of peacekeeping in accordance with DPO and DOS principles, policies, and guidelines as well as lessons learned from the field; and helps them to perform specialist functions effectively and professionally in an integrated manner while demonstrating the UN core values and competencies.

Member States

Member States are responsible under A/RES/49/37 for the pre-deployment training of all military and police personnel provided to UN peacekeeping operations. Training is to be provided in conformity with UN peacekeeping pre-deployment training standards. Member States and Peacekeeping Training Institutions (PKTIs) participate in the process of assessing peacekeeping training needs and the development of training standards. Further detail, including on the support provided by the Integrated Training Service (ITS) to Member States, is outlined in the policy on support to military and police pre-deployment training for UN peacekeeping operations.

Read the UN Policy on Support to Military and Police Pre-Deployment Training for UN Peacekeeping Operations here

Integrated Training Service

The Integrated Training Service (ITS) in DPET plays a strategic coordinating role among peacekeeping training actors in the planning, delivery, and evaluation of UN peacekeeping training and in partnership with a variety of peacekeeping training actors within and outside the UN. ITS backstops training personnel in both peacekeeping and special political missions (see below). To ensure that training has maximum impact on mandate implementation, ITS requires the collaboration and support of DPO, DPPA, and DOS offices, field missions, the Office of Human Resources (OHR), training and learning sections of other relevant Secretariat departments, Member States, and ultimately peacekeeping managers and staff.

Integrated Missions Training Centres

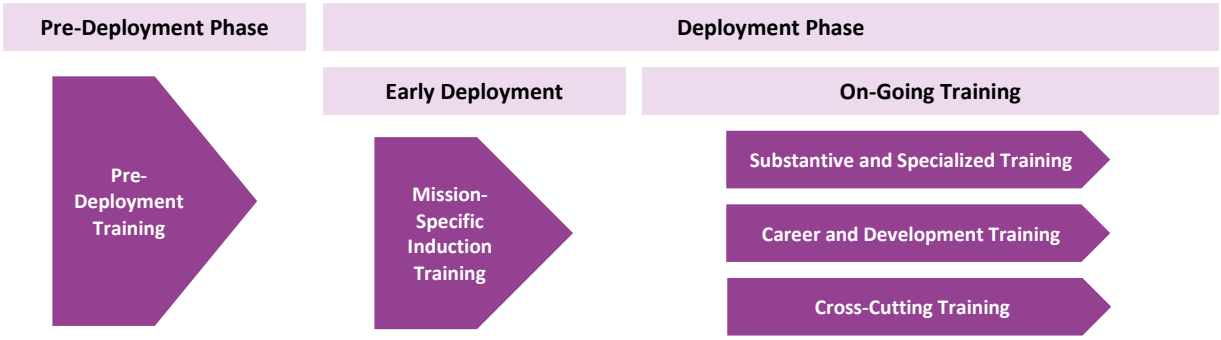
The primary responsibility of the Integrated Mission Training Centres (IMTCs) is to coordinate the development and implementation of comprehensive mission training plans, on behalf of the mission leadership team, to improve mandate implementation. This is achieved through the identification of mission training needs, coordination of planning, development, delivery and evaluation of mission training plans and programmes, and sharing best practices with other missions and ITS. The chief of an IMTC is the senior civilian trainer in the mission, reporting to

the director/chief of mission support either directly or through the chief of administrative services, and responsible to the mission chief of staff. He or she has a technical reporting and communication link to ITS. Military and police personnel are assigned to the IMTC by respective heads of component to ensure that their training needs are reflected in the mission training plan and implemented accordingly.

The chief of an IMTC has tasking authority over military and police personnel assigned to the IMTC while the Heads of the military and police components in the mission continue to exercise UN operational control over their respective training officers in the IMTC. Smaller missions, including special political missions, that do not have an IMTC, may instead have a training officer or training focal point assigned to support training in the mission and liaise with ITS-DPET.

Peacekeeping Training Phases

Peacekeeping training occurs at different phases from pre-deployment onward and is a collaborative effort to ensure it is timely, relevant, and effective.



Pre-Deployment Phase

Pre-deployment training (PDT) takes place prior to deployment to a peacekeeping operation, is based on UN peacekeeping training standards, and gives an overview of the UN and core peacekeeping knowledge. The content is outlined in the core pre-deployment training materials (CPTM), as described below.

PDT may also include specialized training related to specific functions in DPO-led or DOS-supported peacekeeping operations. As covered previously, Member States deliver PDT to military and police personnel in their home country, and ITS delivers PDT to international recruited civilian personnel at the Entebbe Regional Training & Conference Centre (RTCC).

Deployment Phase

Deployment phase training occurs in-mission and is arranged into two types: mission-specific induction training (early) and on-going training. Mission-specific induction training is mandatory for all peacekeeping personnel (including military, police, international and national civilian staff and UN volunteers) upon arrival to the mission. Mission-specific induction training is intended to equip peacekeepers with knowledge of issues that are considered to be of importance to the

mission and will enhance their early integration into the system and also facilitate commencement of early support to mission operations.

On-going training or learning activities for military, police, or civilian peacekeeping personnel are undertaken during the duty assignment, subsequent to induction. On-going training may include "refresher" training for reinforcing previous individual or collective training and "on-the -job training" to address gaps in attributes, skills and knowledge or enhancement of skills in different areas and at different stages of deployment.

Pre-Deployment Training Materials

The core pre-deployment training materials (CPTM) represent the essential knowledge required by all peacekeeping personnel – military, police, and civilians – to function effectively in a UN peacekeeping operation. The materials should be used as the core resource for any UN pre-deployment training course. The CPTM are intended to provide a shared understanding of the basic principles, guidelines and policies of UN peacekeeping. These standards guide peacekeeping personnel as they carry out critical tasks to assist countries in the transition from conflict to peace. The CPTM include cross-cutting themes and priorities such as conduct and discipline, sexual exploitation and abuse, the protection of civilians, human rights, gender mainstreaming, conflict related sexual violence, child protection, and environmental protection.

Pre-deployment training materials are mainly intended for use by Member States. However, missions and HQ staff, including leadership, may benefit from these materials.

Access the core pre-deployment training materials here

Specialized training materials (STMs) are intended for use by troop- and police-contributing countries (T/PCCs) for the pre-deployment training of uniformed personnel. STMs focus on specialized functional areas (such as UNMO, UNSO, UNPOL, UN infantry battalions, special forces, formed police units (FPUs), etc.). STMs are complemented by reinforcement training packages (RTPs), which focus on updated thematic areas (such as protection of civilians, intelligence, peacekeeping-intelligence, surveillance, and reconnaissance, etc.).

Access the specialized and the reinforcement training materials here

Senior Management Training

Senior leadership training is aimed at enhancing the knowledge and skills of potential or actual senior mission leaders, both in peacekeeping and special political missions. Two leadership training courses available to both civilian and uniformed leaders are the senior mission leaders' (SML) course, which is offered primarily to potential leaders, and the senior leadership programme (SLP), which is intended to be undertaken as a mandatory training by all newly appointed senior staff at Director (D-2) level and above within the first six months of their appointment.

Two other courses offered to civilian personnel serving mostly at the P-4, P-5 and D-1 levels, include the mission advanced staff training (MAST), and the enhanced training for high-level operational support (ETHOS). An intensive orientation course (IOC) is also conducted for newly appointed HoM,

force commanders, and deputy force commanders. The UN Police Commander Course is offered for potential and serving senior UN Police Officers. ITS delivers and continuously updates all senior leadership courses. These courses address training needs of those who are responsible for mission management from the highest levels (SRSG, DSRSG, Force Commander or head of military component, Police Commissioner) to directors and senior managers of substantive and support components.

Module complete: congratulations you have completed module four. Now take the module four assessment by logging into Inspira by clicking here. The assessment code is "LMS-6802-1".

Module Five

Working at Headquarters and Staff Resources

This module provides an overview of the various types of support available to staff, where staff can go for that support, and available resources.

The module includes the following topics:

- Offices supporting staff at Headquarters
- Ethical conduct
- Health and well-being
- Official travel

5.1 Offices Supporting Headquarters Staff

There are two main offices that you will likely interact with on administrative and human resources related issues. These are the Executive Offices and the Office of Human Resources.

5.1.1 Executive Office, DPPA-DPO

The Executive Office (EO) of DPPA-DPO is responsible for providing advisory and support services to senior leadership, managers, and staff members at large, in the areas of financial management, human resources, general administration, and information technology support. The sections below detail the various types of support and assistance the EO provide to offices and staff.

The DPPA-DPO EO website:
https://iseek.un.org/dppa-dpo-executive-office

At the time of writing in 2021, due to the COVID-19 pandemic, the EO of DPPA-DPO is not open to walk-ins. Meetings with EO colleagues should be held virtually. If there is a need to collect or return IT equipment, please make an appointment with DPPA-DPO Helpdesk and adhere to safety protocols when accessing the premises, located in DC-2 on the 22nd floor.

Human Resources Support

The DPPA-DPO EO's Human Resources Team is the primary focal point for DPPA and DPO. They provide policy guidance and advice on UN staff regulations, rules, and related policies and procedures. They also support recruitments through workforce planning, classifications, vacancies management, and onboarding and induction. They also support and process requests for visas and travel documents, employment letters, and ground passes applications and renewals.

The Administration Staff Desk administrates staff extensions, special post allowances (SPAs) etc.; supports recruitment and staff selection, including temporary job openings (TJOs), active-duty military and police officers; supports onboarding of staff with DOS and execution of entitlements; processes travel and expense reports (home leave, ed-grant travel, separation travel); and processes G-4 visa requests, and ground pass and Laissez-passe (LP).

The Human Resources Operations team within DOS is the focal point for administration of education grants, dependency benefits, rental subsidies; global policy guidance; and onboarding of staff in collaboration with the EO HR Team.

The Administration Non-Staff Desk administrates recruitment of non-staff categories like experts, international and national consultants, individual contractors, interns, UNV's, associate experts (JPO), and other non-staff capacities.

For support with Human Resources, email dppa-dpo-hr@un.org.

For support with Internship Programme Support, email dppa-dpo-internship@un.org.

For support with UN Volunteers Support, email dppa-dpo-unv@un.org.

For support with EO Consultants/Individual Contractors, email dppa-dpo-cic@un.org.

Finance and Budget Support

The EO provides finance and budget support to both DPPA and DPO through two teams: the Finance Regular Budget team and the Extra-Budgetary (XB) Finance team. The Finance Regular Budget team administers resources from the regular programme budget, support account, other assessed funds, and special political missions (three Cluster I and twelve Cluster II SPMs). The XB Finance Team supports clients in the effective and efficient use of extra-budgetary resources in line with the underlying strategic objectives of the individual entities. The Team provides grant management support services throughout the life cycle of the extrabudgetary funding from the negotiation of an agreement, receiving funds, execution of projects, financial reporting, and closure of grants. The responsibilities are detailed below.

The Finance and Regular Budget Team provide budget formulation and development (resource requirements for budget submissions, planning of new operations, expanding or contracting operations, and advises on guidance development on Headquarters and field budgetary and financial policies and procedures); budget administration (reviews allotments, authorizes sub-allotments including redeployment of funds, manages and monitors budgets to ensure compliance, reviews and issues regular expenditure reports, and analyzes variance between approved and actual expenditures); and general administration (conducts technical survey missions on resource requirements, programming and budgetary issues, serves as UMOJA focal point, certifies travel requests, funds commitments, low value purchase orders and requisitions, and acts as financial approver of iNEED requests).

The Extra-Budgetary Finance Team manages XB resources from donors; reviews and clear contribution agreements pre-USG signature; processes underlying advances and record expenditures; maintains project structures and releases budgets in line with approved cost plans; certifies expenditures such as travel, consultants, low-value payments, hospitality payments and shopping carts; ensures payments are within terms of agreements; acts on service requests and ensures timely claims processing; and provides regular reporting to project managers, divisions, and departments.

Contact the EO finance and budget support team at dppa-dpo-finance@un.org.

Administrative Support

The Administrative Team provides guidance and support services in the areas of office accommodation, management of physical resources, policies and procedures, and delegation of authority, as well as areas that cut across multiple administrative functions of the Executive Office including general administrative support. The EO Administrative team provides policy guidance, including advice on delegation on authority and cross-cutting matters, and on the administration of authority sub-delegation framework; resource administration for office and property management; and serves as focal points for conduct and discipline, statement of internal control and the Board of Auditors for DPPA. The Team also assists in the discharge of the functions of focal point for conduct and discipline and internal control.

Contact the EO administrative team at dppa-dpo-admin@un.org.

Information Technology Support

DPPA-DPO Helpdesk (also known as EO IT) is composed of IT professionals who provide technical support to clients within the Departments. The team responds to inquiries, and evaluates, and resolves issues relating to IT equipment and applications. It also provides all information systems technical care, including equipment hardware, operating systems, applications, and network connectivity. The Helpdesk troubleshoots and resolves IT problems through direct communication with its clients and works closely with OICT to provide assistance on issues that may be outside the team's scope of work. It provides first and second level technical support, serving as a single point of contact for all IT related issues. DPPA-DPO Helpdesk's main priority is to provide clients with IT tools and related support to achieve the goals of the Organization. It also serves as the UMOJA Security Liaison Officer, provides IT inventory management, and liaises with OICT.

Contact the EO information technology user support at dppa-dpo-helpdesk@un.org.

Conduct and Discipline Guidance

Pursuant to the Secretary-Generals Bulletin (ST/SGB/2019/8), the Under-Secretaries-General of DPPA and DPO nominated Conduct and Discipline Focal Points for DPPA-DPO. The Conduct and Discipline focal points within EO provide advice and support on matters relating to conduct and discipline and serve as a contact point for both the affected individual and the alleged offender. They handle the formal reports of possible prohibited conduct to provide information on the process of relevant time frames.

Contact the EO about conduct and discipline at dppa-dpoconductanddiscipline@un.org.

5.1.2 Executive Office, Headquarters Client Support Service, DOS

The DOS Executive Office sits within the Headquarters Client Support Service (HCSS) of DOS and supports DOS staff as well as the Office of Information and Communications Technology (OICT), and 18 other entities in New York, which do not have an Executive Office. The EO/DOS processes on-boarding and complex entitlements such as education grant, rental subsidy and dependency for all New York-based staff, including DPO and DPPA staff. Additionally, the Tax Unit within HCSS, processes income tax reimbursement for US citizens and residents for the entire Secretariat and several UN Agencies, Funds, and Programmes.

Contact the DOS EO at dos-hcss-eo@un.org; and the Tax Unit at tax@un.org.

Human Resources Operations Team, DOS

The Human Resources Operations Team of DOS works closely with the EOs of DPPA-DPO and DOS, and the HR Services Division within DOS to ensure the smooth and efficient onboarding, separation and entitlement processing for staff members at all levels. The Team processes Personnel Actions (PA) for new and active staff members in relation to recruitment, separations, separation payments, changes in marital status and personal data, establishment/change of place of home leave, establishment and maintenance of household members and dependents, language allowance,

repatriation grants, and Continuing Appointments through the periodic review exercise. They also review and process education grant advances and claims, recruitment travel entitlements, record designation of beneficiaries, review and approve non-self-certified rental subsidy cases, and the annual declaration for dependency.

The Human Resources Operations Team website
https://iseek.un.org/nyc/DOS/DOA/HQCSS/HRO

Access the HR partner list by office here.

5.1.3 Office of Human Resources, DMSPC

The Office of Human Resources (OHR), within DMSPC, develops the regulatory human resources framework, strategies, policies, and directives to ensure the Secretariat is better equipped to carry out its functions both at Headquarters and in field offices. OHR provides policy leadership in organizational human resources management areas including: strategic workforce planning; talent management; organizational and staff development (including career planning); performance management; mobility; and appropriate duty of care for all Secretariat staff. OHR develops a clear and streamlined delegation of authority framework for the management of Secretariat-wide human resources, along with strengthened monitoring and accountability mechanisms. There are two divisions and one section within OHR, as described below.

The **Administrative Law Division** provides strategic, policy and legal expertise and guidance for all aspects of human resources application within the internal justice system and manages the administrative appeals for human resources matter. The Division oversees and coordinates the necessary actions required to address disciplinary cases for staff and non-staff personnel as well as preventative efforts, including comprehensive risk management and accountability mechanisms. In addition, the Division also works with UN Secretariat managers to empower them in exercising their responsibilities to address conduct and discipline matters. The **Global Strategy and Policy Division** serves as the central strategic authority for all policy matters pertaining to the management of human resources, ensuring the UN can attract, develop, and retain a talented and diverse global workforce. The Division also assists the UN in attracting, developing, and retaining a talented and diverse global workforce, focusing on the advanced identification of future staff resources, providing career and professional development opportunities for staff, and ensuring effective performance management for the organization. The Organizational Development section consists of the Secretariat of the Selection Review Board, Central Review Board and the Staff Management Committee.

5.1.3 Human Resources Portal

The Human Resources Portal provides access to a wide variety of resources relevant to being a UN staff member, including information for new staff, information on salary and benefits, career development, learning opportunities, performance, and health and well-being as well as other topics.

The human resources portal website
https://hr.un.org/

Access the human resources guides and reference materials here

Performance Management

The UN performance management process is based on continuous dialogue and feedback and the shared responsibility between managers and staff for planning, delivery, and evaluation of work results. Every manager and staff member should know how his/her work-plan links to the section/unit plan and the objectives of their department, office, or mission. As a UN staff member, you will create work plans and appraisals each year through the ePerformance tool in Inspira.

The performance management website
https://hr.un.org/page/Performance-Management-Home

Career Management

At the UN career development is seen as a partnership between individual staff members, their managers and the organization. There are a variety of ways for UN staff to develop their careers including career coaching, entering a mentoring relationship, arranging for job-shadowing or cross-training or taking up learning opportunities. The UN career workbook is a good place for UN staff to begin career planning, make use of career tools and consider potential career transitions.

The UN career management website
https://hr.un.org/page/your-career

5.1.4 Ombudsman and Mediation Services

The Ombudsman and Mediation Services at the UN provide neutral services to assist staff with addressing work-related concerns and/or disputes. No staff member/individual who brings a matter to the attention of the Ombudsman or provides information to the Ombudsman should be subject to retaliation because of such action.

The Ombudsman and Mediation Services website
https://www.un.org/en/ombudsman/

Contact the UN Ombudsman and Mediation Services at unoms@un.org.

5.1.5 UN Staff Union, New York

The UN Staff Union is the labour union representing New York Secretariat staff, locally recruited staff in the field, and staff members of UN Information Centres. It is the staff's representative body in negotiations with management around the world, separate from any administrative control. All staff members are automatically members of the Union, and may approach the Union with grievances or complaints against supervisors or the administration, and may be represented, if desired, by someone from the Staff Council in following any grievance procedure that may be initiated.

The UN Staff Union website
https://u-seek.org/

Contact the UN Staff Union at staffunionu@un.org.

5.1.7 UN Globe

UN Globe was established in 1996 to represent LGBTI UN personnel at both Headquarters and in the field globally. UN Globe advocates for equality and the non-discrimination of LGBTI staff with a more specific focus on parental policies that recognize equitable parental leave time; equal pension benefits for same sex unions; creating inclusive workspaces for transgender and intersex personnel; ensuring all LGBTI staff remain mobile with consideration of family duty stations becoming de-facto hardship duty stations due to local homophobia and transphobia; as well as many other important LGBTI issues.

The UN Globe website
https://www.unglobe.org/

Contact UN Globe at unglobe@org

5.1.7 Office of Staff Legal Assistance

The Office of Staff Legal Assistance (OSLA) was established in 2009 to provide legal advice and representation to UN staff members (and former staff or affected dependents) who wish to appeal an adverse administrative decision or who are subject to disciplinary action. OSLA's role is to provide support to staff in relation to the Organization's formal internal justice system. The Office has a team of qualified attorneys and courtroom advocates who are independent, objective, and have specialist knowledge and experience in the law applicable to the UN staff members and in appearing before the UN Dispute Tribunal and the UN Appeals Tribunals (UNDT and UNAT). OSLA is the only office in the UN system to provide this service. It is independent and is not affiliated with the Staff Unions, Ombudsman, or the other UN offices involved in resolving employment disputes and does not charge a fee for its services. OSLA has offices in New York, Nairobi, Geneva, Beirut, and Addis Ababa and from those offices can help UN system staff wherever they may work.

Solving Disputes Informally	Resolving Disputes Formally
Staff members should first try to resolve disputes informally, through dialogue, negotiation, and if necessary, mediation, before bringing their grievance to the formal legal process. Informal resolution of disputes takes less time than formal resolution, and gives the parties greater control over the process. It also often leads to more mutually beneficial solutions than formal legal action.	Staff members of the UN Secretariat, UN Funds and Programmes, and some other entities can formally contest any administrative decision they believe has violated their rights. Each step of the formal process has strict time limits. In most cases, the first step in the formal process is to request a management evaluation of the decision being contested. Informal resolution remains an option during the formal process.

UN staff members or former staff members, or the representative of a deceased staff member, may qualify for OSLA assistance. See the complete list of UN entities whose staff have recourse to OSLA.

The Office of Staff Legal Assistance website
https://www.un.org/en/internaljustice/index.shtml

Contact the Office of Staff Legal Assistance at osla@un.org.

5.2 Ethical Conduct

The UN has a commitment to the highest ethical standards guiding all of the Organization's actions and decisions. The purposes and principles guiding the Organization are laid out in the UN Charter, which also stipulates that staff will adhere to the highest standards of efficiency, competence and integrity. As a UN staff member, you are expected to take the Oath of Office at the time of your appointment.

> "I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the UN, to discharge these functions and regulate my conduct with the interests of the UN only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the Organization. I also solemnly declare and promise to respect the obligations incumbent upon me as set out in the Staff Regulations and Rules."
>
> ***UN Oath of Office***

5.2.1 UN Ethics Office

The UN Ethics Office promotes an ethical organizational culture based on UN's core values of integrity, professionalism, and respect for diversity, and the values outlined in the code of ethics for UN personnel. The Office assists the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity as required by the UN Charter.

Click on each of the five functions of the UN Ethics Office below to learn more:

Advice	Protection against realiation	Financial disclosure	Ethics training	Coherence of ethical standards

The UN Ethics Office is independent from management and all other UN officers; is impartial in how it treats individuals; maintains confidentiality of the information entrusted to it; and is professional in its dealings with its stakeholders.

Advice for UN Staff

The Ethics Office provides confidential advice and guidance to staff on ethical issues (e.g., conflicts of interest), including administering an ethics helpline (+1-917-367-9858). All staff may approach the Ethics Office for assistance in navigating complex situations. Ethics advice may be provided for the following conflict of interest situations: outside activities; employment-related questions; financial interests; pre-appointment reviews for senior appointments; honours, decorations, favours and gifts; institutional integrity matters; procurement ethics; due diligence and risk assessment process; and other conflicts of interest.

> Staff Regulation 1.2 (m) provides that a conflict of interest occurs when, by act or omission, a staff member's personal interests interfere with the performance of his or her official duties and responsibilities or with the integrity, independence and impartiality required by the staff member's status as an international civil servant. When an actual or possible conflict of interest does arise, the conflict shall be disclosed by staff members to their head of office, mitigated by the Organization and resolved in favor of the interests of the Organization.

The UN Ethics Office serves the Global Secretariat, including duty stations in New York, Geneva, Vienna, and Nairobi, all regional commissions, peacekeeping operations, special political missions, and other designated offices.

The UN Ethics Office website
https://www.un.org/en/ethics/

Contact the UN Ethics Office at ethicsoffice@un.org

5.2.2 Guidelines for Personal Use of Social Media

UN staff have an important role to play as the face of the Organization, including on social media, and while the UN respects the personal views and convictions of all its staff members, as international civil servants staff members are required to be mindful at all times that their conduct on social media is consistent with the principles set out in the UN Charter. A staff member's activity on personal social media, even when unrelated to official duties, may reflect on the Organization and may expose the UN to reputational risk. Staff have a duty to be, and appear to be, both independent and impartial. As such, staff must ensure that the expression of their personal views and convictions on social media does not adversely affect their official duties, reflect poorly on their status as international civil servants, or call into question their duty of loyalty, impartiality, and responsibility to the Organization. Any staff who are not sure about whether their social media activity is consistent with the obligations as an international civil servant, consult their supervisor, EO, OHR, local administrative offices, or the Ethics Office.

The UN on social media website
https://iseek-external.un.org/social-media-nmd

Read the UN guidelines on social media use here.

5.3 Health and Wellbeing in the Workplace

Medical Service

The UN Medical Services Division provides health care services to all its personnel with three clinics at Headquarters. The Secretariat main clinic at room S-535; the DC1 building 11th floor clinic at room 1190; and in UNICEF House clinic at room H-5F.

Contact the Secretariat main clinic on 212-963-7080
Contact the DC1 Building clinic on 212-963-8990
Contact the UNICEF House clinic on 212-326-7541

Health Insurance

The UN offers its staff a comprehensive insurance scheme under its Headquarters Health & Life Insurance programme. It provides eligible staff members and their eligible dependents with medical,

dental, vision, and life insurance coverage. Benefits included in this scheme are, routine physicals, inpatient and outpatient services, hospital, pharmacy, vision care, and other benefits. Dental benefits include diagnostic and preventative, restorative, and orthodontic care. There are several different carriers that administer the health & life insurance programme. Staff members have 31 days from their date of employment to sign-up for medical insurance.

The UN insurance information website
https://www.un.org/insurance/

Pension

The UN pension is a retirement benefit provided by the UN Pension Joint Staff Pension (UNJSPF) and is available to all UN staff. A UN Pension if payable to any participant whose age on separation is the normal retirement age or more and whose contributory service was 5 years or longer.

The UN pension fund website
https://www.unjspf.org/

Staff Counsellor's Office and Mental Health and Well-Being Support

The Staff Counsellor's Office provides psycho-social assistance to staff members and their families with situations encountered in everyday life that may have an impact on their wellbeing and productivity. Counselling is available for a number of conditions, including fear and anxiety, trauma, depression, alcohol/substance abuse, loss and grief, personal/family issues and concerns, harassment, HIV/AIDS counselling, financial emergency information, mission readiness, stress management, and resilience. The staff counsellor's office is located in the Secretariat building on the 5th floor in room 502.

Call the staff counsellors office on 212-963-7044

Contact the staff counsellor's office at sco@un.org

Read the Secretary-Generals UN Workplace Mental Health and Well-Being Strategy here

HIV and AIDS in the Workplace

Raising awareness about HIV continues to be a priority for the UN and the broader global community. The UN also has a global system-wide workplace programme on HIV (UN Cares), designed to reduce the impact of HIV in the workplace by support 'universal access' to prevention, treatment, care and support for all personnel and their families. Staff can access accurate and up-to-date global information resources about protection from HIV infection and managing life with HIV via the website below.

The UN HIV and AIDS website
https://hr.un.org/page/hiv-and-aids

5.4 Official Travel

Headquarters staff are often required to travel as part of their role in instances when other forms of communication will not suffice. Travel expenses are a significant part of the UN budget and staff are expected to take the most direct and least expensive routes.

Information on Authorization to Travel

Prior to authorizing any official travel, the primary consideration should be whether direct face-to-face contact is necessary for mandate implementation. If not, then alternative methods should be employed. Staff members are required to certify in Umoja that alternative methods, such as video conference, audio conference, or other remote business practices, such as online meetings, have been carefully reviewed, were found not to be effective, and that travel is therefore necessary.

All official travel must have an approved travel request before it is undertaken. In exceptional cases, staff members may be authorized to travel, pending approval of the travel request. In such cases, written confirmation shall be required as soon as possible, and no later than two calendar weeks after completion of travel. Once approved, the travel authorization is forwarded to the travel provider for reservations and ticketing (travel agency) for quality assurance.

Upon ticket issuance, a copy of the ticket invoice will be emailed directly to your email address as well as any other provided email addresses.

The UMOJA job aids on travel website
https://umoja.un.org/content/travel-job-aids

Staff to whom daily subsistence allowance (DSA) is payable will normally be paid such allowance in accordance with a schedule of standard rates established periodically by the International Civil Service Commission (ICSC) and in line with the provisions of the present administrative instruction.

Daily subsistence allowance information website
https://icsc.un.org/Home/DailySubsistence

The UN travel resources website
https://iseek-external.un.org/DOS/DOA/FCAS/TTS

Prior to travelling, it is each staff member's responsibility to obtain the required medical clearances from DHMOSH of DOS or their designated UN medical service. Those responsible for travel approvals are not required to ensure that medical clearance is obtained prior to the approval of the travel request, unless otherwise explicitly requested by DHMOSH or the designated UN medical service to address possible emergencies. It is each traveller's individual responsibility to obtain the required security clearances prior to the commencement of all travel. Failure to obtain the required security clearance prior to travel may result in the traveller becoming ineligible to make a claim under the malicious acts insurance policy. All staff must register official travel in the UNDSS Trip Portal.

UNDSS TRIP Portal
https://dss.un.org/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2f

COVID-19 Travel Advisory

In response to the COVID-19 outbreak, many countries have applied restriction and limited flights. Therefore, UN managers and/or UN personnel should undertake a risk assessment to evaluate the criticality of any proposed travel balanced against the risks to the traveler for any travel to or meetings in affected areas experience ongoing transmission of COIVD-19. This includes risks posed by both medical issues and evolving travel/border restrictions enacted by states parties.

COVID-19 travel advisory for UN managers website
https://www.un.org/en/coronavirus/un-managers-who-approve-travel-areas-ongoing-transmission-covid-19

Call the COVID-19 Helpline +1 212-963-9999 (24hrs)

Contact DHMOSH for COVID-19 advice at osh@un.org

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Glossary of Acronyms and Terms

A4P	Action for Peacekeeping
AAR	After Action Review
AAV	Assessment and Advisory Visit
ACABQ	Advisory Committee on Administrative and Budgetary Questions
ADB	Asian Development Bank
AMISOM	African Union Mission in Somalia
ARBOIS	Audit Response and Compliance Section
ASEAN	Association of Southeast Asian Nations
ASG	Assistant Secretary-General
ATS	Air Transport Service
AU	African Union
AUDDRCP	African Union Disarmament, Demobilization, and Reintegration Capacity Programme
BOI	Board of Inquiry
C-24	Special Committee on Decolonization
C-34	Special Committee on Peacekeeping Operations
CARICOM	Caribbean Community
CASEVAC	Casualty Evacuation
CATSU	Commercial Air Travel Safety Unit
CCA	Common Country Assessment
CDOTS	Capacity Development and Operational Training Service
CDS	Conflict and Discipline Service
CDT	Conduct and Discipline Teams
CEIRPP	Committee on the Exercise of the Inalienable Rights of the Palestinian People
CERF	Central Emergency Response Fund
CLA	Child Protection Advisers
CMMRB	Contingent Owned Equipment/Memorandum of Understanding Management Review Boards
CMS	Chief of Mission Support
CMT	Crisis Management Team
CNMC	Cameroon-Nigeria Mixed Commission
COE	Contingent Owned Equipment
COG	Crisis Operations Group
CoP	Communities of Practice
COPAC	Coalition of Civil Society Organizations for Peace and Conflict Prevention in Central Africa
CPA	Child Protection Adviser
CPAS	Comprehensive Performance Assessment System
CPPF	Conflict Prevention and Peace Forum
CPTM	Core Pre-deployment Training Materials
CRSV	Conflict-Related Sexual Violence
CTC	Counter-Terrorism Committee
CTED	Counter-Terrorism Committee Executive Directive
CVR	Community Violence Reduction
DCO	Development Coordination Office
DDR	Disarmament, Demobilization and Reintegration
DECOL	Decolonization Unit

DGACM	Department for General Assembly Conference Management
DGC	Department of Global Communications
DHMOSH	Division of Healthcare Management and Occupational Safety and Health
DHSS	Division of Safety Services
DMS	Director of Mission Support
DMSPC	Department of Management Strategy and Policy Compliance
DO	Designated Official
DOS	Department of Operational Support
DPET	Policy, Evaluation and Training Division
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DPR	Division for Palestinian Rights
DSA	Daily Subsistence Allowance
DSG	Deputy Secretary-General
DSRSG	Deputy Special Representative of the Secretary-General
EAC	East Africa Community
EAD	Electoral Assistance Division
EBRD	European Bank of Reconstruction and Development
ECCAS	Economic Community of Central African States
ECOSOC	Economic and Social Council
ECOWAS	Economic Community of West African States
EO	Executive Office
EoAR	End of Assignment Report
EOSG	Executive Office of the Secretary-General
ERC	Emergency Relief Coordinator
ERM	Enterprise Risk Management
ERW	Explosive Remnants of War
ETHOS	Enhanced Training for High-Level Operational Support
EU	European Union
FAO	Food and Agricultural Organization
FCAS	Facilities and Commercial Activities Service
FCRB	Field Central Review Board Secretariat
FPS	Focal Point for Security
FPU	Formed Police Unit
FTST	Field Training Support Team
GCC	Gulf Cooperation Council
GDLSC	Guidance Development and Learning Steering Committee
GFP	Global Focal Point
GFPG	Guidance Focal Points Group
GLU	Guidance Learning Unit
GPS	Gender, Peace and Security Unit
GPSS	Global Procurement Support Section
HC	Humanitarian Coordinator
HIPPO	High-Level Independent Panel on Peace Operations
HoM	Head of Mission
HQCSS	Headquarters Client Support Service

HR	Human Resources
HRC	Human Rights Commission
HRSD	Human Resources Services Division
IACG-MA	Inter-Agency Coordination Group on Mine Action
IAP	Integrated Assessment and Planning
IASSRTF	Inter-Agency Security Sector Reform Task Force
IATF	Inter-Agency Task Force
IAWG-DDR	Inter-Agency Working Group on Disarmament, Demobilization, and Reintegration
IC	Innovation Cell
ICC	International Criminal Court
ICSC	International Civil Service Commission
IED	Improvised Explosive Device
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IHL	International Humanitarian Law
IMTC	Integrated Mission Training Centre
IMU	Information Management Unit
IOC	Intensive Orientation Course
IOT	Integrated Operational Team
IPO	Individual Police Officer
ISF	Integrated Strategic Framework
IT	Information Technology
ITF	Integrated Task Force
ITS	Integrated Training Service
IWG	Integration Working Group
JCS	Justice and Corrections Service
JCSC	Justice and Corrections Standing Capacity
JIU	Joint Inspection Unit
JPO	Junior Programme Officer
JSCHD	Joint Steering Committee for Humanitarian and Development Coordination
KJSO	Kuwait Joint Support Office
KMG	Knowledge Management and Guidance
LCM	Light Coordination Mechanism
LD	Logistics Division
LMCT	Leadership,
LOA	Letter of Assist
LP	Laissez Passer
LPs	Liaison Presences
LSS	Leadership Selection Service
MAF	Management and Accountability Framework
MAST	Mission Advanced Staff Training
MEAP	Mission-Wide Environmental Action Plan
MEDEVAC	Medical Evacuation
MENA	Middle East and North Africa
MINUGA	UN Humanitarian Mission in Guatemala
MINURCAT	UN Mission in Central African Republic and Chad

MINURSO	UN Mission for the Referendum in Western Sahara
MINUSCA	UN Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	UN Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	UN Stabilization Mission in Haiti
MLT	Mission Leadership Team
MONUC	UN Organization Mission in the Democratic Republic of the Congo
MONUSCO	UN Organization Stabilization Mission in the Democratic Republic for Congo
MOU	Memorandum of Understanding
MPET	Military Performance Evaluation Taskforce
MRM	Monitoring and Report Mechanism
MSC	Mission Support Concept
MSF	Mèdecins Sans Frontiéres
MSP	Mission Support Plan
MSST	Member States Support Team
MSU	Mediation Support Unit
MTT	Mobile Training Team
NAD	North Africa Division
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
NOTICAS	Notification of Peacekeeper Casualties
NSCU	Non-Staff Capacities Unit
NSGT	Non-Self-Governing Territories
OCHA	Office of Coordination for Humanitarian Affairs
ODCSS	Office of the Director for Coordination and Shared Services
OHCHR	Office of the UN High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information Communication Technology
OIF	Organization internationale de la francophonie
OIOS	Office of International Oversight Services
OLA	Office of Legal Affairs
OMA	Office of Military Affairs
ONUB	UN Operation in Burundi
ONUC	UN Operation in the Congo
OPSP	Office of Peacekeeping Strategic Partnerships
OROLSI	Office of Rule of Law and Security Institutions
OSCE	Organization for Security and Cooperation in Europe
OSCM	Office of Supply Chain Management
OSESGSY	Office of the Special Envoy of the Secretary-General for Syria
OSESGY	Office of the Special Envoy of the Secretary-General to Yemen
OSLA	Office of Staff Legal Assistance
OSO	Office of Support Operations
OSRSG	Office of the Special Representative of the Secretary-General
OSRSG-CAAC	Office of the Special Representative of the Secretary- for Children and Armed Conflict
OSRSG-SVC	Office of the Special Representative of the Secretary-General for Sexual Violence in Conflict
OUSG-DPO	Office of the Under-Secretary-General of the Department of Peace Operations
OUSG-DPPA	Office of the Under-Secretary-General of the Department of Political and Peacebuilding Affairs

PA	Personal Action
PBC	Peacebuilding Commission
PBF	Peacebuilding Fund
PBPO	Policy and Best Practices Officer
PBPS	Policy and Best Practices Service
PBSO	Peacebuilding Support Office
PCC	Police Contributing Country
PCG	Peacebuilding Contact Group
PCRS	Peacekeeping Capability Readiness System
PD	Police Division
PDA	Peace and Development Adviser
PDT	Pre-Deployment Training
PESG	Personal Envoy of the Secretary-General
PKI	Peacekeeping-Intelligence
PKO	Peacekeeping Operation
PKTI	Peacekeeping Training Institute
PMD	Policy and Mediation Division
PMT	Programme Management Team
POC	Protection of Civilians
POL	Petroleum, Oil and Lubricant
POSS	Peace Operations Support Section
PPDB	Policy and Practice Database
PPU	Policy Planning Unit
PSG	Peacebuilding Strategy Group
QIP	Quick Impact Project
RC	Resident Coordinator
RCNYO	Regional Commission New York Office
RFTS	Regional Field Technology Services
RMR	Regional Monthly Review
RSCE	Regional Service Centre Entebbe
RTCC	Regional Training and Conference Centre
RTP	Reinforcement Training Package
SADC	Southern African Development Community
SAOC	Strategic Air Operations Centre
SCAD	Security Council Affairs Division
SCS	Strategic Communications Service
SEA	Sexual Exploitation and Abuse
SFGCPC	Strategic Force Generation and Capability Planning Cell
SGITT	Service for Geospatial, Information and Telecommunications Technologies
SLP	Senior Leaders Programme
SMG	Senior Management Group
SML	Senior Mission Leaders Course
SOP	Standard Operating Procedure
SPA	Special Post Adjustment
SPC	Standing Police Capacity
SPF	Somalia Police Force

SPG	Standing Principals' Group
SPM	Special Political Mission
SPS	Support Partnership Service
SRM	Security Risk Management
SRSG	Special Representative of the Secretary-General
SS	Staffing Service
SSCR	Social Science Research Council
SSF	Somalia Security Forces
SSR	Security Sector Reform
STEP	Staff Training and Engagement Programme
STM	Specialized Training Materials
SUR	Statement of Unit Requirement
SWPA	Senior Women Protection Adviser
T/PCCs	Troop- and Police-Contributing Countries
TAM	Technical Assessment Mission
TCC	Troop Contributing Country
TJO	Temporary Job Opening
TMICC	Transportation and Movements Integrated Centre
TPST	Training Policy and Standards Team
TRG	Training Reference Group
TTS	Travel and Transportation Section
U2	Intelligence Branches
UN	UN
UNAMA	UN Assistance Mission in Afghanistan
UNAMI	UN Assistance Mission for Iraq
UNAMID	UN-African Union Hybrid Mission in Darfur
UNAMSIL	UN Mission in Sierra Leone
UNAT	UN Appeals Tribunal
UNCT	UN Country Team
UNDOF	UN Disengagement Observer Force
UNDP	UN Development Programme
UNDSS	UN Department of Safety and Security
UNDT	UN Dispute Tribunal
UNEF I	UN Emergency Force (First)
UNEP	UN Environment Programme
UNFICYP	UN Peacekeeping Force in Cyprus
UNFPA	UN Population Fund
UNGSC	UN Global Service Centre
UNHCR	UN Refugee Agency
UNIC	UN Information Centre
UNICEF	UN Children's Fund
UNIFIL	UN Interim Force in Lebanon
UNIN	UN Innovation Network
UNIOGBIS	UN Integrated Peacebuilding Office in Guinea-Bissau
UNISFA	UN Interim Security Force in Abyei
UNISPAL	UN Information System on the Question of Palestine

UNITAR	UN Institute for Training and Research
UNJSPF	UN Joint Staff Pension Fund
UNMAS	UN Mine Action Service
UNMIK	UN Interim Administration Mission in Kosovo
UNMIL	UN Mission in Liberia
UNMIN	UN Mission in Nepal
UNMISS	UN Mission in South Sudan
UNMIT	UN Integrated Mission in East Timor
UNMO	UN Military Observer
UNMOGIP	UN Military Observer Group in India and Pakistan
UNOAU	UN Office to the African Union
UNOCA	UN Regional Office for Central Africa
UNOCC	UN Operations and Crisis Centre
UNOCI	UN Operation in Côte d'Ivoire
UNOCT	UN Office of Counter-Terrorism
UNODC	UN Office of Drugs and Crime
UNON	UN Office at Nairobi
UNOPS	UN Office for Project Services
UNOWAS	UN Office for West Africa and the Sahel
UNPOL	UN Police
UNRGID	UN Representative to the Geneva International Discussions
UNRWA	UN Relief and Works Agency for Palestine Refugees in the Near East
UNSA	UN Signals Academy
UNSCO	UN Special Coordinator for the Middle East Peace Process
UNSDG	UN Sustainable Development Goals
UNSMIL	UN Support Mission in Libya
UNSMS	UN Security Management System
UNSO	UN Staff Officers
UNSOA	UN Support Office for African Union Mission in Somalia
UNSOM	UN Assistance Mission in Somalia
UNSSC	UN Staff College
UNTSO	UN Truce Supervision Organization
UNVMC	UN Verification Mission in Colombia
USG	Under-Secretary-General
WFP	World Food Programme
WPA	Women's Protection Adviser
WPS	Women, Peace and Security
XB	Extra-Budgetary Fund
YPP	Young Professionals Programme
YPS	Youth, Peace and Security

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