



DPKO/DFS

GENDER FORWARD LOOKING STRATEGY

2014-2018

United Nations

Department of Peacekeeping Operations
and Department of Field Support



Sustainable peace cannot be achieved without women's security and equality. It is essential that women are empowered to play a central role in the transition from conflict to peace.

— *Hervé Ladsous*

Under-Secretary-General for Peacekeeping Operations



**United Nations Department of Peacekeeping Operations
and Department of Field Support (DPKO/DFS)**

DPKO/DFS

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2014-2018

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Policy and Best Practices Service
Policy, Evaluation and Training Division
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List of Acronyms

CRSV	Conflict-Related Sexual Violence
DDR	Disarmament, Demobilisation and Reintegration
DFS	Department of Field Support
DPA	Department of Political Affairs
DPET	Division for Policy, Evaluation and Training
DPKO	Department of Peacekeeping Operations
E-SMT	Expanded Senior Management Team
FPD	Field Personnel Division
GE	Gender Equality
HQ	Headquarters
OHCHR	Office of the United Nations High Commissioner for Human Rights
OMA	Office of Military Affairs
OROLSI	Office of Rule of Law and Security Institutions
PBPS	Policy and Best Practices Service
PCC	Police Contributing Country
PD	Police Division
POC	Protection of Civilians
SCR	Security Council resolution
SG	Secretary General
SGBV	Sexual and Gender-Based Violence
SSR	Security Sector Reform
SRSR	Special Representative of the Secretary-General
SRSR-SVC	Special Representative of the Secretary-General on Sexual Violence in Conflict
TCC	Troop Contributing Country
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNODC	United Nations Office for Drugs and Crime
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WPA	Women's Protection Adviser
WPS	Women, Peace and Security

FOREWORD

Equality is fundamental to lasting peace and security. It is therefore critical that all members of society have equal access to opportunities, resources, services, protection, decision-making and other basic rights. The UN Security Council underlined this message when it adopted Resolution 1325 in 2000, which was followed by six other thematic resolutions that address Women, Peace and Security (WPS) including conflict-related sexual violence. Most recently, the Security Council adopted Resolution 2122 (2013) which focuses on strengthening accountability and identifying concrete actions to fully implement Resolution 1325.

Despite progress in implementing the WPS agenda, much more is needed to sustain and consolidate gains.

DPKO/DFS has therefore developed a Gender Strategy which both supports the resolutions on WPS, and reflects the changing operating environment — for example the establishment of UN Women, the establishment of the Office of the SRSG for Sexual Violence in Conflict and the deployment of Women Protection Advisers.

The Strategy articulates the importance and objectives of gender mainstreaming in peacekeeping. It also outlines a strategic direction for the organisation and offers tools to help us better support and protect women and girls where peacekeeping missions are deployed. We encourage all DPKO/DFS staff to familiarize themselves with the contents of the Strategy and translate the objectives into concrete actions.

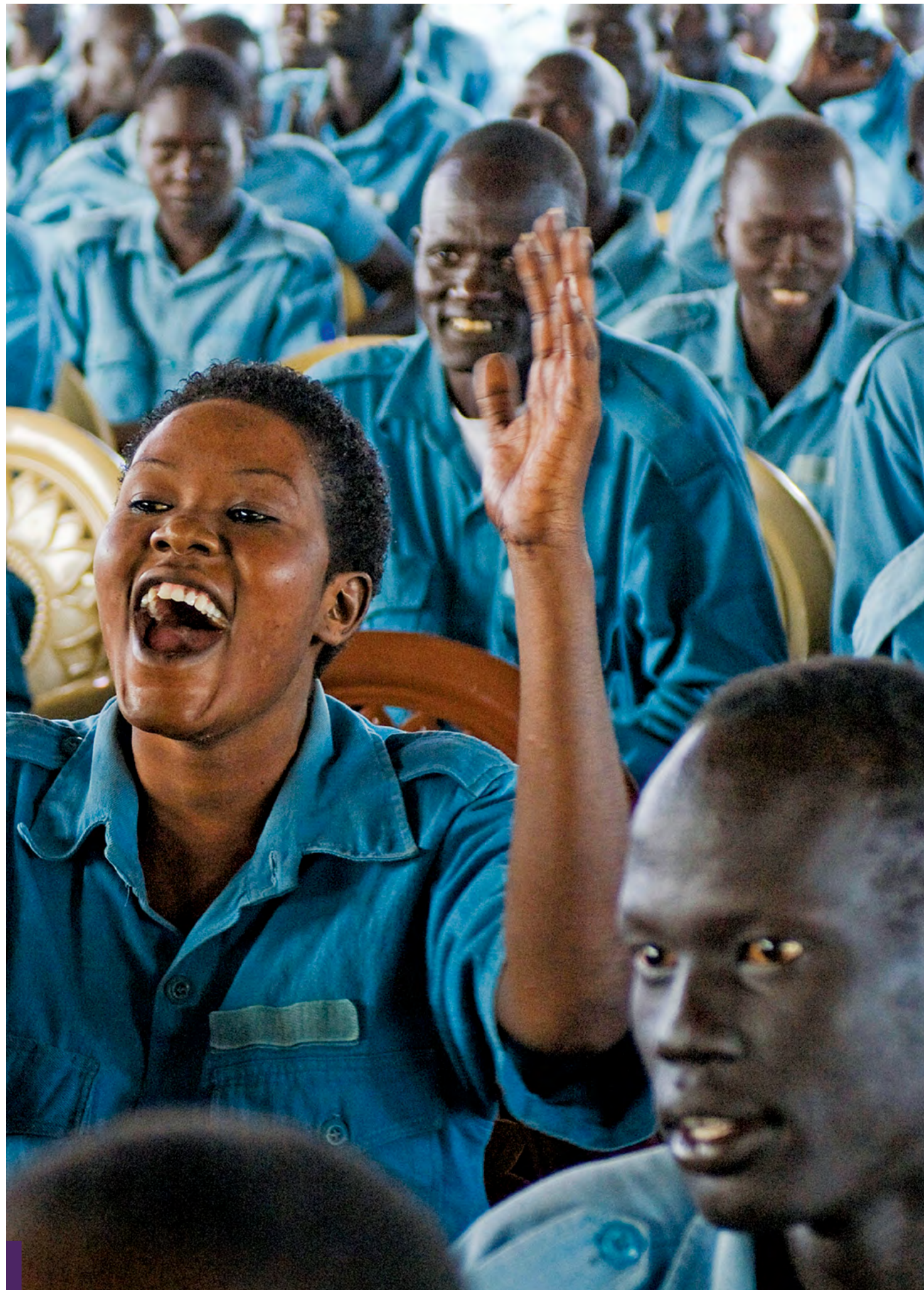
We look forward to working together to make equitable and sustainable peace a reality.



Hervé Ladsous
*Under-Secretary-General
for Peacekeeping Operations*



Ameerah Haq
*Under-Secretary-General
for Field Support*





1. CONTEXT AND RATIONALE

Peace and security can only be achieved and sustained if all members of society are equal in terms of opportunities, protection, access to resources and services, participation in decision making, and other basic rights. This Forward Looking Gender Strategy (2014 – 2018) highlights the link between women, peace and security and reaffirms the commitment of the Departments of Peacekeeping Operations and Field Support (DPKO/DFS) to work effectively at all levels to promote and achieve gender mainstreaming results in peacekeeping.

In October 2000, the Security Council adopted resolution 1325 (2000) on Women, Peace and Security (WPS) in recognition of the serious and specific impact that armed conflict has on women and girls and their potential to contribute to all processes which aim to establish and sustain peace. As such, Security Council resolution 1325 has guided UN policies and programmes in supporting women in conflict and post- conflict societies.

The United Nations Security Council has since adopted six other thematic resolutions that address WPS including the prevention and response to conflict-related sexual violence. Security Council resolutions 1820 (2008), 1888 (2009), 1960 (2010) and 2106 (2013) address the use of sexual violence in conflict and mandate specific arrangements and operational activities to prevent, respond to and ensure accountability for incidents of conflict-related sexual violence. Security Council resolutions 1889 (2009) and 2122 (2013) strengthen resolution 1325 by emphasizing accountability for its implementation and women's engagement at all levels of decision-making. The resolutions provide a framework for implementation of the WPS agenda and for monitoring results, progress and gaps by all actors involved in peace and security.

Despite constant progress in implementing the WPS agenda through the work of peacekeeping operations, further efforts need to be made. Against this background, DPKO/DFS has developed its first Gender Strategy. Not only does the Strategy follow evolving resolutions on Women, Peace and Security, it also responds to a changed playing field which includes the establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and its reaffirmed mandate in monitoring the implementation of Security Council resolution

1325, the establishment of the Office of the Special Representative of the Secretary-General for Sexual Violence in Conflict (SRSG-SVC) and the deployment of Women's Protection Advisers (WPAs) in peacekeeping missions. The timing of this Strategy is critical as the Security Council has expressed its intention to convene a High Level Panel to review the implementation of Security Council resolution 1325 by the UN system in 2015. Within this changed landscape, the need has arisen to rearticulate the objectives of continued gender mainstreaming within peacekeeping operations, which requires an in-house capacity. To accelerate progress on the WPS agenda, the Gender Strategy is meant to:

- Build on the results achieved, best practices and lessons learnt in peacekeeping operations and address critical gaps towards institutionalising gender work in DPKO/DFS;
- Rearticulate the gender architecture in peacekeeping operations in light of a changed and further evolving landscape;
- Refocus how gender equality work in peacekeeping is conducted, with emphasis on gender mainstreaming within the mission (as opposed to the provision of direct support to national partners);
- Clarify and reinforce roles and accountability of all categories and levels of peacekeeping staff, and provide guidance for their activities in implementing the WPS resolutions;
- Consider the important roles that UN Women and the Office of the SRSG-SVC play vis-à-vis Women, Peace and Security and promote synergy including through the UN's coordination network for WPS related issues;
- Promote improved data collection, analysis, reporting and dissemination of progress and impact results.

Results of incorporating a gender perspective in Peacekeeping

- In response to rape and abduction, peacekeepers in Darfur provide armed patrols to accompany women and girls along water supply routes and when collecting firewood. Regular night patrols have been deployed around camp perimeters.
- In Liberia, the persistent efforts of UNMIL to broaden the DDR eligibility criteria to incorporate women associated with armed forces led to the inclusion of over 22,000 women and 2,000 girls out of more than 101,000 people. UNMIL and UNDP integrated a gender perspective throughout the reintegration phase of the DDR programme from 2004 to 2009.
- In countries with severe levels of sexual violence, Missions have undertaken dedicated action to combat against sexual violence. In the Democratic Republic of Congo, the UN Mission has supported a number of legal cases on sexual violence and rape, and has increased public awareness and debate on sexual violence through Radio Okapi.

Principles

- Gender equality and the implementation of the WPS resolutions is a responsibility of all peacekeeping staff. Each component in peacekeeping missions has gender equality objectives and is accountable for progress towards their implementation.
- Promoting women's rights and women's empowerment is critical for achieving sustainable peace and security. Women are highly disadvantaged and at heightened risk of violence in times of conflict. They are also differently affected by conflict than men. It is therefore necessary to incorporate gender as a central part of political and operational analysis and to adopt specific measures to redress these sex-differentiated impacts.
- Gender equality in peacekeeping work can only be achieved through partnership. This includes partnership between men and women and between different stakeholders and organisations. Gender equality will benefit society as a whole and both women and men have an important part to play in changing attitudes and behaviours and transforming roles and responsibilities.
- Institutionalising gender mainstreaming cannot work without the engagement and support of senior leaders and managers. DPKO/DFS senior management recognises this responsibility and hold themselves and all those who work with them in peacekeeping accountable for the implementation of the Gender Strategy and its results.



2. TIMELINE

The timeline for the implementation of the Strategy takes into consideration the Strategic Results Framework that guides the UN implementation of Security Council resolution 1325 from 2011 to 2020, the global study on Women, Peace and Security that will be conducted by the Inter-Agency Standing Committee on Women Peace and Security in 2014-2015 and will feed into a review on the implementation of Security Council resolution 1325 conducted by a High Level Panel during 2015. Accordingly, the timeline for Strategy implementation is as follows:

2014	2015	2016	2017	2018
<ul style="list-style-type: none"> ► Strategy endorsement ► One year action plan starts ► Global study on Women, Peace and Security 	<ul style="list-style-type: none"> ► Interim achievements ► High Level Panel to review implementation of SCR 1325 	<ul style="list-style-type: none"> ► Medium term implementation ► Mid-term evaluation of the Strategy and report presented to the Expanded Senior Management Team (E-SMT) 	<ul style="list-style-type: none"> ► Long term implementation 	<ul style="list-style-type: none"> ► Long term achievements ► Evaluation of the Strategy and report presented to the E-SMT
✓ 1st annual progress report	✓ 2nd annual progress report	✓ 3rd annual progress report	✓ 4th annual progress report	✓ 5th annual progress report

3. COMPARATIVE ADVANTAGES OF GENDER IN PEACEKEEPING

DPKO and DFS have a strong base that can be leveraged to promote gender equality and the WPS mandates. The focus on gender equality during the last decade in its policies, guidance notes, guidelines and peacekeeping strategies has increased awareness, skills and personnel and institutional capacity to recognise the specific needs, contributions, roles and abilities of women and girls and include them as key partners in peacekeeping work.

Peacekeeping missions are well positioned to advance the elements of the WPS resolutions given their mandates, their often extensive field presence and the access of its senior leaders to national governments. The UN senior leaders' political



engagement and advocacy at the highest levels both in the field and in the Security Council is critical, increasing the impact the UN can have on the ground.

Gender Advisers and Gender Focal Points in missions constitute a strong advantage for the integration of gender perspectives in all work components of a peacekeeping mission, including military, police and civilian components. They form a necessary capacity where mission leadership, including Force Commanders, Police Commissioners, heads of sections and staff members can draw from to facilitate gender mainstreaming into their work plans and activities.

Women's Protection Advisers (WPAs), mandated by the Security Council in 2009, are deployed to countries with evidence of conflict-related sexual violence (CRSV) and have complementary roles to the Gender Advisers. WPAs focus specifically on the integration of CRSV considerations in the activities of the mission, including monitoring, analysis and reporting on sexual violence and advocating and engaging with parties to the conflict with regard to their obligations to prevent and address CRSV.

The many partners peacekeeping missions work with, including governments, national defence and police institutions, non-governmental and community based organisations, women's groups, local communities, faith based associations, Member States and other UN partners, provide a forum for advocating for gender equality, women's empowerment, women's rights and the WPS resolutions.

The current Gender Strategy builds on the above-mentioned comparative advantages. It is also informed by the DPKO/DFS Policy on Gender Equality in Peacekeeping¹, the Ten-Year Impact Study of Resolution 1325 conducted by DPKO/DFS in 2010², the 2012 report on UN Gender Architecture in Post-Conflict Countries³, the shared priorities that emerged after the tenth anniversary of resolution 1325, successive reports of the Secretary-General (SG) on Women, Peace and Security and the SG's Seven Point Action Plan on Gender-Responsive Peacebuilding.

¹ DPKO/DFS Policy: Gender Equality in UN Peacekeeping Operations, ref 2010.25, 26 July 2010.

² Ten-Year Impact Study of Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security in Peacekeeping. Final Report to the United Nations Department of Peacekeeping Operations and Field Support. DPKO/DFS 2010.

³ UN Women and UN-wide Inter-Agency Task Team: UN Gender Architecture in Post-Conflict Countries, 20 September 2012.

ROLES AND RESPONSIBILITIES

■ GENDER ADVISERS

- Advise mission leadership and military, police and civilian components on gender issues;
- Provide technical support to guide the integration of gender perspectives in policies and planning instruments as well as their implementation, and into reporting by all mission components;
- Contribute to capacity building of national and local partners (civil society, government), working with mission components;
- Coordinate with UN partners on global gender mainstreaming mechanisms;
- Develop and oversee the delivery of training on gender mainstreaming and sexual and gender based violence for all peacekeeping personnel;
- Coordinate with Women Protection Advisers.

■ GENDER FOCAL POINTS IN TRADITIONAL PEACEKEEPING MISSIONS*

- Appointed in peacekeeping missions that do not have a Gender Unit;
- Advise mission leadership and military, police and civilian components on gender issues;
- Ensure that all components of the mission effectively integrate gender equality in their areas of work;
- Build capacity of all components of the mission to address gender issues.

■ WOMEN'S PROTECTION ADVISERS**

- Advise mission leadership and military, police and civilian components on the integration of all conflict-related sexual violence (CRSV) issues;
- Establish and oversee the implementation of a monitoring, analysis and reporting arrangement (MARA) on CRSV and promote early warning and accountability of perpetrators of CRSV, working closely with Human Rights components;
- Engage in dialogue with all parties to the conflict to obtain commitments to prevent and ensure accountability for incidents and patterns of CRSV;
- Coordinate response to cases of CRSV and promote accountability of perpetrators of CRSV;
- Deliver training on CRSV to all peacekeeping personnel.

■ FOCAL POINTS FOR WOMEN

- Identify and facilitate strategies that promote career development, mobility and representation of female civilian staff within DPKO and DFS (headquarters and field).

* In addition, specific mission components may have Gender Focal Points who focus on streamlining Gender into the plans, activities and reporting of the component. However, throughout the Strategy we refer to Gender Focal Points that are appointed for the entire mission in cases where no Gender Unit exists.

** Applies to Senior WPAs and WPAs placed within the Gender Unit or Human Rights Division of a peacekeeping mission.

4. STRATEGIC FRAMEWORK

The overall goal of the Gender Strategy is to create an enabling environment in DPKO/DFS to advance gender equality and the WPS mandates in all peacekeeping activities. The Strategy is meant to **strengthen institutionalisation** of gender equality and WPS mandates, in line with existing coordination and reporting frameworks for WPS in particular the Strategic Results Framework on Women, Peace and Security 2011-2020.⁴

4.1. OBJECTIVES

The three objectives of the Gender Strategy are as follows:

- **Capacity**
Strengthen capacity of all peacekeeping personnel (civilian, police and military) to advance gender equality and the WPS agenda.
- **Accountability**
Strengthen DPKO/DFS management and accountability systems for the achievement of gender equality and WPS related results.
- **Engagement and Partnerships**
Further increase DPKO/DFS efforts to mobilise and engage effectively with its partners for the achievement of gender equality and WPS related results.

4.2. APPROACHES

DPKO/DFS will apply the following approaches in order to ensure that results are achieved and maximised:

- 4.2.1. Explicitly integrate gender perspective in all policies, programmes, planning and resource, management and guidance tools.
- 4.2.2. Use and promote measures or interventions that specifically target gender based inequalities and discrimination.
- 4.2.3. Systematise gender training for all personnel with corresponding performance frameworks.

⁴ The Strategy does not address issues related to the mobility and representation of female staff within DPKO and DFS which are covered by the Civilian Gender Gap Initiative, launched at the beginning of 2013. Nor does it address issues already covered under the Task Force for Protection from Sexual Exploitation and Abuse by UN personnel.





Highlight: Senior Management Commitment to Gender Equality in Haiti

The commitment of senior managers to gender mainstreaming varies across peacekeeping missions, as the Ten-Year Impact Study on Implementation of SCR 1325 in peacekeeping has shown. Recently, the SRSB and DSRSBs in the United Nations Stabilization Mission in Haiti (MINUSTAH) have demonstrated strong leadership to promote the integration of gender dimensions into the work plans and performance reviews of all senior managers and mission staff. Under this initiative, all senior managers are required to develop one goal specifically related to gender in their work plans.

**“Gender lies at the heart of our peacekeeping efforts.
If we don’t include the views and perspectives of women in our
work, we will not achieve sustainable results.”**

— Sandra Honoré, Special Representative of the
Secretary-General for MINUSTAH, March 2014

4.3. PRIORITY AREAS

The Women, Peace and Security resolutions and mandates have a wide reaching scope, and the current playing field of key actors includes other UN entities that oversee and support the implementation of different elements of the resolutions — including UN Women, the Office of the SRSB on Sexual Violence in Conflict, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the Office of the United Nations High Commissioner for Human Rights (OHCHR). In line with agreed coordination frameworks, policies and guidelines, peacekeeping missions coordinate their activities closely and ensure joint planning and programming with relevant UN partners in areas of mutual priorities. Country level implementation arrangements may differ from country to country depending on available capacity of partners on the ground and programmatic needs.

Priority areas are determined by a mission’s mandate and tend to evolve over time. The Gender Unit supports gender mainstreaming in the priority areas of the missions. The priorities listed below are therefore not exhaustive, but delineate the areas where most peacekeeping missions are engaged in and where Gender Advisers and Focal Points concentrate their efforts to ensure an integrated gender perspective.



Political Processes and Governance Structures

Peacekeeping missions facilitate women's participation in political processes and women's inclusion in the country's governance structures to increase the representation of women at all decision-making levels, in line with SC resolution 1325. Missions advocate actively for the full and equal participation of women in all phases of the political process as candidates and voters, as members of negotiation teams, committees and commissions, and through civil society initiatives. Missions sensitise stakeholders regarding the benefits of gender sensitive electoral laws, gender sensitive electoral information campaigns and capacity building of elected women.

Human rights protection and promotion

Human rights protection and promotion mechanisms supporting the empowerment of civil society, the establishment of laws, policies, institutions and practices which safeguard the equal rights of women and girls, and facilitate the implementation of legally binding human rights treaties, incorporate an integrated approach to securing the economic, social and cultural rights of those affected by conflict; and ensure remedies for past violations of women's and girls' human rights, including sexual and gender-based violence.

Disarmament, Demobilisation and Reintegration (DDR)

DDR processes are led by national authorities with the peacekeeping mission usually providing support to disarmament and demobilisation while reintegration is supported by other partners, such as UNDP, and the release and reintegration of children associated with armed forces and groups supported by UNICEF. Missions work with DDR commissions to mainstream gender considerations into DDR processes in line with SC resolution 1325 to take into account the different needs of male and female ex-combatants, those in supporting roles and their dependents.

Security Sector Reform (SSR)

Peacekeeping missions with a mandate to assist the host-country with security sector reform facilitate the incorporation of gender perspectives in line with SC resolution 1325. Working closely with UN partners, missions actively support national security institutions, such as national police, immigration, customs and military institutions to develop gender sensitive policies, legislations and operations, including training as well as campaigns and activities to attract, retain and promote women in the national security and defence forces.



Mine Action

Peacekeeping missions that have a mandate to assist the host-country with mine action activities ensure that gender perspectives are incorporated into mine action programmes. Missions work to ensure that women, girls, boys and men enjoy equal access to and participate in mine action programmes as beneficiaries, employees and decision-makers.

Legal Judicial and Corrections Reforms

Peacekeeping missions promote and support national institutions involved in legal, judicial and corrections sector reform to ensure that the differentiated needs and priorities of women, girls, boys and men are taken into consideration and discriminatory laws and practices are eliminated. Typically missions, through programmatic collaboration with UN partners and in line with the arrangements under the Global Focal Point on Police, provide technical support to strengthen capacity to deliver justice in gender-related cases, improve access to justice for women, promote women's participation in the judiciary and corrections services, and promote adequate standards of detention for women. In countries with particular concern about sexual violence in conflict, these efforts are supplemented by the Team of Experts on Rule of Law.⁵

Prevention, Protection and Response to Sexual and Gender Based Violence

The UN, including peacekeeping missions is mandated through Security Council resolutions 1325, 1820, 1888, 1960 and 2106 to prevent and respond to sexual and gender based violence (SGBV), to help ensure that perpetrators are prosecuted and that survivors are adequately protected, and receive justice and compensation. The various activities that missions engage in through Police, Rule of Law and Human Rights components include capacity building of national criminal justice systems to improve access to justice for survivors, support the use of mobile courts and the establishment of paralegal centres, the development of specialised investigative police structures and training of police investigators, the creation of one-stop centres that provide support services to survivors, and awareness raising campaigns.⁶

⁵ The Team of Experts/Rule of Law falls under the Office of the SRSG SVC and was established pursuant to Security Council Resolution 1888 (2009) to help national actors address impunity, including by strengthening national capacity and to identify gaps in national response.

⁶ The prevention of and response to misconduct in this area by peacekeepers and national security forces is covered under the arrangements of the Protection of Sexual Violence and Abuse Task Force.

Conflict-Related Sexual Violence and Protection of Civilians

As outlined earlier in this Strategy, in countries with evidence of Conflict-Related Sexual Violence (CRSV) Women's Protection Advisers (WPAs) are deployed in addition to the Gender Advisers. WPAs focus specifically on the integration of CRSV considerations in the activities of peacekeeping missions. The protection of women and girls in these situations is taken into consideration in Protection of Civilians (POC) activities and the incorporation of a gender perspective across all tiers of the mission's POC efforts.



4.4. EXPECTED OUTCOMES AND OUTPUTS

CAPACITY

Outcome 1: Strengthened capacity of all peacekeeping personnel (civilian, police and military) to advance gender equality and the WPS agenda.

Sub-Outcome Results	Output Results
<p>Increase staff competence to plan, manage and report gender equality (GE) and WPS related activities and results.</p> <p>Note: this applies to HQ and field mission staff as well as military, police and civilians.</p>	<p>Training materials on GE and CRSV have been developed in conjunction with substantive components and existing training materials are systematically incorporated in pre-deployment and specialised in-mission training programmes.</p> <p>Guidelines and/or standards of practice to improve the capacity of all peacekeeping staff to deliver on GE and the WPS agenda have been developed and disseminated.</p> <p>Opportunities to strengthen the capacity of senior leaders in DPKO/DFS in headquarters and the field to manage GE and WPS results have been identified.</p> <p>Possibilities for including training on GE and WPS as a standard feature in staff learning plans have been explored.</p>
<p>Ensure and maintain a critical mass of highly qualified Gender Advisers, Gender Focal Points (at HQ and in field missions), and Women's Protection Advisers who provide optimal advisory support.</p>	<p>Generic rosters for Gender Advisers and Women Protection Advisers are consistently well populated and positions are swiftly filled.</p> <p>The gender architecture in the field reflects the size and priorities of the missions and enables Senior Gender Advisers to advise and guide mission leadership and senior managers.</p> <p>Gender Advisers, Gender Focal Points and WPAs have opportunities to increase their knowledge and skills in the areas of GE, CRSV and WPS, including their capacities to provide analysis, data, reports and recommendations.</p>
<p>Strengthen DPKO/DFS capacity to provide policy and strategic guidance leadership within the organisation.</p>	<p>The Gender Unit in headquarters is adequately staffed and provided with operational resources to undertake its core functions.</p> <p>The DPKO/DFS Gender Task Force at HQ is revived to achieve a coherent institutional approach to implement GE and WPS related activities and to document and disseminate good practices and lessons learnt.</p> <p>Senior leaders in DPKO/DFS HQ and in missions are provided with adequate information to report to the Security Council on progress and gaps regarding the implementation of the WPS agenda.</p>

ACCOUNTABILITY

Outcome 2: Strengthened DPKO/DFS management and accountability systems to achieve gender equality and women, peace and security related results.

Sub-Outcome Results	Output Results
Ensure management accountability for GE and WPS related results in mission mandates, planning instruments, policy implementation and work components.	<p>A reporting and review mechanism on the implementation of the Gender Strategy has been established.</p> <p>DPKO/DFS policy and planning instruments reflect gender equality commitments as per WPS resolutions and the DPKO Policy on Gender Equality and are matched by adequate levels of financial and human resources.</p> <p>Gender mainstreaming results, indicators and targets are integrated into all planning and performance frameworks.</p> <p>Accountability tools for senior management include indicators for GE and WPS results (senior management compacts and E-performance).</p> <p>Accountability tools to monitor and measure financial and other resource allocation towards gender equality (gender audit, score cards, gender marker, etc.) have been identified.</p>
Ensure that quality information and performance evaluations on GE and WPS related results are available across DPKO/DFS for decision making.	<p>Strengthened data collection, analysis, monitoring and reporting mechanisms on GE and WPS results in terms of quality and frequency, in line with indicators for progress on SCR 1325.</p> <p>All reports including those to the Security Council provide information and analysis on GE and WPS results, progress and gaps.</p>
Communicate GE and WPS related results to UN and other partners.	<p>Peacekeeping communication tools include GE and WPS related content including best practices and lessons learnt.</p> <p>The WPS and GE mandates, roles, responsibilities and results in peacekeeping are communicated internally and externally</p> <p>Member States receive GE and WPS annual reports with recommendations on priority setting and support requirements.</p>

ENGAGEMENT AND PARTNERSHIPS

Outcome 3: Effective DPKO/DFS engagement and partnerships with UN and other partners to achieve gender equality and WPS related results.

Sub-Outcome Results	Output Results
Contribute to strengthening host countries' capacities to meet their international obligations and commitments on GE and WPS, in close partnership with UN country teams.	Opportunities to mobilise and strengthen host countries and regional partners to achieve GE and WPS commitments in mandated mission priority areas have been identified.
Promote greater synergies on GE and the WPS agenda among the UN system for more coherent and effective interventions in the field and host countries.	DPKO/DFS actively contributes to and participate in the UN Action coordination network, chaired by the SRSG-SVC for collaboration with UN partners at HQ and in the field to plan, manage and report on GE and WPS results within the Delivering as One approach.
<p>Ensure that Troop Contributing Countries and Police Contributing Countries (TCC/PCCs) are fully informed of DPKO/DFS policies and guidance related to gender equality and its obligations under the WPS mandates.</p> <p>Through the Office of Military Affairs and the Police Divisions, assist TCCs and PCCs in taking a more consistent and results-oriented approach to GE and WPS.</p>	<p>DPKO/DFS institutional partnership strategies with TCCs and PCCs reflect the DPKO/DFS Policy on Gender Equality in UN Peacekeeping Operations.</p> <p>Strengthened capacity with TCCs and PCCs to achieve GE and WPS results including through the promotion of pre-deployment training and sensitisation on gender and CRSV.</p>

5. IMPLEMENTATION, MONITORING AND REPORTING

The Gender Task Force will be a key mechanism for implementation of the strategy, ensuring involvement and participation from different sections within the DPKO/DFS and reaching out to peacekeeping missions. The Task Force will also serve as the forum for coordination of gender mainstreaming efforts across DPKO-DFS and through which guidance and support is provided to gender focal points located in various divisions.

All DPKO/DFS divisions and peacekeeping missions are accountable for implementing the actions to achieve the outcomes and outputs outlined in this strategy, and for reporting on gender equality and women, peace and security related results. Gender Units in peacekeeping missions are responsible for developing a mission-wide action plan on Gender Equality and Women, Peace and Security that reflects the policy frameworks and Gender Strategy whilst taking into account local socio-cultural and religious realities.

An annual report that provides an overview of progress on the implementation of the Gender Strategy will be presented to the DPKO/DFS Expanded Senior Management Team (E-SMT). The Gender Unit through the Gender Task Force, will provide advice and support to the DPKO/DFS senior management and offices, and will act as the secretariat for the Gender Strategy. Its role will involve coordinating and analysing the annual reports, assessing outcomes achieved and providing feedback to the E-SMT.

The Gender Strategy will enable DPKO/DFS to consistently address GE in its policies and achieve more substantive GE and WPS results in its activities. During the Strategy's first year, a performance framework with indicators will be developed by the Gender Task Force and will serve as a main tool to measure progress against expected outcome and output results.

Communication of results will be harmonised across all existing reporting processes, such as the reports of the Secretary-General to the Security Council on mission mandate implementation and thematic mandate implementation. Analysis of progress and gaps on the implementation of the WPS agenda will be translated into actionable recommendations and agreed language in peacekeeping mission mandates and renewals.

Results and good practices will be posted on community of practice websites and will be shared with UN organisations, national partners in host countries, Member States and other international stakeholders.

6. EVALUATION

Two evaluations of the Gender Strategy are foreseen. One will take place at mid-point and the other at the end of the five year period. The purpose of the evaluations will be to determine whether the Strategy, follow-up actions and allocated resources are enabling DPKO/DFS to meet its objectives. The results of the evaluations will be shared with DPKO/DFS leadership, member states and other key partners in order to make necessary adjustments that reflect endorsed recommendations. The evaluations will be conducted by independent consultants.

7. ANNEX—

Terms and Definitions: Gender in Peacekeeping

Conflict-Related Sexual Violence (CRSV): Conflict-related sexual violence refers to *incidents* or (for SCR 1960 listing purposes) *patterns* of sexual violence, that is rape, sexual slavery, forced prostitution, forced pregnancy, enforced sterilization, or any other form of sexual violence of comparable gravity, against women, men, girls or boys. Such incidents or patterns occur in conflict or post-conflict settings or other situations of concern (e.g. political strife).

Gender: refers to socially constructed roles, acceptable behaviours and activities that a society considers appropriate for women and men. However, gender roles change over time and throughout cultures: gender roles in South Sudan will not necessarily be the same as those that are seen in Haiti. In peacekeeping it is important to recognise that as a result of gender roles before, during and after conflict, women and men experience conflict differently and thus understand peacebuilding differently. Women are still not regularly included in peace negotiations due to a lack of recognition that women are part of a conflict both as actors and victims. Taking into account the perspectives, needs and expectations of both men and women is essential for sustainable peace and security.

Gender balance: is the degree to which men and women hold the full range of positions in a society or organisation. The long-term objective, as defined by the UN General Assembly, is to achieve a 50/50 gender balance across the organisation. Gender balance is not the same as gender equality — having equal numbers of men and women is one of the avenues to equality but a gender perspective must be mainstreamed through all policies and programmes to achieve full equality.

Gender equality: refers to the opportunities offered to women and men equally so they can fulfil their potential in all areas of society — social, economic and political. Equality does not mean that women and men are the same or will become the same but demands that the differences between women and men are recognised and that both women and men are viewed as contributors to their society in equal terms. In peacekeeping we are bound by the UN Charter that recognises and makes clear our commitment to equality. It is imperative in order for us to push the goals of gender equality, so that the views of women and men are equally included across the organisation.

Gender mainstreaming: is a way of guaranteeing that the concerns, requirements and opinions of women and men are included equally into every aspect of peacekeeping. This means that each component of a peacekeeping mission (uniformed and civilian, substantive and support) includes a gender perspective in all its functions and tasks from

start-up to draw-down. For example: are references to women's participation and protection included in all mission reporting? Does the Civil Affairs Section make sure to consult with women's groups on the issuance of Quick Impact Projects? Has the Training Section made sure that equal access to training for women and men is accommodated?

Gender perspective: this term is used to describe the process of exposing gender-based differences in status and power, and considering how such differences shape the immediate needs, as well as the long-term interests, of women and men. In peacekeeping a gender perspective needs to be included into all plans, policies, activities, analysis and reports. Without integrating a gender perspective in peacekeeping work, it is impossible to achieve gender equality.

Sex-disaggregated data: Statistics and data gathered are broken down by sex in order to aid comparison. In peacekeeping all data, statistics and information should that is collected should be available as numbers of women and men. All data for budgets, training, political participation etc. should provide numbers broken down into women and men.

Sexual and Gender-based Violence (SGBV): this term is used to describe any type of violence that is directed against individuals or groups on the basis of their sex. The reference includes any act that inflicts physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty. While women, men, girls and boys can be victims of gender-based violence, women and girls are the main victims. In post-conflict countries levels of SGBV are specifically high.

Women, Peace and Security agenda: the Security Council has adopted seven resolutions related to Women, Peace and Security. These are 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106, (2013) and 2122 (2013) and together form the framework for Women, Peace and Security. The term WPS is used to highlight the linkage between women's roles and experiences in conflict and peace and security, obligations in these resolutions extend from the international to the local level, as well as from inter-governmental bodies, such as the United Nations, to national governments. The WPS mandate is the blueprint for all work conducted in gender in peacekeeping operations.

Women's Empowerment: a critical aspect of promoting gender equality is the empowerment of women, with a focus on redressing power imbalances and giving women more autonomy to manage their own lives. Women's empowerment is vital to peace and security, sustainable development and the realisation of human rights for all. Guided by UN SCR 1325 (2000) and 2122 (2013) peacekeeping operations support the empowerment of women in the following areas: representation of women at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management and resolution of conflict and post-conflict peacebuilding.

<http://www.un.org/en/peacekeeping/issues/women>



Sustainable peace is possible only with women's full participation — their perspectives, their leadership, their daily, equal presence wherever we seek to make and keep the peace.”

— Ban Ki-moon

Secretary-General of the United Nations

