



Challenges Forum

International Forum for the
Challenges of Peace Operations

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Investing in Peace: Delivering Quality Training and Capacity Building to Improve Safety and Security and Performance of UN Peacekeepers

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An international partnership consisting of organizations from: Argentina, Armenia, Australia, Canada, China, Egypt, France, Germany, India, Indonesia, Japan, Jordan, Nigeria, Norway, Pakistan, Russia, South Africa, Sweden, Switzerland, Turkey, United Kingdom, United States of America, WFUNA

Challenges Forum International Secretariat – hosted by the Folke Bernadotte Academy in cooperation with the Swedish Armed Forces and Swedish Prison and Probation Service.

Introduction

Your Eminence, Madam Retno Marsudi, Minister of Foreign Affairs of the Republic of Indonesia; Mr. Guterres, Secretary General of the UN, General Martins Filho, esteemed members of the Security Council, excellencies and colleagues.

I would like to start by congratulating the Indonesian Presidency for organizing this important Open Debate on training and capacity to improve safety, security and performance of UN peacekeepers. Furthermore, commending your important Presidential Statement paving the way for our work ahead.

Madam President, thank you for providing space for the International forum for the Challenges of Peace Operations. The Challenges Forum is a partnership of 49 departments and organisations from all over the globe - civilian, police and military. 7 out of the Security Council's 15 members are also partners of the Challenges Forum.

For more than 20 years, the Challenges Forum has used its convening power to build bridges, generate innovative ideas and promote results for more effective peace operations.

In 1989, when I entered into the peace and conflict studies programme, the wall came tumbling down and the cold war ended. Ten years later, I stood outside these gates as a UN Junior Professional Officer inspired and guided by the late Secretary General Kofi Annan's mantra "Delivering as One" or "One UN", to avoid stovepipes and work effectively together towards common goals.

Once again, we have a unique opportunity to benefit from the fruits of UN reforms. Not least regarding the shared commitments on Action for Peacekeeping, which aim at refining one of the UN's and its Member States' most important instruments for peace, security and for reaching the Sustainable Development Goals. This in a time when the UN and other multilateral institutions are needed more than in many years.

The purpose of this briefing is twofold. First to share the partnership's recommendations relevant for today's topics from our 2018 Annual Forum hosted by the Folke Bernadotte Academy and the Swedish Armed Forces in Stockholm in November.

Secondly, to share recommendations from Challenges Forum's updated guidance for senior mission leaders of UN peace operations, a process which was initiated by the Indonesian Ministry for Foreign Affairs in 2016 and furthered by the Center for Strategic Research of the Turkish Ministry for Foreign Affairs at our Annual Forum in Istanbul 2017. The Challenges Forum's "Consideration for Mission Leadership in UN Peacekeeping" has been a key guidance in UN training of mission leaders since 2010.

Recommendations 2018 Challenges Annual Forum

Madam President

Starting with the Challenges Annual Forum 2018, I would like to share four recommendations for safety, security, and performance:

First: The UN secretariat could in cooperation with Member States develop an interactive electronic archive of different complex and challenging scenarios that peacekeepers have been confronted with in the field for use in regular and generic training exercises

This should be complemented with mission-specific training on the operational environment shortly prior to deployment. Combined with an effective e-roster for troop and police contributing countries to ensure "just-in-time-training". Something which would allow for better understanding of the context they will be deploying to and entrenches the necessary mindset.

Second: In addition to learning from our mistakes, it is perhaps equally important to build on good practices on safety, security and performance. Based on the risk *premium award processes*, the Secretariat and field missions could identify and share examples and case studies of instances where peacekeepers have performed exceptionally in the field for use as part of training exercises.

Third: Member States, UN Secretariat and field missions can use the Elsie initiative for improving operational effectiveness. For example, deploy women in operational and outward-facing roles such as Female Engagement Teams (FET), and Female Investigation Teams (FIT), but also in combat related roles – broadening the spectrum of deployment.

Moreover, to identify mechanisms and incentives to encourage troop and police contributing countries to increase women deploying to the field. Especially so in identifying and including a critical mass of female mid-management officers in addition to the present efforts for positions at the senior level.

Fourth: It is essential to clearly communicate information on the priority of different training gaps and needs so that Member States can concentrate their support – the use of a light coordination mechanism, highlighted in the A4P shared commitments and under implementation by DPO, could also be used for this.

Furthermore, to improve training, on-line surveys can be used as part of monitoring and evaluation systems to determine whether the training was effective and/or can be improved.

Finally, all uniformed personnel should have completed the Basic and Advanced Security in the Field online training provided by the United Nations Department of Safety and Security before deployment.

On this topic and with fresh memory of yesterday's service for peacekeepers that fell serving peace in 2018, Challenges Forum also recommends all peacekeeping stakeholders -both Member states and the Secretariat – ensure they fulfil their responsibility of care for returning military, police, and civilian peacekeeping personnel.

Mission Leadership Toolkit

Madam President

Turning to the second area of this briefing, the partnership's work on mission leadership. It has been led by eight co-chairs: United Service Institution (USI) of India; Cairo International Centre for Conflict Resolution, Peacekeeping and Peacebuilding (CCCPA), Egypt; Australian Civil-Military Centre (ACMC); Folke Bernadotte Academy (FBA), Sweden; Peacekeeping & Stability operations Institute (PKSOI), USA; National Defence University (NDU), Pakistan; Geneva Centre for Security Sector Governance (DCAF), Switzerland and Institute for Security Studies (ISS), South Africa. All this in consultations with the UN Secretariat.

Three generic recommendations can be extracted for improving safety, security and performance. The Cruz report has also highlighted effective leadership as a key condition for security.

First: Strengthen training of leaders on team-based leadership – to function effectively as a Mission Leadership Team, but also applying modern management tools and approaches, that is, to have tools to convert vision and political strategies into actions and mission results for peace. The initiative by the UN Secretariat and Department of Peace Operations on the Comprehensive Performance Assessment System is an important step in this direction.

Second: In addition to pre-deployment training, also provide in mission scenario-based training for senior and middle management teams – this is especially important to civilian leaders, as they usually have had less exposure to scenario-based training than uniformed personnel. Training together builds cohesion of teams and increases preparedness, effectiveness, and also capability to manage mission security.

Third: Ensure sustainability and expand on the initiative to provide mentors for women and men serving as senior mission leaders. Leadership is a harsh task, many times without simple decisions but balancing between polarities such as host country consent and protection of civilians – mentors can play an important role in helping senior mission leaders to cope with and manage difficult considerations.

In 2020, Challenges Forum aims to launch a web and APP based Leadership E-tool for in mission support in cooperation with the UN. This with interactive AI and tailor-made support to leaders in a specific post, example cases and videos with guidance from former leaders – both for on-line and off-line use in mission settings.

Finalizing

To finalize, one of Challenges Forum’s strategic objectives is to support effective development and reform of peace operations, and another is to help strengthen mission leadership.

On June 9-11, Challenges Forum Partner, the Government of Canada, will host our Annual Forum 2019 looking at both these areas and especially the “how” and “who” of A4P implementation from a field perspective. The participants will review similar themes discussed by the Security Council at last week’s Security Council retreat: a) primacy of politics, b) strengthening peacebuilding in peace operations, and c) effective transitions. Furthermore, we will also look at d) coherent and effective mission leadership and management. We hope to be able to brief the Security Council on the outcomes and recommendations in a future session.

Finally, the Challenges Forum partnership will continue to work closely with the UN Secretariat/UNITAR, and Member States on training and capacity building. We will also continue to seek complementarities and synergies with the Effectiveness of Peace Operations Network, which provides essential and evidence-based insights; The International Association of Peacekeeping Training Centres, and with important A4P initiatives such as the Egyptian Government’s ‘Cairo Roadmap’.

20 years ago, I stood by East River as a young UN JPO. Now with some grey in my beard, I still feel very inspired and see opportunities to work for “One UN” and to increase the effectiveness of peace operations.

For this, all of us must keep walking the talk, convert words into action, and turn A4P commitments into real results on the ground.

The Challenges Forum Partnership is committed and prepared to accompany you on this imperative journey ahead, not only paved by challenges but also by opportunities.

Thank you – Madam President