

Chapter 1. Mission Leadership, Coordination and Integration

SUMMARY

This chapter introduces the concept of mission leadership, summarizes the leadership principles applied within the United Nations generally and in peace operations specifically, and details the composition of a Mission Leadership Team. It also discusses the implementation of a mission mandate and outlines a set of considerations for mission leaders.

1.1 The Importance of Mission Leadership

Peace operations are about facilitating and ensuring non-violent self-determination, preventing further conflict and sustaining peace. The overall task is almost overwhelming in terms of its breadth, importance and meaning—and yet this is perhaps the greatest source of inspiration for a mission’s leader. At the same time, peace operations are just one part of a larger international effort in a host country’s transformation from conflict to peace. Mission leaders are therefore assisting in changing a country’s history, in close cooperation with its people and on behalf of the United Nations. This is a responsibility that requires highly developed leadership qualities.

Effective and inclusive leadership is a critical factor in the success of peace operations. Numerous studies and reports have concluded that the demonstration of effective leadership by appointed leaders is essential to a successful peace operation, and this has frequently been reiterated by UN Member States and UN leaders, as well as policymakers, researchers and stakeholders. Nevertheless, this insight has proved difficult to operationalize and hard to legislate for in practice. Peace operations are complex, and leadership is not easy. Balancing the two has proved a challenge for the international community. Fortunately, there have been many successful and inspiring examples of mission leadership. In addition, patterns of best practice are identifiable beyond the manifold mission-specific circumstances.

With effective and inclusive leaders, UN missions can, over time, achieve most of their mandated objectives, engage the host state in sustainable state- and peacebuilding, optimize the use of scarce resources, motivate mission personnel and beneficiaries, and strengthen the credibility and reputation of the mission and of the UN. That said, it is important to recognize that mission leadership often comes with huge responsibilities, relatively little authority and limited supportive accountability. This is part of what makes it so fascinating.

1.1.1 A mission leadership focus

The word leadership is often used to refer either to a cadre of leaders (as in ‘the UN’s senior mission leadership’) or to an effective practice and inspiring quality we expect from good leaders (as in ‘she showed good leadership as a Head of Mission’). We must always be clear about what we are referring to when we talk about leadership. The considerations in this study focus on a mission’s senior leadership, as opposed to leadership in general.

The United Nations system leadership framework

The United Nations system leadership framework outlines eight defining characteristics of UN leadership:

- It is **norm-based**—in that it is grounded in UN norms and standards, beginning with the UN Charter.
- It is **principled**—defending its norms and standards and their application without discrimination, fear, or favour even—especially—in the face of pressure and push-back from powerful actors.
- It is **inclusive**—embracing diversity as a strength, practicing cultural and gender sensitivity, and rejecting discrimination in all its forms.
- It is **accountable**—both mutually within the UN system, and to beneficiaries and the greater public.
- It is **multidimensional**, integrated and engaged across pillars and functions.
- It is **transformational**—to achieve positive change.
- It is **collaborative**—both within and beyond the UN system.
- It is **self-applied**—that is, modelled in the behaviour of UN personnel, who are expected to act in accordance with UN principles and values.

Source: UN System Chief Executives Board for Coordination, '[United Nations system leadership framework](#)', 31 January 2018.

In the sense of good practice, mission leadership needs to be exercised by the MLT at the country level, and by Heads of Offices and Sector Commanders at the subnational level. The aspects and contexts of good UN leadership embrace issues such as the multifaceted international character of peace operations and their political foundation; the hazardous environment; the ever-changing interests and agendas and their complexity and width; the high stakes; and the large number of dynamic and external factors.

While this study naturally includes much generic information on leadership, it strives to clarify, visualize and give advice on the kind of leadership that is specific to assignments in peace operations. In short, it aims to be as context-related, concrete and relevant as possible. Each chapter therefore includes a section entitled 'Considerations' that

outlines key issues at stake and potentially competing principles. The observations in these sections are driven by the many polarities that exist in today's complex peacekeeping environments.

The present study also aims to identify a leader's perspective on the different issues discussed. This means that issues are introduced and elaborated on mainly from the point of view of leaders, and not as topics as such. What is a leader's responsibility? What does a leader need to know and understand? What kind of action does a leader need to take? What can others expect from their leaders and what should mission leaders expect from them in return? Who is accountable for what, and to whom?

Contemporary UN peace operations are complex endeavours. This requires imaginative and dedicated leadership that is grounded in integrity and competence. UN Security Council mandates are now broader and are often more demanding as the functions of peacekeeping, peace enforcement and peacebuilding become increasingly intertwined and mutually supportive. Mission leadership is also about developing a strong relationship with national counterparts, coalescing the international community's support and efforts on the ground and, most critically, facilitating change. These trends have placed greater demands on a mission's leaders, requiring MLTs to be better prepared, resourced and accountable for their actions. In addition, missions and their leaders need to be more professionally directed and supported by the Security Council and the UN Secretariat. Shortcomings in these areas often fall heavily on the shoulders of the MLT. This is part of the job.

Senior leaders in peace operations need to be proven and capable leaders from the outset. Exercising leadership in peace operations cannot be about on-the-job training. It is, however, to a large degree about on-the-job learning. Successful mission leaders are open-minded, curious and flexible, and facilitate an environment conducive to continuous and adaptive learning throughout the mission and the duration of its mandate.

1.1.2 The Mission Leadership Team

The MLT is made up of the senior leaders of the mission. Its makeup reflects a variety of competencies, professional backgrounds and working cultures, including politics, civil administration, the military, the police and civil society.

The MLT will inevitably reflect numerous concepts and cultures of leadership, and thus provides a resource for complementary experience

and insight. Correctly approached and cultivated, this diversity will be an obvious strength for both the MLT and the mission as a whole. It is important to invest in developing and forging a professional, inclusive, committed, dynamic and enduring team. All peace operations generate continuous challenges, surprises and frictions for their leaders, and these need to be tackled and overcome as a team. For the MLT to work well together, its individual members must first demonstrate inter-cultural competence. Then, teambuilding should be prioritized, planned and creative. Small and recurring efforts count. The focus should not just be on formal and scheduled occasions, but also on building the team a little every day, and in every encounter within the MLT.

The exact composition of the MLT will vary depending on the specific type of mission and its requirements. Integrated and multidimensional missions are typically led by the Head of Mission (HoM) or Special Representative of the UN Secretary-General (SRSG). This core team consists of the Deputy SRSG (Political); the Deputy SRSG-Resident Coordinator/Humanitarian Coordinator (DSRSG-RC/HC); the Force Commander (FC), the Police Commissioner (PC); the Director or Chief of Mission Support; and the mission's Chief of Staff. It is very often reinforced by other section heads such as Human Rights, Gender, Strategic Communications and Security.

In assembling this group, the HoM, in consultation with UN Headquarters (UNHQ), needs to find a balance between adequate representation and efficient decision making. In practice, most missions have a core group as well as a wider senior management group (*see 2.1 Integrated Missions*).

Whatever the chosen format, the MLT is responsible, at the operational level, for implementing the mission's mandate through the coordinated planning and execution of the many tasks required to achieve the strategic end state—that is, the mission's overarching vision. To achieve this vision, each MLT member must understand their individual role and responsibilities.



Key UN Policies & Guidance

[UN Policy on Authority, Command and Control in United Nations Peacekeeping Operations](#)

The individual leadership qualities of MLT members are crucially important but can only be optimized if personalities complement each other. As a prerequisite for collective decision making the MLT also needs to operate as an inclusive, coherent team in which the members are respectful of each other's competencies, roles and assignments. This is particularly important when it comes to the overall civilian leadership of the military and police (that is, uniformed) components.

Civilian leaders provide the general and political direction and set mission-level strategic objectives. The uniformed components plan and execute their operational contributions in order to achieve those ends. At the same time, it is important for the uniformed components to be conscious of the dynamics of political priorities and considerations, and to understand that these are not always compatible with preferred operational practices and options. Uniformed leaders need to be sensitive and imaginative within their professional domains and identify ways for the military and police instruments to sustain the political process. In essence, they need to be officers with acute political and diplomatic antennae.

Developing the capacity to lead, then, is about developing the collective level and capacity to produce shared results, whereby everyone engaged must and does fill a leading role in some fashion. Given this, it may also be useful to clarify some aspects that are core to this study. The competing issues which need engagement by senior leaders are sometimes technical in nature, requiring 'either/or' technical solutions. More often they are ever-present tensions or polarities that require shared 'both/and' attention.

1.1.3 UN leadership guidance and know-how: mission leadership as a continuum

Unsurprisingly, the personnel involved in a mission and the UN Secretariat are the most immediate and important sources of knowledge for mission leaders. Open and attentive leaders will gain a lot by tapping into the accumulated experience, views and insights of those who have led and those who have been led. Mission personnel are likely to believe in much of what they have done and achieved. If that is taken as a point of departure, the MLT will likely accomplish two things: it will win the trust and respect of personnel; and it will have their support for the things it seeks to change or do differently. At the same time, maintaining the long-term trust and confidence of the host state is equally important.

The UN has a rich catalogue of written and official peace operations guidance. There are approximately 200 documents on the UN's internal Policy and Practice Database, covering everything from conduct and discipline to overarching peacekeeping principles.¹ This guidance exists, of course, to provide support for the mission and its



Key UN Policies & Guidance

[UN Policy and Practice Database](#)

[UN Peacekeeping Resource Hub](#)

¹ Many of the official guidance documents are also available on the [UN Peacekeeping Resource Hub](#), which is available to all.

leaders, and to ensure effectiveness and the widest possible awareness of UN best practices. Missions typically also have on board a Policy and Best Practices Officer to lead knowledge management and sharing.

Guidance constitutes a formal, comprehensive and experience-based foundation for missions' daily operations and routines. It falls into different categories and targets a range of leaders, specialists and functions throughout the mission structure. Some are mostly for a particular component. Others should be used by mission leaders more broadly. These provide a framework of standards that enable alignment, efficiency and accountability. The MLT needs to make sure that they are familiar to, understood and applied by all mission personnel. This requires a systematic approach to follow-up, control and reporting.

Reflections on leadership

Leadership in peace operations is ultimately about successfully implementing a mandate. This can occasionally be a tough, lonely and thankless task. At the same time, it has the potential to be one of the most meaningful, rewarding and developing leadership assignments of one's professional life.

One leadership consideration deserves to be highlighted above all others: you are much more likely to succeed as a leader in peace operations if you have a genuine interest in people. You will be leading and representing people, serving, taking risks, cooperating and negotiating with people, agonizing over people, getting close to people, making a difference for people and carrying the hopes of people. You will be constantly surrounded by people from all over the world, not least the people from the country with which you will develop a life-long bond and humbly refer to as the host state. Leadership is about people. Successful leadership will be determined by your ability to relate to people as a leader, as a UN representative and as a fellow human being.

The other side of the coin

That being said, it is almost impossible to satisfy everyone or meet continuously changing expectations. Mission leadership is about getting the job done. Leaders need to develop good and durable working relations in a range of areas, but they must also be prepared to stand up for their organization's integrity, values, beliefs and mandate. This is not always easy. It takes moral courage. Be prepared to be criticized; it is an inevitable and humbling part of mission leadership. At the same time, it is important to be honest with yourself and listen beyond the choir of complaints. What can be learned? Are we on the right track? Have we really done what the organization believes is right?

All MLT members are obliged to seek mutual understanding, respect each other's professional competencies and communicate openly in order to avoid misunderstandings and prejudice. In addition, MLT members should first and foremost keep the bigger, political picture in mind. It is all too easy to complain and build up mistrust when exposed to the everyday realities and hardships of the mission. Do not fall into this trap. Do not become a disgruntled leader; they are, unfortunately,

not uncommon in missions. Peace operations deserve better leadership than that, and your brief mission will only be successful if you function as a genuine team. If collective performance is made possible, the impossible becomes possible.

Many reasons to be proud

To be a leader in a UN mission is something that you are likely to be proud of in its own right and in your own way, both during service and when looking back at what you were part of. The same is true of your colleagues in the MLT and almost all of your personnel. Leaders have a special responsibility for making it possible for the mission to feel that well-deserved pride. Find motivation and strength in this, as well as in more challenging moments. Make yourself proud every day, in your thoughts, relations and actions. Others will undoubtedly follow. You are, after all, representing the UN and everything that it stands for in terms of peace, hope and a better future for all the suffering and innocent people caught up in armed conflict.

Prestige can often be an issue. New leaders regularly come to a mission with their own plans and ambitions, as well as formed opinions about their predecessors, little realizing that in the near future they themselves will be someone else's predecessor. Frequently, the handover process will not even allow for successive leaders to meet constructively, even if they wanted to. Mission leadership assignments are relatively short; the UN, the mission and the host state are best served when leadership transitions are seamless, and progress is attributed to the mission rather than to individual leaders. You are there to build peace, not a legacy. If you focus on achieving the first, the second will follow naturally.

Finally, you will not have the time to become much of an expert, even though you will often be treated as one. Therefore, build on previous achievements, tap into the mission's informal and spoken knowledge, engage in-depth with the host country and ensure that your actions are informed, targeted and sustainable. This does not in any way limit your opportunities to deal with immediate issues. Best practices and agility go hand in hand.

Jonas Alberoth (insights drawn from several mission leadership assignments)

Leadership principles for UN peace operations

A 2010 study on leadership in the United Nations, based on interviews across the senior leadership of UN peace operations, generated seven cogent findings. These are paraphrased below, with added interpretation.

Individuals do not automatically become leaders by virtue of being appointed to senior positions. Leadership has to be demonstrated, and ‘followership’, which is always voluntary, has to be earned.

Leading a UN peace operation is about not being resigned to but instead overcoming the restraints, and also about creating the space for independent action. This speaks to good leadership managing to articulate a vision and give direction when a particular situation appears difficult and confusing. This can bring risk and therefore takes courage.

UN leadership is about managing and growing beyond a series of contradictions. This speaks to the ambiguity in much of the environment of a peace operation, in which many issues and stakeholders are in tension. How to make progress while retaining impartiality and personal integrity is often a challenge.

Leadership in the UN is as much about courage and risk as it is about caution. This is saying that while there must be a balance, a fear of failure will most often lead to inaction and subsequently failure. Most problems in contexts in which the UN is deployed are intractable and will not respond readily to a cautious approach. This is especially true when the use of force by the UN is needed to protect civilians. Many good UN leaders view the mandate not as a ceiling beyond which the mission or its components must not go (the cautious approach) but as a springboard for positive action, knowing what needs to be done to make progress. The willingness to succeed must transcend the fear of failure.

UN leadership is about external and internal coalition building. This recognizes that a UN leader's power and authority, the area of control, is limited. Instead, much of the work needed to succeed in a peace operation lies outside this area of control—that is, with the external partners, both within the mission area and elsewhere. This area of influence is widespread and contains many stakeholders. Not all will be supportive. Achieving the needed support for the vision and the desired course of action requires diplomacy, communication and inspiration.

Successful UN leaders respect, care for and empower their staff. This highlights the need to earn followship. What creates and maintains followship and followers' loyalty to the mission mandate?

UN leadership is less about individuals than it is about creating strong leadership teams. So much poor leadership is ego-driven, with a mistaken focus on the trappings of power and authority. It is prevalent in UN missions in which the UN system often seems to reinforce the culture of the revered senior leader. The antidote to this is humility, which is in itself a key trait of good leadership.

Source: '[In and Above Conflict: A Study on Leadership in the United Nations](#)', Centre for Humanitarian Dialogue, Geneva, 2010.

1.2 Mandate Implementation

The principal task of the MLT is to interpret the mandate and develop mission plans that implement the direction given by the mandate in the specific phase of the conflict or peace process. Mandates contain many tasks and directions, which are often added to or adjusted by the UN Security Council over time. Some of these tasks and directions may well be in tension with each other. Mandates often reflect the political concerns of UN Member States as much as realistic assessments of the practicality of implementing them. The MLT must also operationalize its complex and sometimes ambiguous mandate. This requires prioritization and context-specific planning, and adaptive management and learning, for example by innovating new methods or taking performance feedback into account.

The primary nature of any strategy—whether in the context of peace operations, humanitarian relief or development cooperation—is the relationship between *ends*, *ways* and *means*. In peace operations:

- **ENDS** are the objectives, such as creating a secure and stable environment or implementing a peace process;
- **WAYS** are the mechanisms through which stated objectives are pursued, such as diplomatic efforts or supporting elections or reconciliation; and
- **MEANS** relate to the resources available, such as political influence, personnel, equipment and international support.

It is crucial to ensure that the relationship between the ends, ways and means is fully understood, and that this understanding is logical, practical and clearly established from the outset. This requires mission-level planning. If there is no or little planning function the relationship between ends, ways and mean becomes incoherent, and successful mandate implementation will most likely be at risk.

The MLT will have to determine the priorities of the mission and consider what can practically be achieved within certain timelines. It must then be prepared to adjust these priorities and timelines as circumstances change—which they will. The MLT will need to balance its plans against the available human and financial resources, and should clearly define strategic goals, develop coordinated work plans and prioritize activities to ensure the efficient and effective delivery of support and proper resource allocation.

Depending on the mission's leaders, mandates can be viewed either as a limitation on action or as an opportunity for engagement and proactive thinking. Prior to deployment, the HoM should have frank discussions

with the leadership of the UN Department of Peace Operations (DPO), the UN Department of Political and Peacebuilding Affairs (DPPA), the UN Department of Operational Support (DOS) and other relevant departments and offices in order to arrive at a common understanding of the mandate and its intentions.

In addition, both host-state and international engagement will be essential. Systematic consultation will be required when developing the mission's key priorities. The host state should co-own these priorities and constitute a significant and positive pull factor. The international community will need to provide both political and financial support. All this must be achieved while maintaining integrity in accordance with the UN's normative framework.

The strategic assessment and subsequent integrated planning are critical tools for determining priorities. This analysis should take a number of factors into consideration, such as the structural, intermediate and immediate causes of the conflict as well as drivers of peace, the history and characteristics of the host country, the UN's political prerequisites and the role of regional and international actors. A strategic assessment is the building block that forms the basis for the development of the UN's shared goals, formulation of the mandate and the Integrated Assessment and Planning Framework. The assessment should contain an analysis of the drivers of peace and conflict, including of the key factors and the actors and capacities on the ground, and the resources to undertake the operation, as well as the impact of ongoing operations to ensure they apply the "do no harm" principle. In addition, it should assess the strengths, weaknesses, opportunities and threats that might trigger change or influence transition.

While a great deal of information and analysis will be available from UNHQ and will have been used to develop the mission's mandate, further analysis will need to be undertaken at the mission level based on the information obtained from host-country actors, other international organizations, UN Member States, and external experts and academics. Mission analysis should be a collaborative, multi-disciplinary undertaking that addresses all the various activities that UN components, agencies and programmes propose to undertake. The process of mission analysis by the MLT should be dynamic and continuous to reflect the changing environment.

As part of the mission analysis, the MLT should also consider early peacebuilding activities that are achievable, and which might be initiated by the mission in support of other international and regional actors and the host country. Early opportunities to lay the foundations for sustainable peace and development, in close collaboration with the

UN Country Team (UNCT), need to be aligned with broader national and international responses, and the ability to coordinate with national authorities and other partners. The MLT should also identify benchmarks that indicate the efficiency, effectiveness and legitimacy of national institutions and their ability to absorb competence and resources from external partners. It is important to ensure that measures of effectiveness are incorporated into any subsequent UN implementation plan in order to measure and assess the impact the mission is having and, where necessary, to identify corrective action.

Finally, the MLT will need to be aware that, in implementing a mandate, the relationship between the mission and the host government will be dynamic and change over time. The close political engagement that is required and highly sought after in the early days of a mission may become less welcome or even resented as national interests manifest themselves in different ways. What is possible at first may become harder to achieve later in the process—for example, after elections. The MLT needs to be alert to and prepared for these shifts, which could indicate the waning influence of the mission and its ability to sustain the peace process and the mandate. Close and forward-looking coordination with the UN Secretariat and the Security Council will be essential. Developments such as these, however, are natural in the life cycles of most missions and are not necessarily negative. Peace operations, after all, are about encouraging the development of self-determination, as long as it is peaceful.

How well a mission starts, or handles critical junctures, is likely to determine its future progress and credibility. The perception of a mission among the host government and population is dynamic and is often formed against the backdrop of how well it delivers on key expectations.

1.3 Leadership Considerations

In their efforts to improve integration, coordination and cooperation, MLTs may wish to consider the ways in which they can:

- Optimize the aims of functionally integrated teams and their co-location
- Take a collaborative and flexible approach
- Develop a shared understanding
- Leverage organizational and cultural diversity
- Manage change when needed
- Accept responsibility and ensure accountability
- Promote integrated planning and action
- Utilize planning and assessment tools effectively and creatively, including prioritization and sequencing

While any positive response by an MLT to the above considerations is likely to enhance the effectiveness of a leadership team, the collective impact of any action rests on the willingness and ability of the HoM or SRSG, and their respective teams, to develop a culture of unity, trust, commitment and mutual respect.

1.3.1 Ensuring the primacy of politics and sustaining peace

The civilian leadership of most field missions reflects the fundamentally political nature and profile of UN peacekeeping.¹ Today's multidimensional peacekeeping operations are both driven by and the drivers of political processes. This central feature affects every aspect of the mission's mandate. Accordingly, the MLT needs to positively and proactively facilitate the political process aiming at sustaining peace, while being constantly alert to the principle of national ownership.

The political process can include a range of activities, including: the negotiations on an enduring and comprehensive peace agreement between the parties to a conflict; the holding of what is hoped will be peaceful and credible elections; the strengthening of democratic processes; assistance to the host government with the extension of state authority; national reconciliation; continual attention to the avoidance of a breakdown in the peace or political process; and supporting and facilitating an inclusive political process that can successfully and sustainably move the country from a post-conflict state to a sustainable

¹ UN DPKO/DFS, 'A new partnership agenda: charting a new horizon for UN peacekeeping', July 2009.

peace (which is the overarching objective of the mission). All these activities constitute core peacekeeping business.

Depending on the mission's mandate, seeking and maintaining support for the political process to achieve the above-mentioned goals can take up a sizable amount of the mission's time and resources. In particular, and again depending on the mandate, the role of the HoM can be seen on three levels: first, s/he is the lead political representative of the international community through the mandated authority of the Security Council and the Secretary-General; second, s/he is the head of the UN peacekeeping operation and responsible for all of its mandated activities; and, third, of increasing importance, s/he is the coordinator of all UN activities and programmes beyond the peacekeeping and political/security tasks. All these activities are aimed at assisting a country's transition from conflict to a sustainable peace and ensuring that the international community vigorously supports this effort.

The political process in any country is complicated by contending pressures and actors. The mission leadership will have to continually manage the expectations of the various actors involved in the process, and indeed the entire population. Accordingly, the consent of the parties for mandate implementation can never be taken for granted. The impact of spoilers should also be taken into account. Perhaps more than in any other aspect of the mission's mandate, and owing to the centrality of the political process, the mission leadership should continually reassess and adjust every decision against the peacekeeping principles of impartiality, the non-use of force except in self-defence or defence of the mandate, legitimacy, credibility and the promotion of national and local ownership. At the same time, the mission must monitor consent at all levels—including the working and local levels—with great political sensitivity to ensure that the mandate is being properly implemented and that possible breakdowns in consent are anticipated and addressed.

1.3.2 A human rights mindset

The MLT has a responsibility to ensure that the mission promotes and protects human rights throughout its activities. The responsibility to implement a mission's human rights mandate lies primarily with a dedicated human rights team, which reports both to the mission and to the Office of the UN High Commissioner for Human Rights (OHCHR) in Geneva. However, all mission components should be familiar with established policies on human rights, which are part of the UN's normative framework. Moreover, they should be active promoters of these fundamental principles ([see 5.1 Human Rights and Protection Promoted](#)).

The MLT should develop a comprehensive strategy on human rights issues, with outputs integrated into the mission plan, and should consult and make effective use of the Human Rights section and encourage other components to do the same. As a matter of principle, a mission should always report and take action on human rights violations. Reports should always be coordinated with OHCHR. In those situations where a direct release of information on violations by the mission might jeopardize a delicate relationship with the host country, the mission might wish to manage such a release from Geneva.

While mission mandates differ, the promotion and protection of human rights remain core goals of many peace operations, regardless of the phase of the peace process. The different phases or situations simply determine how these goals can best be achieved. In most cases, the main aim is to assist and empower national communities, institutions and authorities to take ownership of human rights issues.

Human Rights Due Diligence Policy

Human rights also represent an important part of the normative framework for UN action and establish the ‘rule book’ for the activities of a mission and the conduct of its staff. In this regard, the UN has put in place a Human Rights Due Diligence Policy (HRDDP), which specifies that before providing support to any non-UN security force, a UN entity must conduct an assessment of the potential risks and benefits involved. This assessment must include consideration of the human rights record of the intended recipient of support and the adequacy of the measures in place to prevent human rights violations. The intent of the HRDDP is to be supportive rather than proscriptive, so that where necessary, the scope and nature of mitigating measures should be identified, agreed and put into effect.



Key UN Policies & Guidance

UN Policy on Human Rights Due Diligence (2011)

1.3.3 Mainstreaming the Women, Peace and Security Agenda

Conflict and violence affect men, women, boys and girls differently. The MLT should systematically integrate and apply this understanding if the mission’s various activities are to have the intended results. Gender mainstreaming means that, in all mission planning, implementation and evaluation, the MLT should consider, and report on, how activities, processes and procedures help to ensure equality in the situations of women and men. It is also important to ensure that the approach advocated by the MLT is culturally sensitive to the wider social contexts in which the mission is operating. The MLT has clear responsibilities to

incorporate a gender-sensitive approach in all of the mission's activities and policies, while also setting standards and encouraging actions that demonstrate and promote a gender balance and gender mainstreaming across all grades and mission components.

The MLT has an obligation to lead by example and to champion policies and strategies—both within the mission and in all its dealings with national and local authorities—that incorporate a gender perspective at both the political and the organizational levels. The MLT should establish clear goals and ensure that there are sufficient resources in

mission budgets to support the deployment of gender advisers and resources to ensure that gender is mainstreamed effectively across the different functions of the mission. It should review and monitor progress on compliance with the policy on gender-responsive peacekeeping.

The MLT should consult and make effective use of gender advisers and encourage other components

to do the same. The mission should also ensure that female staff participate in meetings held with government officials, local community and civil society, and that women's groups are consulted on the implementation of the mission mandate. The full participation of women in the peace process is essential in order for the process to be genuinely inclusive, legitimate and sustainable.



Key UN Policies & Guidance

DPO/DOS 'Gender Responsive United Nations Peacekeeping Operations' policy

1.3.4 Conduct of personnel

The success or failure of a mission can rest on the performance and good conduct of its personnel. All cases of misconduct have a negative impact on the image and legitimacy of a mission, which in turn can erode consent and have concomitant security implications for mission personnel. The MLT should set the tone and exhibit the highest standards of personal conduct and behaviour at all times. It must seek to ensure that UN policy is enforced and that all complaints are investigated thoroughly. Efforts should also be made to promote the welfare of and recreation for personnel, as this will help to strengthen morale and discipline. Most missions have conduct and discipline teams that provide policy guidance and technical advice to the mission leadership on conduct and disciplinary issues and organize training for mission staff.

The MLT has a command responsibility to ensure that specific and proactive measures are taken to prevent cases of sexual exploitation and abuse (SEA), and that the UN's policy of zero tolerance in this area is enforced. Preventing SEA is about



Key UN Policies & Guidance

Special measures for protection from sexual exploitation and sexual abuse (2003)

upholding the human rights of individuals that missions serve. The MLT needs to be proactive in promoting a transparent system that sets and maintains the highest standards of discipline and conduct by all mission components. While the MLT plays a key role in this regard, close cooperation with the UN Office of Internal Oversight Services (OIOS) as well as troop- and police-contributing countries (TCCs/PCCs) is central to ensuring good conduct and discipline and addressing violations of relevant UN policies.