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

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see [A/61/19/Rev.1](#), para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2020 substantive session ([A/74/19](#)). The matrix is supplemental to the report of the Secretary-General ([A/75/563](#)). A summary of each recommendation is given, as well as a reference to the number of the relevant paragraph in the report of the Special Committee.



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I. Introduction

18 A preliminary feasibility study is required to assess the scope and total cost of the construction project. In the absence of approved funds by the General Assembly for this purpose, Member States are encouraged to provide voluntary contributions to fund this preliminary feasibility study and the subsequent construction of the memorial wall at United Nations Headquarters.

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

II. Conduct of peacekeepers and peacekeeping operations

36 The Secretariat continues to take measures to ensure that all personnel in United Nations peacekeeping operations maintain the highest standards of conduct and that deploying personnel will meet those standards. To that effect, issues of past instances of misconduct and measures taken in response are considered during the force generation process, including with required certification being provided. Individuals nominated by Member States for uniformed service with United Nations peacekeeping operations must provide self-certification that they have not been involved in the commission of any violations of international human rights law or international humanitarian law. All personnel to be deployed in peacekeeping operations continue to be vetted for records of prior misconduct maintained in the Misconduct Tracking System and civilian personnel are screened against records of sexual exploitation and abuse maintained in the ClearCheck database containing data from entities in the United Nations system.

37 Prevention, enforcement and remedial actions remain the pillars of the Secretariat's work towards advancing the zero-tolerance policy for sexual exploitation and abuse. Details on efforts made and measures taken to address sexual exploitation and abuse will again be provided in the next annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse, to be issued early in 2021. Updates on such efforts and measures in addressing misconduct, including sexual exploitation and abuse, in peacekeeping operations are also provided in informal briefings to the Special Committee.

39 In accordance with the provisions of memorandums of understanding between the United Nations and troop-contributing countries, Member States are informed as soon as prima facie evidence of allegations of misconduct, including sexual exploitation and abuse, are brought to the attention of the Secretariat, in order to enable Member States to designate national investigation officers and conduct the required investigations. In instances in which the United Nations conducts investigations into allegations of sexual exploitation and abuse, for matters involving personnel with the status of experts on mission or in instances in which Member States have not designated national investigation officers, the Secretariat will share the results of United Nations investigations with the relevant contributing Member State, for accountability measures to be taken, where applicable.

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- 41 As part of the force and personnel generation processes, the Secretariat continues to require that Member States provide certification that predeployment training was delivered by troop- and police-contributing countries using training material provided by the United Nations. In addition to predeployment training, induction, refresher and training-of-trainers training continues to be delivered on the prevention of sexual exploitation and abuse, upon arrival of personnel in all peacekeeping operations. During the reporting period, an awareness-raising campaign was held to encourage Member States to integrate the prevention of sexual exploitation and abuse e-learning programme into national training activities, including through delivery methods other than e-learning when not feasible. Awareness-raising activities continue to be conducted on a regular basis to reinforce messaging to United Nations personnel on prohibited conduct, including sexual exploitation and abuse. Sexual exploitation and abuse training is included in the core predeployment training materials.
- 43 With respect to training on and awareness of sound environmental practices, a new pocket guide was issued at the request of missions on the duties of peacekeepers and the first-ever Office of Military Affairs environmental management handbook for military commanders is near completion. Both the Office and the Police Division have networks of mission environmental focal points, regular videoconferences (put on hold between March and August 2020 owing to the coronavirus disease (COVID-19)) and outreach for sharing good practices and capacity development. Police Division and United Nations police components have further refined the latter's environmental management framework. In addition to training and awareness-raising, troop-contributing country expertise and capacity have been provided to support liquidation activities at the African Union-United Nations Hybrid Operation in Darfur (UNAMID), ensuring sound environmental practices. In the 2020 Working Group on the Reimbursement of Contingent-Owned Equipment, issue papers submitted by the Secretariat were approved by Member States for inclusion in the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop-/Police Contributors Participating in Peacekeeping Missions (e.g., minor engineering requirements and guidance on the synchronization of generators for the more efficient use of energy and on the proper treatment and disposal of medical waste to improve the health, safety and security of local communities and United Nations personnel). Energy infrastructure management plans and waste management plans continue to be developed by missions, which outline initiatives in relation to implementing priority actions in energy and waste management, and will support planning processes for troop- and police-contributing country deployments.
- 44 At the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), which has a mandate to protect cultural monuments, awareness and guidance in this area are included in the mission induction training mandatory for all staff (civilian, military and police). With regard to raising awareness of cultural and religious customs, this topic is covered in the core predeployment training materials in module 3.2 (respect for diversity). The materials are also mandatory for all staff.
- 45 The guidelines on combined military and police coordination mechanisms in peace operations (Ref. 2019.16) were developed and signed by the Under-Secretary-General for Peace Operations. The guidelines provide guidance to military and police components in United Nations peace operations that are tasked with implementing mandates to reduce threats and protect civilians. They focus on military and police coordination in a broad range of operational contexts involving security and public order situations and addressing protection concerns in peace operations in differing operational contexts. They also delineate the distinct roles of the military and police. A standard operating procedure on continued military and police operations in a COVID-19 environment was also being finalized. The strategic guidance framework for international policing continued to evolve, as illustrated by the work on the manuals on crime intelligence and on intelligence-led policing and advances made in the United Nations police training architecture programme, which is informed by strategic guidance framework guidance materials.

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46 The Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance began work on developing a peacekeeping technology strategy, with the aim of having it completed by April 2021. The strategy will focus on a number of Action for Peacekeeping-related areas, including safety and security and performance. The Office of Information and Communications Technology and the Office of Military Affairs have developed a camp defence concept of operations capitalizing on the technologies available in the market to improve threat detection, situational awareness and survivability of indirect fire attacks. A wide portfolio of solutions is now available on contract, including options for operational and maintenance support. These contracts capitalize on the lessons learned through letters of assist and, accordingly, will address the different modalities of attacks that United Nations personnel and camps encounter. These technologies are widely used by Member States and have proven their effectiveness and value in peacekeeping environments.

The Office of Information and Communications Technology is also implementing efficient environmentally appropriate solutions to reduce the impact of peace operations on local scarce resources and minimize exposure to hostile acts by reducing logistics convoys. MINUSMA is working on a new system to generate and store power using renewable resources and non-hazardous storage while generating electricity at the same price as diesel-powered generators. This pilot project, limited initially to Bamako, has the potential to revolutionize the way in which peacekeeping missions generate power and reduce their environmental footprint and convoy casualties resulting from the movement of fuel to the deep field.

III. Partnerships

52 The Secretariat continues to engage with regional and subregional organizations to strengthen strategic planning and operational interoperability and complementarity at the field level, including with the African Union and the European Union. For example, the Department of Operational Support continued to work closely with the African Union Commission to strengthen the joint planning, deployment, management and transition of African Union peace operations. This includes efforts to strengthen synergies and interoperability in the area of operational support, including through the exchange of knowledge and expertise. In addition, in September 2020, the Department finalized a framework agreement with the European Union for the mutual provision of logistic, administrative and security support in crisis and post-conflict situations.

The Secretariat is also collaborating with regional and subregional organizations on topics related to the rule of law and security institutions. The Justice and Corrections Service, including through its standing capacity, engages regularly with counterparts of the African Union, the European Union and other regional groups, as well as judicial and corrections networks, on facilitating coherence and interoperability in operational activities and planning. The African Union Disarmament, Demobilization and Reintegration Capacity Programme was extended into its third phase, to 2022, while growing cooperation between the United Nations and the African Union in the area of improvised explosive device threat mitigation was reflected in the development of the African Union's first strategy to counter improvised explosive devices, with support from the Mine Action Service and the United Nations Office to the African Union. The Security Sector Reform Unit works closely with the European Union towards ensuring compatible assessment methodologies and coordinated support for the implementation of defence and security provisions in peace agreements in the Central African Republic and Mali, while also engaging with the African Union to facilitate the roll-out of its security sector reform operational guidance notes.

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Integration remains the guiding principle at all stages of deployment of multidimensional peace operations alongside United Nations country teams. A review of the implementation of the Policy on Integrated Assessment and Planning (2013) initiated in June 2020 will serve as the basis for a revision to reflect the impact of the United Nations reforms and new tools and approaches. The need for close partnerships becomes more evident as peacekeeping missions draw down, to ensure continuity of support to countries' trajectory towards sustainable peace.

Since 2014, the joint Department of Peace Operations-Department of Political and Peacebuilding Affairs-United Nations Development Programme (UNDP) transition project provides policy and operational support to both missions and United Nations country teams for integrated planning in transition contexts, including through lessons learned exercises (Darfur) and by financing surge capacities in the Democratic Republic of the Congo, Guinea-Bissau, Mali and the Sudan. The Development Coordination Office recently joined the project structure.

In addition, the Global Focal Point for the Rule of Law continues to bolster a One United Nations approach to the provision of rule of law assistance to address and prevent violent conflict and protect human rights, including the rights of women. Joint rule of law programmes are in place between peacekeeping missions and United Nations country teams in the Central African Republic, Mali and Darfur, leading to more cohesive and coherent rule of law engagement in mission settings, as requested by the Security Council in its resolution [2447 \(2018\)](#). The Department of Operational Support has actively sought to further operational partnerships with national and regional actors and other United Nations elements in the transitions recently undertaken in diverse settings such as the start-up of missions in the Sudan and Yemen and the closure of missions in Guinea-Bissau and Haiti. In the start-up of the United Nations Integrated Transition Assistance Mission in the Sudan, the Department has expressly designed the support component of the Mission with the intent of incorporating formal partnerships with United Nations actors already present in the Sudan. The Department is also developing an approach to identify, establish and maintain mutually beneficial partnerships with United Nations agencies, funds and programmes to enhance the interoperability, readiness and effectiveness of operational support during all phases of peacekeeping operations. The approach will focus on opportunities to leverage a more streamlined network of service providers to address gaps in the Department's capacity to respond to critical situations, increase efficiency and avoid duplication. The Police Division's Standing Police Capacity, for its part, has provided advisory services to United Nations country teams in several settings. Similarly, the Justice and Corrections Standing Capacity undertook several deployments to support United Nations peace operations and United Nations country teams with integrated transition analysis, planning and implementation, including to Haiti and to Darfur to capture lessons from the UNAMID rule of law transition, to inform the last stages of the Mission's programmatic transition and drawdown and provide strategic advice and operational support with respect to the set-up of the United Nations Integrated Transition Assistance Mission in the Sudan. Meanwhile, the Disarmament, Demobilization and Reintegration Section and, in November 2019, the 25 members of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, in coordination with various field missions, launched the revised United Nations Integrated Disarmament, Demobilization and Reintegration Standards to introduce new modules, including a module on the politics of disarmament, demobilization and reintegration, which is the first operational guidance linking disarmament, demobilization and reintegration to the concept of primacy of politics, and to explain the critical interrelation between the two.

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54 Over the past year, together with partner Member States, the Secretariat, through its triangular partnership project, provided engineering training in Brazil, Kenya, Morocco, Rwanda, Uganda and Viet Nam to 183 uniformed peacekeepers from 20 countries in Africa and Asia and surrounding regions. In October 2019, the project launched a pilot course in Uganda, in which 29 uniformed peacekeepers from the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the United Nations Mission in South Sudan (UNMISS) were trained as field medical assistants. In 2019, a further 32 uniformed peacekeepers from 18 countries received technology training in the United Nations Military Signals Academy in Uganda. The project is developing new remote and mixed-delivery courses, to be launched early in 2021. These will complement the on-site training curriculum going forward.

The Secretariat has encouraged Member States to offer smart pledges for critical capabilities until a long-term solution is found but did not receive positive replies in that regard. Through the Strategic Force Generation and Capability Planning Cell, the Secretariat has supported troop-contributing countries in their preparations for possible co-deployments and by organizing workshops for capacity builders and recipients to fully understand United Nations requirements. The Department of Peace Operations developed a COVID-19-related concept for remote military skills validation. This exercise is, whenever possible, supported by a strategic training partner, with validators on the ground. Each validation concludes with a detailed report and targeted training recommendation to be implemented until deployment or for the preparation of the following contingent. The Police Division continued to deploy specialized police teams, a unique deployment modality regulated under individual police officer rules, which allows the Secretariat and Member States to match the required expertise and resources to deliver effective policing advice.

58 Reimbursements for capabilities deployed in formed units are assessed, processed and certified within three months after the end of each quarter. Disbursements of certified reimbursements by the Department of Management Strategy, Policy and Compliance are dependent on the availability of cash.

59 In accordance with the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2016–2020), the Department of Operational Support has been conducting triangular partnership project peacekeeping engineering training for Association of Southeast Asian Nations (ASEAN) troop-contributing countries and those in the surrounding regions since late 2018. Over the past year, the Department conducted training in the operation of heavy engineering equipment in Viet Nam from 4 November to 13 December 2019 for 20 Vietnamese participants and a training-of-trainers course in Viet Nam from 10 February to 13 April 2020 for 20 heavy equipment operators from Bhutan, Cambodia, Indonesia, Nepal and Viet Nam. While further triangular partnership project engineering courses planned for 2020 in Indonesia were postponed owing to COVID-19-related global travel restrictions, the project is developing remote engineering courses, to be launched in late 2020 or early in 2021. The training location rotates on a two-year basis in the ASEAN region. Following the successful conduct of training in Viet Nam, the course will be offered in Cambodia, Indonesia and Thailand when the global COVID-19 situation improves and triangular partnership project on-site training resumes.

Active cooperation with peacekeeping training centres in the region continues. The Department of Peace Operations Integrated Training Service participated in a recent virtual meeting between commanders of peacekeeping training institutes in the region. The Service is supporting the peacekeeping training centre in Indonesia in the review and certification process of their protection of civilians course. A visit by the Service's mobile training team to Jakarta to deliver a course in May 2020 was suspended owing to the COVID-19 situation.

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The Mine Action Service provides capacity-building support to troop- and police-contributing countries from the ASEAN region. During the reporting period, the Service delivered predeployment and in-theatre training and mentoring (including training of trainers) to Cambodian personnel deployed to MINUSMA on mitigating the threat posed by improvised explosive devices. The Service also provided validation and quality assurance support to demining activities conducted along the Blue Line by Cambodian contingents within the United Nations Interim Force in Lebanon (UNIFIL).

60 Training standards and material are updated regularly to align with findings from training needs assessments and new guidance, including policies, guidelines and standard operating procedures. Updated mission-specific documents for countries deploying troop and police contingents are available from the Office of Military Affairs and the Police Division, respectively. With respect to United Nations policing, the Strategic Guidance Framework for International Police Peacekeeping and the United Nations police training architecture programme provide the basis for coherence in standards from predeployment through deployment.

61 The Integrated Training Service maintains regular contact with both national and regional training centres and cooperates with them in delivering regional and global training of trainers to roll out training packages as they are developed. In addition, the Service publishes a quarterly newsletter for training centres that includes updates of new guidance and training material with links to their relevant location on the Peacekeeping Resource Hub.

62 The Secretariat works to retain and disseminate lessons learned from United Nations peacekeeping. For example, the Police Division continues to regularly engage with African Union and European Union counterparts on facilitating coherence and interoperability in guidance development, planning, selection and recruitment, as well as operational activities. The Justice and Corrections Service, including through the Justice and Corrections Standing Capacity, engages regularly with counterparts of the African Union, the European Union and other regional groups such as the League of Arab States or regional judicial and corrections networks on facilitating coherence and interoperability in guidance development and operational activities, planning and recruitment. The Mine Action Service has provided technical assistance, training and mentoring, and specialized equipment to enhance the capacity of the African Union Mission in Somalia troops to mitigate the threat posed by improvised explosive devices.

63 The light coordination mechanism engages regularly with key Member State training and capacity-building providers to communicate training gaps, assist providers in identifying training opportunities and facilitate training partnerships. In 2019, a meeting of both capacity providers and recipients, along with representatives from peacekeeping missions, was held in Entebbe. A police-specific meeting of both capacity providers and recipients will be held in 2021.

64 In consultation with the Office of Military Affairs, the Police Division and field missions, the Uniformed Capabilities Support Division continues to consult with and provide troop- and police-contributing countries with factual information on changes to memorandums of understanding arising from Security Council mandates, General Assembly resolutions, mandated tasks and operational conditions. The Secretariat regularly convenes informal meetings with troop- and police-contributing countries to keep them abreast of new developments and issues of joint concern or priority.

65 After informal consultation with Member States, there was no show of interest during the reporting period for long-term rotations. Troop- and police-contributing countries, when deploying, have not shown interest in a time-limited deployment, making this assessment and planning challenging for the Secretariat, for it requires more Member State involvement.

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66 The Office of Military Affairs is a diverse Secretariat entity, with a total of 47 troop- and police-contributing countries represented in the Office and 121 troop-contributing countries deployed in the field. The Office and the Police Division continue to provide an equal and transparent chance to nominated candidates from troop- and police-contributing countries to all posts at the professional level, including staff and senior positions, at United Nations Headquarters and in field operations, in accordance with the General Assembly resolution 72/262 C.

67 The Department of Peace Operations continues to seek a clear distinction between the roles of peacekeeping and other forces deployed in parallel, whether in terms of the definition of mandates or on the ground.

IV. Peacebuilding and sustaining peace

73 The planning directive of the Secretary-General for the development of consistent and coherent United Nations transition processes (2019) requires all integrated missions and United Nations country teams to carry out early planning, including through the development of transition calendars. The Department of Operational Support seeks to engage its supported field entities as soon as there is an indication that a transition may be occurring. The early planning and preparation are captured in the guide to senior managers on field entity closure, issued by the Department in January 2019. The guide has been used in the process of the transition from the United Nations Mission for Justice Support in Haiti to the United Nations Integrated Office in Haiti in 2019 and in the drawdown of UNAMID and the transitions to the United Nations Integrated Transition Assistance Mission in the Sudan in 2020. The Department also seeks to partner with national and local actors in this process, understanding the need for, and fully supporting, close collaboration with such actors in transition contexts. The Office of Rule of Law and Security Institutions and its five components have actively supported the ongoing transition in the Sudan, including through its role as a Global Focal Point for the Rule of Law partner, to provide demand-driven and transformative support to rule of law and security institutions. Such support has been an important element of the integrated and inclusive inter-agency planning process for the future United Nations configuration in the country.

74 Missions continue to carry out programmatic activities in collaboration with United Nations country teams in support of national capacities in key areas of their mandates. The Peacebuilding Fund also increasingly supports strategic peacebuilding interventions by the United Nations country teams in peacekeeping settings. Its investment strategy for the period 2020–2024 has prioritized transitions, anticipating that 35 per cent of its allocations will be to transition contexts. Efforts are also under way to strengthen collaboration with international financial institutions, in particular with the World Bank Group, in the implementation of its Strategy for Fragility, Conflict and Violence. This includes a project jointly initiated by the Department of Peace Operations and UNDP to develop policy collaboration with the World Bank in the area of security sector reform, supported by the Humanitarian-Development-Peacebuilding and Partnership Facility. National police services and other law enforcement entities are critical institutions for sustainable peace. Where mandated, the United Nations police continue to support Member States in their quest to realize the ideal of an effective, efficient, representative, responsive and accountable police service of the highest professional standard possible. The Justice and Corrections Service continues to support peacekeeping missions, in collaboration with United Nations country teams and other peacebuilding partners, to assist host countries in delivering essential justice and prison services, strengthen criminal justice systems and facilitate rule of law reforms. It does so by promoting accountability for serious crimes that fuel conflict, by extending justice and corrections institutions in conflict-affected areas and by enhancing prison security and management. The mine action components of peacekeeping missions undertook efforts throughout the reporting period to support national capacities in better protecting civilians through mitigating the threat of improvised explosive devices, surveying and clearing land of explosive ordnance, enhancing risk education, and safely and effectively storing weapons and ammunition, in line with national priorities and strategies. The Disarmament, Demobilization and Reintegration Section and the Office of Disarmament Affairs

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jointly conducted a technical assessment mission in Haiti at the request of the Government of Haiti to address issues related to disarmament, demobilization and reintegration, community violence reduction and weapons and ammunition management. Through the Inter-Agency Security Sector Reform Task Force and the Group of Friends of Security Sector Reform, the Security Sector Reform Unit continues to build political support and national capacity to mitigate conflict drivers within the security sector in peacekeeping settings, thereby contributing to a protective environment and peacebuilding priorities.

75 Throughout the reporting period, the Secretariat continued to draw on its specialized expertise in the rule of law and security institutions to support the efforts of Member States and other partners. The Police Division and the Justice and Corrections Service support the work of police justice and corrections components in peacekeeping operations, in order to implement mandates to strengthen the rule of law, including through its rapidly deployable Standing Police Capacity and the Justice and Corrections Standing Capacity and working with United Nations country team partners under the Global Focal Point for the Rule of Law arrangement. The Disarmament, Demobilization and Reintegration Standing Capacity was established at the United Nations Logistics Base at Brindisi, Italy, and deployed in support of the transition from the United Nations Mission for Justice Support in Haiti to the United Nations Integrated Office in Haiti. This Standing Capacity is also providing support to the transition of UNAMID and the establishment of the United Nations Integrated Transition Assistance Mission in the Sudan. The Security Sector Reform Unit has provided advisory support to the peacekeeping operations in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan on the design and implementation of inclusive, nationally owned strategies to achieve effective, accountable and affordable security institutions, while also working to operationalize its standing capacity. The Mine Action Service supported national institutions of six host States (Central African Republic, Democratic Republic of the Congo, Mali, Somalia, South Sudan and the Sudan) through the provision of support tailored to relevant needs, ranging from training and mentoring, technical advice, specialized equipment and ad hoc support in the areas of weapons and ammunition management to improvised explosive device threat mitigation and explosive ordnance clearance and disposal.

79 Since December 2019, more than 300 quick-impact projects have been initiated in six peacekeeping missions (United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), MINUSMA, MONUSCO, UNIFIL, United Nations Interim Security Force for Abyei (UNISFA) and UNMISS), reaching more than 7.2 million beneficiaries. The majority of the projects (approximately 74 per cent) were in the field of “confidence-building in the mission” and “public services and civil administration”, which contributed directly to building confidence between the missions and the local stakeholders and creating a conducive environment for mandate implementation. For example, in the UNMISS Bentiu field office, a quick-impact project to renovate a prison in the region built stronger working relationships between the Mission and local detention services. The prison officers granted UNMISS corrections officers unhindered access to the prison, allowing the Mission to better implement its human rights mandate. The other quick-impact projects (approximately 26 per cent) were for “protection of civilians and conflict resolution”, “political and economic inclusivity” and “rule of law”. Since March 2020, several missions redirected quick-impact project funds to support local authorities and communities in containing the COVID-19 pandemic to protect the local population from the spread of COVID-19 risks. For example, MINUSCA used quick-impact projects to conduct awareness-raising campaigns, reinforce COVID-19 prevention systems in rural prefectures and distribute protection kits to the local population.

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80 The Department of Peace Operations has been putting an emphasis on promoting and supporting political solutions. Where applicable, Special Representatives of the Secretary-General have been focusing on their roles of political facilitation. Peacekeeping operations have put a focus on facilitating and supporting the implementation of political agreements, whether at the local or national level, in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan. The Department has sought to highlight the support provided to political processes in reporting to the Security Council on behalf of the Secretary-General.

81 Efforts are also under way to strengthen collaboration with international financial institutions to better coordinate and sequence efforts in peacebuilding contexts. The recent start of the implementation of the World Bank Group Strategy for Fragility, Conflict and Violence (2020) has presented opportunities for strategic alignment in support of government-led prevention and peacebuilding efforts, which are actively being pursued in the Central African Republic, the Democratic Republic of the Congo and Mali.

V. Performance and accountability

88 As described in the narrative report (A/75/563), the integrated peacekeeping performance and accountability framework was developed during the reporting period. It was developed with ownership among the Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance. The framework uses a comprehensive and objective methodology and provides a systematic overview of how peacekeeping performance is measured and monitored across all components. It also provides detail in the annexes about the measures to ensure accountability and incentivize performance. It further identifies gaps and outlines the work ahead to make further progress, where needed. To consult Member States, the Secretariat held meetings with the top 20 troop- and police-contributing countries in June and July 2020, with the Security Council on 9 July and the full Special Committee on 28 July. Member States appreciated the consultation and, through their questions, comments and valuable feedback, helped to improve the framework. In response to the feedback received, several changes were introduced to the framework. These include more focus on political, mandating and resourcing aspects of performance, a strengthened emphasis on civilian accountability, including the inclusion of a visual to display civilian performance and accountability measures, reinforced language on whole-of-mission aspects of performance, including on mission integration and accountability of mission leadership, as well as on addressing factors beyond the control of troop- and police-contributing countries, such as responsibilities related to the host country and the Secretariat. The framework was shared with the Special Committee in September and remains a living document that is reviewed and updated quarterly.

89 Throughout the reporting period, the Secretariat addressed instances of underperformance. With regard to uniformed personnel, senior leadership met and discussed instances of underperformance in monthly and quarterly integrated performance meetings, as appropriate, based on an integrated analysis across the Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance. Such meetings look at trends in performance and individual unit performance issues, with the aim of addressing any underperformance with remedial action, from additional training to support required from the Secretariat or the mission to the need for a predeployment visit for the next rotation or to partial and full repatriation. The Secretariat also strengthened its consultations and information-sharing with top troop- and police-contributing countries to provide integrated feedback on the evaluation of their performance and identify ways to address issues, as required. Such meetings enhanced the understanding by troop- and police-contributing countries of their performance issues (both positive and negative) and increased collaboration between the Secretariat and Member States.

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The Office of Military Affairs has a dedicated task force that provides leadership with integrated performance analysis. This analysis includes in-mission evaluation, performance results from predeployment visits and Conduct and Discipline Unit and contingent-owned equipment reports. Department of Peace Operations leadership has a variety of tools at its disposal to address underperformance, most of which focus on assisting units in improving. These include engagement at the level of the Military Adviser, advisory visits to the subject troop-contributing country to assist and enhance corrective action, predeployment visits to validate that appropriate performance improvements have been made, strategic partnerships with an acceptable, established, high-performing troop-contributing country, political engagement at the level of Under-Secretary-General, the relocation, downsizing or retasking of a unit within the mission area, or the repatriation of the unit. It is important to note that the ultimate sanction, the repatriation of a unit, occurs only after an intense, consultative process, focused on assistance, rather than sanction, has taken place.

Monitoring military unit performance in field missions is the responsibility of Force and Sector Commanders who are required to evaluate all subordinate units twice during deployment. These evaluations are completed in a structured, systemic manner, the results of which, including recommendations for improvement, are shared with the evaluated unit. The subject unit is responsible for the development of a performance improvement plan in cooperation with force/sector headquarters and must regularly report on steps taken in that regard.

Concrete changes in troop-contributing countries have been made, including the establishment of dedicated national training centres, a revised national force generation process for upcoming rotations, improved training plans, newly formed strategic partnerships, the replacement of unit leadership, the inclusion of United Nations standards in national doctrine, enhanced in-mission training and welfare, and delay of rotation, in order to allow troop-contributing countries to address immediate training shortfalls, partial repatriation and conditional deployment.

90 Several missions have successfully begun to collect quarterly data, both qualitative and quantitative, which allows them to assess progress made in delivering mandated objectives as prioritized by mission leadership. Evidence-based recommendations, grounded in the Comprehensive Performance Assessment System performance assessments, have increasingly been put to mission leadership to concretely strengthen operations in response to changes in the context or assessments of areas where the mission is performing well and where it is not having the intended impact, many of which were endorsed and are now being implemented. Improved linkages to the mission budget and other mission planning tools will enhance the implementation of Comprehensive Performance Assessment System recommendations for operational adjustments, resulting in improved mission planning and performance.

91 Headquarters performance is being assessed and evaluated through a number of tools, which are also reflected in the peacekeeping performance and accountability framework. However, the formal feedback mechanisms for missions in relation to the guidance and support provided by the Department of Peace Operations can be further strengthened. The Secretariat has worked to meet the request with a sustainable approach and within existing resources and build on and improve existing tools. Work is under way to establish a peacekeeping operations client board and a regular meeting for providing feedback to/troop- and police-contributing countries.

92 A mechanism has been established to obtain undeclared caveats from force headquarters on a quarterly basis, with the Office of Military Affairs engaging with and addressing the relevant troop-contributing countries. Beginning in January 2019, the Office established a procedure for obtaining periodic input from missions on undeclared caveats raised by contingents. Troop-contributing countries and all relevant rules and procedures are consulted to provide feedback to missions. Since then, 26 undeclared caveats have been reported by the missions, of which 22 were resolved after intervention of the Office and force headquarters. Since January 2020, no such caveat has been reported by the missions. This is considered to be a demonstration of a positive impact of efforts initiated by the Office

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and troop-contributing countries in avoiding all caveats that have a detrimental impact on mandate implementation and performance. A clear, comprehensive and transparent procedure on caveats for military component is in process of being formalized.

The standard operating procedure on the assessment and evaluation of formed police unit performance (Ref. 2019.11) requires that any observation regarding underperformance or non-compliance with United Nations standards or undeclared caveats must be immediately communicated to the Head of Police Component and to the Police Division for further review and action, in consultation with mission leadership. It also requires that any operational caveats affecting performance be reported in the performance assessment and evaluation report of formed police units.

95 The Uniformed Capabilities Support Division coordinates closely with the Office of Military Affairs and the Police Division to ensure that changes in Statements of Unit Requirements are appropriately reflected in memorandums of understanding. Memorandums of understanding for contingents deployed to new, expanding and existing missions are transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment. All Statements of Unit Requirements are prepared in consultation with the force headquarters so that the equipment reflects on-the-ground operational requirements and are constantly updated, as well as to ensure that the troop-contributing countries concerned equip their units according to applicable Statements of Unit Requirements and the United Nations Military Unit Manual.

96 The Secretariat, as part of its implementation of the force adaptation plan, communicates with the troop- and police-contributing countries concerned. For example, at MONUSCO, extensive consultations took place between the United Nations and the Southern African Development Community as part of the restructuring of the Intervention Brigade that followed the report prepared by Carlos Alberto dos Santos Cruz on North Kivu. At the United Nations Peacekeeping Force in Cyprus (UNFICYP), the force reduction from 888 to 802 was communicated to all troop-contributing countries concerned. The restructuring of the United Nations Mission to Support the Hudaydah Agreement in May 2020 was also communicated to troop-contributing countries contributing military observers to the Mission, and details were included in the Military Staff Committee briefing and the troop-contributing country briefing.

97 The Secretariat has encouraged Member States to offer smart pledges for critical capabilities until a long-term solution is found but did not receive positive replies in that regard. Through the Strategic Force Generation and Capability Planning Cell, the Secretariat has supported troop-contributing countries in their preparations for possible co-deployments and by organizing workshops for capacity builders and recipients to fully understand United Nations requirements. The light coordination mechanism will convene a series of meetings with Member States and the Secretariat to identify options, within United Nations rules and procedures, to enable mobile training teams to deploy to United Nations peacekeeping operations.

98 Updated training standards and material, based on current operational requirements, are available for download at the Peacekeeping Resource Hub. This includes job-specific training materials for different categories of police and military personnel, including on mandated tasks such as protection of civilians, child protection, women and peace and security, and rule of law and security institutions. In addition, current mission-specific documents for deploying troop-contributing countries and police-contributing countries are available from the Office of Military Affairs and Police Division, respectively. Translation of materials is not funded through the support account for peacekeeping operations but provided only through extrabudgetary or in-kind contributions from Member States. The Integrated Training Service is actively soliciting funding for translations and welcomes contributions from Member States.

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99 The Secretariat is enhancing standby and deployment mechanisms to ensure more efficient and timely deployment to field missions. Advance visits are being conducted to troop- and police-contributing countries to identify their capability and enhance their deployment timeline. To address Member State concerns on delays in the deployment of military and police units to peacekeeping missions, the Department of Operational Support has created a project team with the aim of identifying critical chokepoints and recommending solutions. The project team is working in close coordination with stakeholders across the Department of Operational Support, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, as well as the peacekeeping missions. It will also hold discussions with a few troop- and police-contributing countries to co-create solutions.

VI. Politics

107 Where mandated and resourced for political facilitation, missions have striven to place political solutions at the centre of their action, with a view to preventing conflict and protecting civilians. They have sought to support political processes at the local and national levels and secure regional support for them.

110 The Secretariat has striven to give the best analysis possible, through its reports to the Security Council and briefings to Member States, about the situation in peacekeeping settings. It has also provided candid advice on the budgetary support necessary for the implementation of mandates. The Secretariat has undertaken periodic strategic reviews of peacekeeping operations, led by external, independent experts, with a view to obtaining the most accurate assessments and relevant recommendations regarding the mandate, size and configuration of peacekeeping operations. At Headquarters, backstopping departments have organized more informal briefings to Council experts from field-based United Nations and non-United Nations stakeholders.

111 The Secretariat has been supportive of virtually all requests for visits to peacekeeping operations by representatives of Member States or legislative bodies and is open to virtual meetings.

112 Peacekeeping operations have strengthened coordination with national and regional actors and with the United Nations system on the ground. This has been the case, in particular, of missions that are preparing plans for their gradual exit.

113 The Secretariat facilitates formal and informal exchanges with troop- and police-contributing countries on mission-related issues and to build on their knowledge and experience. Forums include the Security Council, the General Assembly, the Security Working Group on Peacekeeping Operations, the Group of Friends of Peace Operations and the Group of Friends of United Nations Police, the United Nations Chiefs of Police Summits and the United Nations "Police Week". The Secretariat has also conducted informal discussions with specific troop- and police-contributing countries.

114 Engagement with troop- and police-contributing countries has been strengthened, especially in the context of COVID-19.

115 The Secretariat has commissioned two independent studies of prioritization and sequencing practice at Headquarters, including the Security Council, as well as in the field. These independent reports have provided material for the development of a paper on parameters for prioritization and sequencing, which is under development by the Department of Peace Operations.

VII. Protection

128 The resource and capability requirements for the implementation of the protection of civilians mandate depend on the specific context of each mission, including the conflict context, the nature of the threat to civilians, the terrain, and the capacity and intent of other protection actors. This assessment informs the preparation of the mission budget.

The new handbook, entitled “The Protection of Civilians in United Nations Peacekeeping”, published in May 2020, includes specific guidance to peacekeeping operations on how to identify the resources and capabilities necessary for the effective protection of civilians in order to inform budget processes, strategic planning and requests for additional support or a refocus of existing resources. For example, MINUSMA has begun to reorient its available resources and activities through a mission-wide adaptation plan involving all components (civilian, police, military and support). This plan envisions the establishment of a mobile task force to enhance the Mission’s ability to project force throughout the country, especially in central Mali. The reconfiguration of the force will further facilitate the mobility of civilian and police personnel who are also expected to operate in a more proactive manner, while ongoing improvised explosive device threat mitigation efforts will continue to protect civilians from threats of explosives and ensure that the implementation of critical protection activities continues.

At the strategic level, the Secretariat continues to work with Member States for the generation of critical air assets to enable field missions to implement protection of civilians mandates. Efforts are under way to address shortfalls in MINUSMA, requiring the engagement and contribution of Member States regarding these relevant capabilities.

130 Both the revised Department of Peace Operations policy on the protection of civilians in United Nations peacekeeping, adopted in November 2019, and the 2020 handbook on the protection of civilians in United Nations peacekeeping build on the Action for Peacekeeping initiative. The latter calls for various stakeholders, including the Secretariat, to strengthen protection by improving strategic communications and engagement with local populations to increase their understanding of peacekeeping missions and their mandates. The newly adopted protection of civilians guidance documents encourage all missions to develop specific protection of civilians communication strategies, as well as action plans, to enhance knowledge and understanding of protection of civilians and promote measures to protect and manage expectations. In the Democratic Republic of the Congo, MONUSCO has developed communication strategies aimed at correcting misinformation on the Mission’s mandate and actions. The Mission has used broadcasts, targeted outreach, monitoring of social media, community engagement and awareness-raising of journalists and media workers to do this. Furthermore, MONUSCO has tailored its strategic communications to local contexts, focusing on the situations in Ituri, Grand Nord and Petit Nord, as well as South Kivu/Maniema and Tanganyika cross-provinces issues. In Mali, a fully multilingual and multimedia communications campaign was launched and implemented by MINUSMA to accompany protection of civilians, reconciliation and social cohesion efforts in the Centre region of Mali, to defuse intercommunal tensions. In the Central African Republic, MINUSCA conducted a nationwide outreach programme in 10 prefectures, targeting local leaders and civil society members with respect to the protection of civilians mandate. In 2019, theatre was added to outreach products to educate community members on their role in the protection of civilians process, including resolving conflict through dialogue, informing MINUSCA about a threat and how to contribute to the attainment of a protective environment. This is in addition to ongoing outreach efforts through the Mission’s Guira FM daily programmes and news.

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131 Peacekeeping operations have continued their support for a new generation of locally owned mechanisms for accountability for serious crimes, including support for the Special Criminal Court in the Central African Republic, military justice authorities in the Democratic Republic of the Congo, special prosecutors in Mali and Darfur, and mobile courts in the Democratic Republic of the Congo, South Sudan and Darfur. For example, the Police Division and the Justice and Corrections Service, in coordination with Global Focal Point for the Rule of Law partners, supported the development and implementation of mandated support for the Court of Appeal and the Special Criminal Court in the Central African Republic, including the development of joint United Nations programmes in support of the Special Criminal Court and police, justice and corrections institutions in the country. The Team of Experts on the Rule of Law and Sexual Violence in Conflict also deployed a specialist within MINUSCA to advise on addressing conflict-related sexual violence through national police, justice and corrections institutions.

135 In December 2019, the Secretariat updated the Special Committee on the implementation of the peacekeeping intelligence policy, in particular on the development of two key guidance documents: (a) entitled “Acquisition of information from human sources for peacekeeping-intelligence (HPKI)” and (b) guidelines entitled “Exchange of intelligence/peacekeeping-intelligence with non-UN and non-mission entities”. The HPKI guidelines have since been promulgated and were sent to the Committee in August 2020. The “Peacekeeping-intelligence, surveillance and reconnaissance staff handbook” has also been promulgated. Other guidance documents, such as the guidelines on open sources peacekeeping-intelligence and the strategic guidance framework for international policing manuals on crime intelligence and on intelligence-led policing, are nearing completion.

VIII. Safety and security

141 The assessment and advisory visit standard operating procedure was approved and is now in effect, allowing Secretariat entities and Member States to have a standardized approach to this important initial step in the selection process of military and police units. During the reporting period, the Office of Military Affairs conducted predeployment visits. During those visits, members of the military performance evaluation task force validated the accomplishment of task and standards related to the United Nations Infantry Battalion Manual and provided concrete recommendations for corrective measures to all participating troop-contributing countries. The progress made by these troop-contributing countries is monitored by Headquarters, in cooperation with in-mission evaluations by Force Commanders. Owing to the COVID-19 pandemic, the physical presence of Headquarters evaluators during predeployment visits was suspended. The Office developed a remote military skills validation concept, in accordance with the current policies and guidelines, to assess the operational readiness of units prior to deployment. The concept includes online training for national evaluators and strategic training partners, where possible. The validation is led by the Office, and the third-party involvement ensures the best possible opportunity for objectivity under the current conditions. Experience gained during this phase is used to develop future standardized training for troop-contributing country evaluators. The Police Division undertakes assessments and predeployment verification of all new and rotating formed police units, in line with its standard operating procedure on the assessment of operational capability of formed police units for service in United Nations peacekeeping operations and special political missions (Ref. 2017.09, under revision). All formed police units must meet the requirements of operational capability to qualify for service in peace operations. These requirements are established in the policy (revised) on formed police units in United Nations peacekeeping operations (Ref. 2016.10, under review) and other relevant guidance. The requirements of operational capability consist of individual and unit requirements, operational readiness, matching units with specific skill sets with missions facing certain requirements, command elements, and shooting, driving and language skills. Only formed police units that have completed the entire assessment process and meet all individual and unit requirements qualify for service in peace operations.

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142	<p>Status-of-forces agreement violations continue to present an impediment in mandate implementation. A total of 84 instances of status-of-forces agreement violations and unfriendly behaviour towards United Nations troops were reported in the first seven months of 2020, compared with 213 in 2019. Given that COVID-19 has significantly reduced troop movement, the figures are cause of concern and a major impediment to mandate implementation. The Secretariat is putting in place a project to systematically document status-of-forces agreement violations, as requested by the Special Committee and the Security Council.</p>
143	<p>Owing to worldwide COVID-19-related flight restrictions, the Department of Operational Support has been supporting field missions in all cases of the repatriation of human remains of deceased military peacekeepers. The Department has been processing all cases immediately upon receipt of the official communication of the peacekeeper's death. It contacts the relevant permanent missions to obtain approval for repatriation in two to five days. Field missions have also been successful in issuing the host country documentation on time. With regard to financial aspects, the Department and field missions are accountable for finding the most cost-effective means of air transportation that include letters of assist with Member States. United Nations assets, troop rotation flights and commercial means are used as a last resort. A total of 95 per cent of death and disability claims were processed within 90 days of the receipt of a complete submission, including all required documentation. The rate excludes claims related to post-traumatic stress disorder cases that were undergoing an expert review.</p>
144	<p>In December 2019, the Secretariat updated the Special Committee on the implementation of the peacekeeping intelligence policy, in particular on the development of two key guidance documents: (a) guidelines entitled "Acquisition of information from human sources for peacekeeping-intelligence (HPKI)"; and (b) guidelines entitled "Exchange of intelligence/peacekeeping-intelligence with non-UN and non-mission entities". The HPKI guidelines have since been promulgated and were sent to the Committee in August 2020. The "Peacekeeping-intelligence, surveillance and reconnaissance staff handbook" has also been promulgated. Other guidance documents, such as the guidelines on open sources peacekeeping-intelligence and the strategic guidance framework for international policing manuals on crime intelligence and on intelligence-led policing, are nearing completion.</p>
145	<p>Restrictions imposed by the host Government on peacekeeping missions continue to hinder the use of missions' full operational capabilities, for example, in UNMISS. In line with the Action for Peacekeeping initiative, missions continue to prioritize ensuring the safety and security of United Nations personnel and facilities. A total of 87 incidents against United Nations personnel and facilities were recorded in April, May and June, representing a decrease of 49 per cent, compared with January to March during the previous reporting period. The Police Division, together with United Nations police components, continuously undertake risk assessments, including with the Office of Military Affairs and the Department of Safety and Security, as part of strategic, operational and tactical planning.</p>
147	<p>The United Nations is working with Member States to provide Level 1, 2, 2+ and 3 hospitals to ensure that they have several staff who can provide services to women peacekeepers and that they carry medications that are needed to treat women's health issues.</p>
153	<p>The United Nations security management system, comprising all United Nations system organizations and other international organizations that have signed a memorandum of understanding with the United Nations on security, is responsible for the safety and security of United Nations security management system personnel, premises and assets. In line with United Nations-system wide security policy on the applicability of the United Nations security management system, the personnel include United Nations system personnel, United Nations volunteers, individually deployed military and police personnel in peacekeeping or special political missions, consultants, individual contractors, experts on mission and other officials with a direct contractual agreement with an organization of the United Nations system. The United Nations security management system does not cover military members of national contingents or members of formed police units when deployed with their</p>

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contingent. Accordingly, the Office of Military Affairs and the Police Division are in the process of developing comprehensive guidance document for military and formed police unit personnel on force protection issues, responsibilities, planning, implementation and procedures in order to minimize loss of United Nations personnel and property, maximize the safety and security of United Nations peacekeepers and maintain a high level of mission and operational effectiveness.

IX. Women, peace and security

160 Peacekeeping missions continued to partner with women leaders and networks to ensure their full and meaningful participation at all stages of peace and political processes, protection, local conflict resolution mechanisms and in sustaining peace outcomes. For example, in Mali, MINUSMA, in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the European Union, supported a high-level forum held in January 2020 with the signatories to the Agreement on Peace and Reconciliation in Mali. As a result, a commitment to raise the percentage of women in the Agreement Monitoring Committee from 3 to 30 per cent was achieved. In 2019, women's representation in formal implementation and monitoring mechanisms of the Political Agreement for Peace and Reconciliation in the Central African Republic increased to 23 per cent at the local level and 17 per cent at the national level, with the national committees on disarmament, demobilization and reintegration and security sector reform demonstrating higher women's participation. In South Sudan, UNMISS continued to strengthen the role of women in conflict prevention, resulting in 29 per cent women's participation in local peace negotiations. In the Sudan, UNAMID supported the establishment of the Darfur women's platform to elevate advocacy for the inclusion of Darfuri women in the peace process and the political transition. Missions continue to integrate the woman and peace and security agenda across functions. For example, UNMISS provided strategic support and capacity-building to increase the ability of national justice institutions to investigate, prosecute and adjudicate sexual and gender-based violence and conflict-related sexual violence cases and supported the implementation of mobile courts in remote and underserved parts of South Sudan to process more than 260 cases, resulting in 136 convictions. Across peacekeeping contexts, women formed an average of 36 per cent of beneficiaries of community violence reduction projects in 2019–2020.

161 Targeted efforts are under way to increase the representation of women in the field, including the promulgation of the revision of the administrative instruction on temporary special measures for the achievement of gender equality (ST/AI/2020/5). Other efforts are also under way to boost the recruitment, selection and retention of women in the field, including making rosters more gender-balanced with qualified female candidates and leveraging upcoming retirements to improve gender parity.

With regard to uniformed personnel, the implementation of the uniformed gender parity strategy 2018–2028 has led to progress in increasing the representation of women deployed as military, police, and justice and corrections personnel. In addition, women have been appointed to military and police leadership positions in peacekeeping missions: one Force Commander (UNFICYP) and two Deputy Force Commanders (United Nations Disengagement Observer Force and United Nations Mission for the Referendum in Western Sahara), three Heads of Police Component (UNMISS, UNISFA and UNFICYP) and two Deputy Police Commissioners (MINUSMA and MONUSCO).

The Secretariat continuously supports and calls upon troop- and police-contributing countries to nominate qualified women for leadership positions for field missions.

The second global call for nominations for generic Head and Deputy Head of mission positions was a key initiative aimed at increasing and diversifying the pool of candidates for those posts, with a view to increase women's representation and geographical balance in leadership positions. Eligible applications were reviewed. Those meeting the requirements (44 per cent of women) were added to the database of potential candidates for the posts. In order to support the increased representation of women at all levels, profiles more suitable for director-level posts were referred to the senior women talent pipeline. In January 2020, the pipeline completed its third intake of candidates at the P-5 to D-2 levels

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following a targeted call and campaign. This call resulted into 39 new candidates. The pipeline now consists of some 260 candidates readily deployable to senior civilian roles in United Nations peace operations.

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The Department of Peace Operations is collaborating with the Department of Operational Support Engineering Support Section on the Elsie Initiative for Field Missions' Facilities and Infrastructure project. The project is aimed at improving camp layouts, accommodations, bathrooms, recreational facilities and other elements to enhance women's participation and retention in field missions, to improve the overall safety and security of staff, and to support the systematic implementation of such improvements in the field.

For example, the Police Division has been coordinating with the Department of Operational Support team on a gender-oriented formed police unit camp layout that would accommodate 200 officers, including a full platoon of women police officers, inclusive of all the provisions for their accommodation, logistics, security and welfare.

In addition to this, the United Nations manual for force generation and deployment of military and formed police units to peace operations includes requests for troop- and police-contributing countries to plan and take into account the absorption capacity of the mission, including factors such as the availability of camp infrastructure and mainstreaming gender perspectives when designing the size and layout of the camp, as well as appropriate and sufficient ablution and lodging facilities, key logistics provisions (water, fuel and rations), accommodation in the area of operations and immediate mission needs.

165

The Office of Military Affairs has worked with troop-contributing countries to make improvements in the number of women deployed. In the past months, there has been a nearly two percentage point increase in the number of women in individual staff officer and military observer positions, from 16.7 per cent in December 2019 to 18.1 per cent in July 2020, and a 0.2 percentage point increase in the number of women in formed contingents, from 4.7 per cent in December 2019 to 4.9 per cent in July 2020. Formed contingents, which are in large part infantry battalions that have traditionally had very few women members, continue to show modest improvement. More significant improvement has been seen in the number of military women deployed to individual posts, and the Office has reached the 2020 target for individual positions. Notwithstanding the presence of three women in leadership positions (one Force Commander and two Deputy Force Commanders), the Office continuously calls upon troop-contributing countries to nominate qualified women for leadership position. The Office and the Integrated Training Service are exploring an opportunity to create and host a course for military gender and protection advisers and focal points. This opportunity would strengthen the military gender and protection advisor roles at Headquarters and across all missions and enable more sophistication in planning and implementing gender-related initiatives. The deployment timeline is agreed through consultations between a troop- or police-contributing country and the United Nations, prepared by the Office, the Police Division, the field mission and the integrated operational team, and is fully coordinated with the Department of Operational Support. Deployment plans should take into account the absorption capacity of the mission, including factors such as the availability of camp infrastructure and mainstreaming gender perspectives while designing the size and layout of the camp, and appropriate and sufficient ablution and lodging facilities, key logistics provisions (water, fuel and rations), accommodation in the area of operations and immediate mission needs.