



# Challenges Forum

International Forum for the  
Challenges of Peace Operations

## Operational Plan for Challenges Forum 2021- 2022

# Implementing Our Strategy 2019- 2023: Innovative Ideas and Promoting Results for more Effective Peace Operations

Adopted by the Challenges Forum Partner Meeting on January 27, 2021

**An international partnership consisting of organizations from:** Argentina, Armenia, Australia, Canada, China, Egypt, Ethiopia, 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 is hosted by FBA - the Swedish Agency for Peace, Security and Development - on behalf of the Challenges Forum Partnership**

## I. Purpose of the Challenges Forum Strategy 2019-2023 and the Operational Plan for 2021-2022

The International Forum for the Challenges of Peace Operations – Challenges Forum - is a global partnership of 50 peace operations organizations and departments in 23 countries. It is a strategic and dynamic platform for constructive dialogue among leading policymakers, practitioners and academics aiming to shape the debate on key issues and developments facing peace operations\* .

Challenges Forum is governed by the Partner Meeting, which functions as an international steering committee, consisting of all its partners. Daily operations are led by the Challenges Forum International Secretariat (CFIS), which is hosted by FBA - the Swedish Agency for Peace, Security, and Development – on behalf of the Challenges Forum Partnership. See Figure 1 on page 4 for details on Governance.

The purpose of the Challenges Forum Strategy 2019-2023 is to create an overall framework, further detailed in the Annual Operational Plans/Two Year Operational Plans, for the Partnership’s road ahead the coming years. The strategy presents the vision, mission, principles, and approaches of the Challenges Forum Partnership, and defines its strategic objectives for 2019-2023. It was adopted by the Challenges Forum Partner Meeting on June 27, 2019 after a silent procedure following the meeting on June 12.

This operational plan for 2021-2022 provides a framework for the expected results (outputs) which aim at realising the Partnership’s four strategic objectives.

Furthermore, some services and products are specified under each output, but the framework is kept light. This to be adaptive to changes in the political context, to allow for initiatives from Partners, and to benefit from synergies within, and collective actions by, the Challenges Forum Partnership.

This document is presented to the Challenges Forum Partner Meeting, our international steering committee, for adoption on January 27, 2021.

## II. Vision and Mission of the Challenges Forum Partnership†

**Vision** Sustainable peace strengthened through effective peace operations and multilateral peace operation partnerships.

**Mission** Challenges Forum is a global partnership that uses its convening power to generate innovative ideas and promote results for more effective peace operations.

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\* The Challenges Forum uses the definition of *peace operations* utilized by the *Independent High-Level Panel on Peace Operations* (HIPPO, 2015): “The term “United Nations peace operations” used in the present report embraces a broad suite of tools .... Those instruments range from special envoys and mediators; political missions, including peacebuilding missions; regional preventive diplomacy offices; observation missions, including both ceasefire and electoral missions; to small, technical-specialist missions such as electoral support missions; multidisciplinary operations both large and small drawing on civilian, military and police personnel to support peace process implementation, and that have included even transitional authorities with governance functions; as well as advance missions for planning.” Page 20, HIPPO, UN, 2015.

† [Challenges Forum Strategy 2019-2023](#)

**The principles and approaches of the Challenges Forum Partnership are:**

- To contribute to the enhancement of the international capability and capacities to plan, conduct and evaluate peace operations;
- To contribute to the implementation of global initiatives, including Challenges Forum recommendations and guidance;
- To contribute to the work of peace operations in strengthening good governance, rule of law and human rights;
- To contribute to more gender responsive peace operations;
- To be an inclusive global platform with a broad and balanced representation;
- To convene an impartial and informal space for dialogue to contribute to shared understanding, and generate innovative ideas and results towards more effective peace operations;
- To be a thought-provoking, and innovative global network sharing knowledge and good practices, and creating bridges between different key actors, dimensions, and approaches such as:
  - Civilian – military – police;
  - UN – UN Member States including P5 and T/PCC – regional organizations -host countries of peace operations;
  - Theory- policy – practice;
- To seek to mitigate the environmental effects of our global work, e.g. through use of digital approaches on our platform.

### III. Strategic Objectives and Challenges Forum Contributions 2021-2022<sup>‡</sup>

Challenges Forum Partnerships overall vision and aim is to contribute to sustainable peace through effective peace operations and multilateral peace operations partnerships.

During 2019-2023, the Partnership will contribute to the above through four strategic objectives, or outcomes<sup>§</sup>, of which the first two aim at direct contributions and the following two at strengthening the Challenges Forum Partnership’s ability to contribute to the peace operations community. Below, this operational plan specifies the outputs for 2021-2022, and the Challenge Forum International Secretariat plays a synergetic and leading role in supporting the Partnership to achieve stated expected results.

Figure 1: Challenges Forum Partnership Governance Structure



<sup>‡</sup> This section is based on the strategic objectives and contributions outlined in the Challenges Forum Strategy 2019-2023. The specified outputs for 2021-2022 are unique to this document and operationalizes the Strategy.

<sup>§</sup> The strategy’s underlying logic rests on results-based management. That is, the strategic objectives illustrate desired behavioral change in Challenges Forum target groups (UN, Member States, regional partners), outputs are services and products that the Challenges Forum Partnership delivers to achieve these changes, and activities is how the Forum generates the outputs.

## Strategic Objective 1: Effective implementation of the development and reform of UN peace operations and related regional partnerships

### Challenges Forum Immediate Result - Immediate Outcome-Level

Through Challenges Forum's active approach, the United Nations, Member States and related regional partners use the Challenges Forum platform and integrate its recommendations into developments and reforms of peace operations.

### Challenges Forum Contributions – Outputs for 2021-2022

<b>1.1.</b>	<b>Challenges Forum Partnership has organized the Annual Forum 2021 &amp; 2022 including the 25<sup>th</sup> anniversary</b>
<p>Planning for alternative scenarios and contingencies due to the Covid-19 pandemic, the Partnership will organize its Annual Forum in collaboration with upcoming hosts and in line with the Challenges Forum Strategy. The 2021 Annual forum will celebrate the 25<sup>th</sup> anniversary of our global Partnership.</p>	
<b>1.2.</b>	<b>Challenges Forum Partnership has provided dialogue platforms on the smart use of the whole spectrum of peace operations in times of global change incl. A4P</b>
<p>In its Annual Forums and other dialogue platforms, the Partnership will, in its efforts to promote effective peace operations, highlight the use of peace operations in a smart way in support of the ongoing reform of the UN Peace and Security Pillar and the effective implementation of the UN Secretary General's Action for Peacekeeping (A4P) and related efforts by regional organizations. This includes using the full spectrum of peace operations, including political and peacebuilding missions as well as peacekeeping missions, more effectively, coherently and flexibly-tailored to contexts and overarching political strategies, e.g. smart use. The platforms organized will strive at producing executive recommendations for the UN, Member States, regional organizations and other key stakeholder. Sounding boards are Partner Organizations' Advisory Committee (POAC), our Patron and the Expert Group on Emerging Issues.</p>	
<b>1.3.</b>	<b>Challenges Forum Partnership has produced innovative publications on development and reforms</b>
<p>The Partnership and experts produce reflective and innovative publications on development and reform. In line with the recommendations in the independent evaluation of the Challenges Forum in 2018, the Partnership will focus on few publications on relevant topics and use an executive format for easy access.</p>	

## Strategic Objective 2: UN and regional partners have more effective mission leadership and strategic & operational management capacity

### Challenges Forum Immediate Result - Immediate Outcome-Level

Through Challenges Forum's active approach, the United Nations, Member States and related regional partners have further integrated CF leadership guidance into their planning, execution, and evaluation of peace operations.

### Challenges Forum Contributions – Outputs for 2021-2022

<b>2.1. Challenges Forum has implemented phase 1 &amp; 2 of its leadership &amp; management e-tool for peace operations</b>
Partnership develops the leadership e-tools, a reference and learning tool using hybrid pedagogy, based on our Partnership's study, <i>Considerations for Mission Leadership in UN Peace Operations</i> and the CFIS study from 2020, <i>Feasibility Study on the Development of an E-toolkit on Leadership and Management in Peace Operations</i> . The development is made in consultations with the Challenges Forum Expert Group on Emerging Issues, the former Task Force Co-Chairs on Leadership, and the Senior Advisory Group for the Considerations Study. See Annex 1 for a more detailed description of the three phases of the e-tool 2021-2023.
<b>2.2. Challenges Forum Partnership has reached out to the UN, regional organizations and other key stakeholders to promote the integration of its leadership &amp; management guidance</b>
Partnership's collective actions to promote the use of the Challenge Forum guidance, both the Considerations Study and the upcoming e-tool, in their respective organizations and among key stakeholders.
<b>2.3. Challenges Forum Partnership has organized dialogue platforms on leadership and management in peace operations</b>
Challenges Forum Partnership has organized workshops, roundtables and/or meetings on leadership & management of peace operations to promote innovative ideas in the field. An additional purpose is maintaining and developing our leadership & management guidance to keep it relevant and updated.
<b>2.4. Challenges Forum Partnership has broadened its leadership &amp; management e-tool to the whole spectrum of peace operations (2021-2023)</b>
Explore the opportunities and develop, if possible, the e-tool to integrate the whole spectrum of PO.

## Strategic Objective 3: The Challenges Forum Partnership is fostering an inclusive and creative approach to change management by engaging in collaborative action

### Challenges Forum Contributions – Outputs for 2021-2022

<b>3.1. Challenges Forum Partner engage in collaborative actions</b>
The Partnership will be engaging in collaborative action in achieving the objectives of this Challenges Forum Strategy 2019-2023. With focus on its change management approach in promoting more effective multilateral peace operations, the Partnership will continuously validate the relevance of the chosen thematic focuses to ensure maximum impact.
<b>3.2. Challenges Forum has further developed the Partnership</b>
Partner' Meeting, CFIS, POAC, Patron and the Expert Group on Emerging Issues, participate in the Partnership's internal dialogue in identifying emerging issues and generating policy recommendations. Furthermore, by deepening the existing partnership and integrating new Partners in a strategic and balanced way, based on clear criteria in dialogue with POAC, Challenges Forum will be strengthened.
<b>3.3. Challenges Forum has finalized its mid-term evaluation of its Strategy 2019-2023</b>
As tasked in the Strategy, the Challenges Forum Partnership will execute an independent mid-term evaluation of results halfway through the Challenges Forum Strategy 2019-2023.

## Strategic Objective 4: The CF Partnership has increased its influence on UN, regional organisations, and Member States regarding peace operations policy and practice

### Challenges Forum Contributions – Outputs for 2021-2022

<b>4.1. Partnership has engaged in strategic communication individually and collectively, and in implementing the Challenges Forum Communication Strategy 2021-2023</b>
Partnership operationalize the CF Communication Strategy to increase influence on the development of peace operations. By finding common ground among Challenges Forum Partners and collaborating together, the network will influence key stakeholders through joint messages, recommendations, actions, and events.
<b>4.2. Partnership has enhanced Challenges Forum virtual platforms for dialogue and generation of innovative ideas</b>
Partnership continue to develop virtual platforms for dialogue and generation of innovative ideas, taking the experiences and lessons learned from webinars in 2019/2020 and the virtual Annual Forum in 2020 as a point of departure.