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Department of Peacekeeping Operations
Department of Field Support
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Policy

The functions and role of the Office for Peacekeeping Strategic Partnership (OPSP)

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THE OFFICE FOR PEACEKEEPING STRATEGIC PARTNERSHIP

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A. PURPOSE

1. This policy provides guidance on the functioning of the Office for Peacekeeping Strategic Partnership (OPSP), under the direction of the Under-Secretaries-General (USGs) for Peacekeeping Operations and Field Support (DPKO-DFS), to assist, among other functions, in identifying gaps that have an impact on the delivery of mandates by uniformed personnel by making recommendations on systemic issues relating United Nations peacekeeping operations.
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B. SCOPE

2. This policy applies to all DPKO-DFS offices and peacekeeping operations administering, managing and deploying uniformed personnel to field operations.
 3. Compliance with this policy is mandatory for offices of DPKO-DFS at the United Nations Headquarters (UNHQ) and for all DPKO-led field mission components.
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C. RATIONALE

4. The uniformed personnel in United Nations peacekeeping operations have continued to grow in number as has the complexity of their given mandates. They are expected to operate in dynamic and challenging environments, and are frequently exposed to risks, which require strong coordination and the consistent application of established standards.
5. Meeting these demands requires strategic and operational engagement at all levels across both DPKO/DFS Headquarters and field missions to ensure that:

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- (a) Concepts of operation, rules of engagement/force guidelines, mission support plans and other key directives and guidance are appropriate to support the implementation of mandated tasks;
- (b) Plans, information gathering and operational activities are integrated;
- (c) Standards are evenly and consistently applied;
- (d) Timely and appropriate troop and police contributions are generated and deployed to field missions;
- (e) Personnel are properly trained;
- (f) Equipment and logistics requirements are met;
- (g) Adequate medical capabilities are established;
- (h) Necessary welfare measures are in place; and
- (i) Safety and security provisions are enhanced.

A breakdown in any one of these areas or a failure to address systemic issues could reduce the field missions' ability to deliver the given mandate.

6. Situations in peacekeeping operations have demonstrated the need for a capacity in DPKO-DFS to conduct reviews to identify gaps that have an impact on the delivery of mandates by United Nations peacekeeping operations, and provide recommendations on systemic issues with a view to improve mandate implementation.

D. Policy

D.1 General

7. By conducting both comprehensive and targeted reviews, in line with existing DPKO and DFS directives and standards, the OPSP shall make recommendations to address gaps, systemic issues and emerging challenges affecting the implementation of mandated tasks for uniformed personnel. Such reviews shall analyse and provide recommendations on, inter alia: military or/and police concepts of operations implementation; guidance (e.g. rules of engagement/use of force) and standards; troop-to-task determinations; force/police generation processes; overall equipment needs; adequacy of support provided to uniformed personnel; welfare needs to the uniformed components; training requirements of uniformed personnel; and lessons learned identified and disseminated to military and police personnel.
8. Recommendations formulated by the OPSP shall be addressed directly to the USGs of DPKO and DFS for approval. The OPSP shall also provide recommendations on needed elements of support to uniformed personnel from mission headquarters, mission support and/or DPKO-DFS Headquarters.
9. In coordination with relevant DPKO-DFS offices, the Office shall establish effective consultation and dialogue within the DPKO-DFS at Headquarters, as well as with peacekeeping missions and troop and police contributing countries (TCCs/PCCs).

D.2 Establishment

10. On 15 August 2013, the General Assembly (A/RES/67/287) decided to establish the Office for Peacekeeping Strategic Partnership, reporting to the USGs of DPKO and DFS and that future revisions of the functions of the Office shall subject to the approval of the General Assembly. By December 2013, the Office was fully operational.

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D.3 Governance

11. By analyzing gaps that affect the implementation of mandated tasks and making recommendations to address systemic issues, the Director of OPSP ensures that the USGs have holistic, comprehensive, coherent and objective views of all factors contributing to the ability of uniformed personnel to implement the mandates of current operations.
12. The USGs of DPKO and DFS give guidance and directions to the OPSP. They may request that a review be initiated upon written recommendations to them by the senior DPKO-DFS leadership at Headquarters (ASG/OO, ASG/OROLSI, ASG/DFS, Director/DPET, Military Adviser, and Police Adviser); senior mission leadership, in particular the HoM, HOMC, HOPC and Director of Mission Support; and/or TCCs/PCCs. Once the review is completed, USGs of DPKO and DFS are the only authority to endorse the recommendations proposed by the OPSP for their implementation.
13. The Office shall act in an advisory role and shall not have an impact on existing command and control arrangements for uniformed personnel. Head of Military Component (HOMC) and Head of Police Component (HOPC) shall have no direct reporting lines to or accountability vis-à-vis the OPSP. The work of the OPSP shall assist HOMCs and HOPCs in ensuring that appropriate measures are identified and taken to address any specific or systemic gaps and issues that impact the ability of missions' uniformed personnel to carry out their mandated tasks.

D.4 Structure and Staffing

14. The OPSP Director leads, directs and guides the Office, which consists of professional staff with military, police and logistics expertise and one general service staff. The OPSP personnel shall possess extensive experience working with the United Nations Headquarters and field operations as well as a solid understanding of the political, security and operational environments to which peacekeeping missions are deployed.
15. The Senior Military and Police Strategic Partnership Officers are responsible for contributing expertise in the military and police aspects, respectively, in the review of uniformed field personnel. They also identify issues of concern, assist IOT in coordinating the implementation of endorsed recommendations, and disseminate tested and transferable practices and lessons learned related to the systematic gaps identified during the review of uniformed personnel. In addition, they are responsible for liaising with TCCs/PCCs, in relation to the work and mandate of the OPSP. In the absence of the OPSP Director, either the Senior Military Strategic Partnership Officer or Senior Police Strategic Partnership Officer shall act as Officer-in-Charge of the Office.
16. The Mission Support Officer is responsible for reviewing, evaluating and reporting on Mission support areas between UN Headquarters and peacekeeping operations missions. S/he takes the lead on review aspects related to mission support and provides with professional technical advice on a broad range of logistics-related issues, including assessments of the use of budgeted resources in support of uniformed personnel.
17. The Team Assistant (GS-OL) provides administrative support to the OPSP in: human resources management; correspondence; recordkeeping; dissemination of review reports; and, assistance in official travel arrangements.

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D.5 Functions

18. The OPSP is mandated by the General Assembly with the following tasks:
 - a. Strengthen the peacekeeping partnership by assisting in identifying gaps that have an impact on the delivery of mandates by United Nations peacekeeping missions by making recommendations on systemic issues relating to United Nations peacekeeping operations;
 - b. Making recommendations to ensure the safety, security and welfare of, and the Organization's provision of adequate support service to, uniformed personnel;
 - c. Working closely with troop- and police-contributing countries and senior leadership, both in the field and at Headquarters; and
 - d. Making recommendations to incorporate lessons learned and best practices from peacekeeping missions into existing or future peacekeeping operations.
19. The OPSP shall undertake an annual work plan, to be completed by June each year. This work plan shall include the number of anticipated reviews, visits and reports to be completed, in response to specific requests. It shall also reflect the activities OPSP plans to undertake in order to: consult with senior Headquarters and field leadership; advise to the USGs of DPKO and DFS and, as appropriate, to mission leadership; to monitor overall implementation of OPSP review recommendations. To the extent possible, the work plan shall be shared with relevant offices conducting evaluations or lessons learn studies to ensure coordination and coherence, in particular with the DPKO/DFS Evaluations team and the OIOS Inspection and Evaluation Division.
20. The OPSP shall monitor all factors impacting the ability of uniformed personnel to carry out their mandated duties. In so doing, the Office shall identify the source(s) of difficulties impeding their ability to deliver and, in addition, any related risks to the safety, security and well-being of troops/units. Functioning independently of the Office of Military Affairs (OMA) and the Office of Rule of Law and Security Institutions/Police Division (OROLSI/PD), the OPSP shall review, objectively and comprehensively, the underlying structures and capacities, both at UNHQ and in the field, that guide, support and sustain uniformed personnel.
21. OPSP reviews shall be conducted in close consultation and coordination with all stakeholders, including those at UNHQ, field missions and TCCs/PCCs. The OPSP reports shall remain internal (and may be classified under the provisions of ST/SGB 2007/6 as confidential or strictly confidential) documents; however, the USGs for DPKO and DFS may authorize additional circulation of the findings and recommendations to ensure follow-up and implementation. In this regard, and if authorized by USGs DPKO and DFS, the full report or parts of it may be shared with relevant DPKO/DFS ASGs and offices, particularly the Office of Operations and the office that requested the review, as well as the Head of respective Mission.
22. OPSP shall debrief the headquarters senior leadership within one week and submit a comprehensive review report within six weeks, after completion of review, to the USGs for DPKO and DFS.

D.6 Resources

23. DPKO, DFS and field missions shall allocate sufficient budgetary resources for the OPSP travel and training, as per the following:
24. *Travel.* Field missions shall allocate sufficient travel funds for the OPSP to conduct reviews to their respective missions, as directed by the USGs of DPKO and DFS.

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Accordingly, to the extent possible, the OPSP shall plan ahead and notify field missions in advance of any needed travel-related support. OPSP will, as an element of its annual support account submission, seek funding for travel outside mission areas.

25. *Training and Conferences.* OPSP will, as an element of its annual support account submission, seek funding for training and conferences.

E. ROLES AND RESPONSIBILITIES

26. ***Integrated Operational Team (IOT)/Office of Operations*** (see ST/SGB/2010/1 on functions and organisation). With regard to the mandated functions and activities of the OPSP, the IOT shall coordinate the implementation of OPSP mission-specific review recommendations, endorsed by USGs of DPKO and DFS, and follow-up as necessary with the field missions.
27. ***Office of Military Affairs*** (see ST/SGB/2010/1 on functions and organisation). As the OPSP is mandated to identify gaps that have an impact on the delivery of mandates by uniformed personnel in peacekeeping operations, OMA shall implement the UNHQ-related recommendations made by the OPSP and endorsed by the USGs DPKO and DFS that seek to enhance the capacity of military components. OMA shall also give guidance and assistance to field missions and TCCs in the implementation of OPSP military-related endorsed recommendations.
28. ***OROLSI/Police Division*** (see ST/SGB/2010/1 on functions and organisation). As the OPSP is mandated to identify gaps that have an impact on the delivery of mandates by uniformed personnel in peacekeeping operations, PD shall implement UNHQ-related recommendations made by the OPSP and endorsed by the USGs of DPKO and DFS that seek to enhance the capacity of FPU. PD shall also give guidance and assistance to field missions and PCCs in the implementation of OPSP police-related endorsed recommendations.
29. ***Policy, Evaluation and Training Division*** (see ST/SGB/2010/1 on functions and organisation). DPET shall, on a case by case basis, provide thematic expertise relevant to OPSP reviews (e.g. best practice, training, protection of civilians). DPET and OPSP shall consult on a regular basis to ensure coherence and complementarity of efforts with regards to the departments' evaluation and lessons learning activities and the work of the OPSP.
30. ***Field Mission.*** A Field Mission is authorised and mandated by the United Nations Security Council. The Head of Mission has overall authority over the activities of the mission. Following the endorsement of the recommendations by USGs of DPKO and DFS and a consultation with mission's leadership, the field mission must implement the endorsed recommendations of OPSP's review.
31. ***Department of Field Support*** (ST/SGB/2010/2). DFS shall give guidance and assist the field missions in the implementation of OPSP's recommendations endorsed by USGs of DPKO and DFS.

F. TERMS AND DEFINITIONS

32. The following definitions apply to this policy:

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33. **Peacekeeping Operations** – United Nations peacekeeping operations comprise of military, police and civilian components working together to lay the foundation of a sustainable peace.
34. **Head of Mission** – The Head of Mission is responsible for the implementation of the Mission's mandate and has authority over all its components in accordance with the Policy on Authority, Command and Control in United Nations Peace Operations. S/he is responsible for all aspects of its management, direction and functioning, including the effective management of its resources.
35. **Head of Military Component** – The United Nations Head of Military Component is deployed as an Expert on Mission in United Nations peacekeeping operations and special political missions, such as HOMC between D-2 and ASG level or above (Brigadier General to Lieutenant General).
36. **Head of Police Component** – The United Nations Head of Police Component is deployed as an Expert on Mission in United Nations peacekeeping operations and special political missions, such as HOPC and Senior Police Adviser between P5 and D-2 level (Superintendent/Lt. Colonel to Chief Superintendent/Lieutenant General).
37. **Uniformed Personnel** –Uniformed personnel refers to military contingents, Staff Officers, Military Experts on Mission, FPU and the FPU Coordination Cell.
38. **Military Adviser** – The Military Adviser is responsible for providing military advice to the USG of DPKO and, when requested, through him or her to the USGs for Political Affairs and Field Support, the Secretary-General and the Security Council. The Military Adviser also provides advice and support to heads of Offices and Divisions within DPKO and DFS, operations with military components led by DPKO.
39. **Police Adviser** – The DPKO Police Adviser is the head of the United Nations Police Division in the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations.
40. **Troop/Police-contributing Country** – A TCC/PCC is a Member State that provides police/military personnel for service in a peacekeeping operations or special political mission.
41. **Lessons Learned Study**- A Lessons Learned Study is an in-depth study on a specific activity (past actions, projects and operations), theme or functional area, undertaken either by DPKO-DFS personnel or by outside experts. The aim of the study is to identify lessons – either positive or negative – that may be replicated or avoided in the future.
42. **Evaluation**- Within the context of peacekeeping, evaluation is an appraisal, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance, resource utilization, etc. Evaluation can be used for accountability, learning and/or decision-making purposes. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes, policies and plans of the Departments and missions.
43. **Review**- For the purposes of this Policy, a review is a formal examination of the capabilities and capacities of the United Nations uniformed field personnel requested by the Under-Secretary-General for Peacekeeping Operations and Field Support and conducted by the Office for Peacekeeping Strategic Partnerships, either independently or together with other DPKO-DFS entities. Reviews identify gaps that have an impact on the delivery of the mandates by military and/or police

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peacekeepers and make recommendations on how to address them according to the General Assembly decision (A/RES/67/287).

G. REFERENCES

44. General Assembly resolution 67/287, dated 15 August 2013, on the establishment of Office of Peacekeeping Strategic Partnership.
45. DPKO/DFS Mission Evaluation Policy (Ref. 2013.02), dated 1 March 2013.
46. DPKO/DFS Headquarters Self-Evaluation Policy (Ref. 2013.01), dated 1 March 2013.
47. DPKO/DFS Policy on Internal Evaluation and Inspections of UN Police (Ref. 2012.13), dated 1 October 2012.
48. Secretary-General's bulletin ST/SGB/2010/1, dated 5 February 2010, on the organization of the Department of Peacekeeping Operations.
49. Secretary-General's bulletin ST/SGB/2010/2, dated 4 March 2010, on the organization of the Department of Field Support.

H. MONITORING AND COMPLIANCE

50. The Director for the OPSP shall be responsible for monitoring and ensuring compliance with this policy.

I. CONTACT

51. OPSP should be contacted for any clarification or issue related to the implementation of this policy.

J. HISTORY AND REVIEW

52. This policy shall be reviewed no later than two years after its approval.

Approval Signature:	
Mr Herve LADSOUS, Under-Secretary-General for Peacekeeping Operations	Date: <i>[Signature]</i>
Mr Atul KHARE, Under-Secretary-General for Field Support	Date: 17/4/2015