

ACTION FOR PEACEKEEPING



ACTION FOR PEACEKEEPING **IMPACT** IMPLEMENTATION STRATEGY

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Introduction

UN peacekeeping is at a pivotal moment. Eight years after the launch of Action for Peacekeeping (A4P) and five years after the introduction of the Action for Peacekeeping Plus (A4P+) implementation strategy, UN Peacekeeping decided the time was ripe for the development of a revised strategy. The next iteration of A4P+, entitled Action for Peacekeeping Impact, was developed based on an assessment of gaps, challenges and lessons learned while implementing A4P, as well as an evaluation of how to ensure peacekeeping missions could continue to improve while implementing their mandates at this rapidly evolving moment in geopolitics. Its development was informed by the persistent liquidity challenges to funding that are negatively impacting delivery of mandates. The new implementation strategy also responds to the request from the Special Committee on Peacekeeping Operations (C34) for a new iteration of A4P+.

Action for Peacekeeping Impact establishes a strategic, focused, and streamlined set of priorities to improve the impact, effectiveness and cost-effectiveness of UN peacekeeping.

The strategy builds on the accomplishments of A4P thus far and remains grounded in the vision of the Declaration of Shared Commitments.

In line with the principles underpinning A4P and its Declaration of Shared Commitments, the success of A4P Impact will hinge on the support of all peacekeeping stakeholders, most importantly UN Member States. This support includes political support for peacekeeping missions and the peace processes they are designed to enable, financial contributions, and the critical contributions of troop and police-contributing countries.

The new implementation strategy is in line with the Secretariat's Review of All Forms of Peace Operations.

CONTEXT

Almost eighty years after the deployment of the world's first peacekeeping operation, UN peacekeeping is confronting unprecedented challenges.

The world is facing more intrastate and interstate conflict than at any time since World War II. Old features of conflict are re-emerging even as conflict dynamics quickly evolve, fueled by new drivers. These include transnational organized crime and climate change, as well as enablers like new technologies. The conflicts that are raging are increasingly deadly, with civilians harmed as collateral damage and even deliberately targeted. Sexual violence in conflict remains rampant.

UN peacekeeping operations are increasingly in the thick of this. They work to uphold their mandates to pursue political solutions, protect civilians and uphold ceasefires, while simultaneously seeking to continuously improve. However, peacekeepers are being caught in the line of fire between conflict parties, while political solutions have become few and far between. What have been called emerging threats – like unmanned aerial systems (UAS) and improvised explosive devices (IEDs) – are becoming the norm, placing peacekeepers at risk. Peacekeeping needs to receive sufficient and reliable funding to ensure sustained and predictable operations. Moreover, shifting geopolitics has left Member States providing less of the strong, unified backing for political solutions that would enable durable solutions to conflict.

VISION AND OBJECTIVES

This strategy seeks to further strengthen the impact of peacekeeping as a vital tool for the promotion and maintenance of international peace and security by implementing a very concrete, focused set of deliverables to improve impact, effectiveness, and cost-efficiency.

This vision is intended to guide UN peacekeeping in the near- to medium-term. The strategy seeks to rigorously prioritize with a view to enhance impact and cost-effectiveness. Improving the effectiveness and efficiency of peacekeeping should be a means to an end, with the goal being to enhance our mandate implementation and our impact on the ground for the people we are called upon to serve. It also aims to ensure we do so while promoting long-term positive legacies for host communities of UN peacekeeping missions.

Action for Peacekeeping Impact will build upon progress made towards advancing the priorities of A4P+ and the A4P commitment areas.

As a focused and prioritized strategy, it does not encompass all efforts by UN peacekeeping to implement its mandates. Many of these represent existing obligations that continue to remain both vital and relevant.

KEY OBJECTIVES

This strategy focuses on four key objectives:

Maximizing
Impact

Enhancing
Effectiveness

Increasing Cost-
Effectiveness

Reinforcing
Partnerships

The strategy articulates the results and deliverables needed to achieve the abovementioned objectives. Two cross-cutting themes reach across the entire strategy: the women, peace and security agenda and innovative, data-driven and technology-enabled peacekeeping in line with the “Strategy for the Digital Transformation of UN Peacekeeping.”

1. Maximizing Impact

1.1. ADVANCE POLITICAL SOLUTIONS TO CONFLICT

- 1.1.1 Develop and update political strategies to ensure all missions do their utmost to support and enable political solutions.
- 1.1.2 Develop practical guidance on how peacekeeping missions can strengthen community engagement to support political solutions at the local level.
- 1.1.3 Systematically conduct local conflict analysis and planning, and engage local authorities and communities to prevent, mitigate and resolve intercommunal tensions wherever mandated.
- 1.1.4 Establish and maintain a structured consultation mechanism between women's civil society representatives and missions, where appropriate, ensuring that their perspectives inform mission political strategies and good offices.

1.2. ENHANCE PROTECTION OF CIVILIANS

- 1.2.1 Ensure that situational awareness tools are used robustly to monitor, understand and respond to protection issues.
- 1.2.2 Ensure the systematic gathering of timely, accurate, reliable and objective information on conflict-related sexual violence.

1.3. PROMOTE THE RULE OF LAW

- 1.3.1 Implement new guidance on addressing corruption in conflict-affected settings to ensure that missions apply an anti-corruption lens to their work.
- 1.3.2 Strengthen the Global Focal Point for the Rule of Law to bolster rule of law initiatives in peacekeeping settings in cooperation with UN Agencies, Funds and Programmes, including by initiating senior-level engagement.
- 1.3.3 Increase support to Member States hosting United Nations peacekeeping operations in their efforts to bring to justice perpetrators of the killing of and all acts of violence against the host-country population, United Nations peacekeepers, and associated personnel.
- 1.3.4 Through the provision of operational and advisory assistance by uniformed and non-uniformed personnel, support host-country authorities to hold the perpetrators of crimes that fuel conflict in safe, secure and humane prisons in accordance with the rule of law.

2. Enhancing Effectiveness

2.1. REINFORCE SITUATIONAL AWARENESS

- 2.1.1 Strengthen situational awareness to improve understanding of the conflict context, including by employing appropriate technology solutions tailored to missions' operational needs.
- 2.1.2 Review and improve early warning and response systems and tools, including by developing and implementing a toolkit for early warning and response.
- 2.1.3 More effectively monitor the information domain to enable risk mitigation and response.

2.2. ENHANCE INTEGRATED STRATEGIC AND OPERATIONAL PLANNING

- 2.2.1 Ensure that all missions have up-to-date mission concepts and mission plans.
- 2.2.2 Implement a mission concept and mission plan-based continuous planning, monitoring, decision-making and performance model across all missions.
- 2.2.3 Improve mission-level planning, particularly operational planning, including by integrating mission planning capacities.
- 2.2.4 Work to enhance transitions, including by improving engagement with host governments on transitions and designing mission support infrastructure with an eye to possible end use.

2.3. IMPROVE SAFETY AND SECURITY

- 2.3.1 Revitalize implementation of the Action Plan for Improving the Security of Peacekeepers in light of evolving threats.
- 2.3.2 Implement the counter-UAS strategy using a two-pronged approach, moving quickly to address immediate needs while working on long-term development of policy and doctrine, as well as training.
- 2.3.3 Fully implement the Policy on Integration of Capabilities for Defence of Bases.
- 2.3.4 Improve preparedness for evolving threats, including by reinforcing implementation of counter-explosive threat measures.
- 2.3.5 Improve crisis management by rolling out new guidelines, implementing them through exercises and supporting missions to develop contingency plans for in extremis circumstances.

2.4. STRENGTHEN ACCOUNTABILITY TO PEACEKEEPERS

- 2.4.1 Strengthen medical services for peacekeepers, including by strengthening the entire casualty evacuation (CASEVAC) and medical evacuation (MEDEVAC) chain, expanding the availability of telemedicine in missions, and enhancing in-house mental health care.
- 2.4.2 Improve medical data management, including by ensuring the integration of medical data across civilian and military medical platforms.
- 2.4.3 Increase operational resilience, especially in the most challenging duty stations, to improve safety and security, including through efforts to boost energy self-sufficiency.
- 2.4.4 Strengthen enabling environments through enhancements to mission facilities, infrastructure, welfare and medical services, including by tailoring them to the needs of women and men.

2.5. ENHANCE CAPABILITIES AND MINDSETS

- 2.5.1 Enhance mindsets and interoperability to anticipate and proactively address threats and implement mandates, including through scenario-based training, while upholding the highest standards of conduct and performance.
- 2.5.2 Carry out a study on key capabilities for military and police, including for more flexible and agile mission footprints.
- 2.5.3 Bolster gender-responsive leadership efforts.

2.6. STRENGTHEN PERFORMANCE

- 2.6.1 Step up efforts to recognize the outstanding performance of military and police units.
- 2.6.2 Finalize and roll-out a revised methodology for evaluation for all military units.
- 2.6.3 Accelerate digitization to ensure an accurate assessment of military contingent performance.
- 2.6.4 Ensure all stakeholders adhere to the United Nations Military Manual (UNMiM), including the provision to adhere to the clear, comprehensive and transparent procedure for reporting and resolving caveats articulated in Chapter 3.

2.6. STRENGTHEN PERFORMANCE (CONTINUED)

- 2.6.5 Monitor undeclared caveats, including through unit performance evaluation reports, and report on them on a quarterly basis.
- 2.6.6 Improve the civilian performance management approach by integrating emerging technologies, behavioural science intervention, and strengthened reporting.
- 2.6.7 Continue to assess the performance of peacekeeping missions, including through population-based perception surveys, where feasible.
- 2.6.8 Strengthen women's representation and meaningful participation in all peacekeeping roles, including as Heads and Deputy Heads of Missions as well as in uniformed leadership positions.

2.7. IMPROVE THE ACCOUNTABILITY OF PEACEKEEPERS

- 2.7.1 Take robust measures to uphold United Nations standards of conduct, including the Secretary-General's Zero-tolerance Policy on Sexual Exploitation and Abuse, including by taking actions to ensure accountability as an aspect of performance considered as part of force generation decisions.
- 2.7.2 Partner with Member States to increase progress on prevention, accountability and support to victims, including through the development and implementation of misconduct/SEA action plans.
- 2.7.3 Enhance transparency in public reporting, including by recognizing Member State progress on facilitating paternity and child support claims.
- 2.7.4 Improve ammunition management by implementing the Ammunition Module within the Uniformed Capabilities Management System and ensuring timely response to the requirements for replenishment and disposal of degraded ammunition.
- 2.7.5 Implement mission-specific sector-level plans for energy, wastewater and waste to ensure environmental responsibility.

2.8. BOLSTER STRATEGIC COMMUNICATIONS AND INFORMATION INTEGRITY

- 2.8.1 Ensure that strategic communications remains a priority by embedding it in mission planning, decision-making and operations, including through the full implementation of the Policy on Roles and Responsibilities of Military Strategic Communications Officers.

2.8. BOLSTER STRATEGIC COMMUNICATIONS AND INFORMATION INTEGRITY (CONTINUED)

- 2.8.2** Operationalize a whole-of-mission approach, establish regular joint communications planning mechanisms (e.g., integrated comms cells or regular coordination meetings), align messaging with mandate priorities, and ensure rapid information-sharing between operational and communications teams.
- 2.8.3** Support the development and roll-out of targeted training programmes for mission leadership and personnel with strategic communications functions, including through the Reinforcement Training Package for uniformed personnel, and ensure these are regularly updated to reflect evolving operational and information environment challenges.
- 2.8.4** Track performance through metrics and analytics, using data to refine messaging, demonstrate impact, and inform regular reporting, including to Member States.
- 2.8.5** Help missions better monitor, analyse, respond and evaluate actions taken to strengthen information integrity, including by implementing the results of the Review Report on Uniformed Capabilities to Strengthen Information Integrity in UN Peacekeeping.

2.9. STREAMLINE AND IMPROVE TECHNOLOGY-ENABLED DATA, ANALYSIS AND REPORTING

- 2.9.1** Standardize the collection and management of peacekeeping data, including through guidance and training.
- 2.9.2** Develop an interoperable data architecture to enable data sharing across platforms, enhance transparency and facilitate multi-purpose data use.
- 2.9.3** Strengthen processes to capture, evaluate and scale lessons learned from the development of innovative digital solutions in missions.
- 2.9.4** Adopt responsible generative AI solutions guided by clear governance frameworks and guardrails.

3. Increasing Cost-Effectiveness

- 3.1 Streamline business processes wherever possible to improve the flexibility and responsiveness of peacekeeping.
- 3.2 Explore ways to leverage technology in peacekeeping training, including e-learning, to improve the efficiency of peacekeeping training.
- 3.3 Pursue cost savings through renewable energy and other environmental measures.

4. Reinforcing Partnerships

- 4.1 Conduct a review to provide recommendations to strengthen the critical partnership between peacekeeping missions and host governments to implement mission mandates.
- 4.2 Strengthen relationships with regional organizations, in particular the African Union, through deepened collaboration and joint planning, including through regular exchanges at the working level.
- 4.3 Evaluate best practices for empowering local actors, including local government, communities and organizations, to address local conflicts. Sensitize missions accordingly.
- 4.4 Step up and enhance innovative partnerships with the technology sector, experts in academia, and think tanks to enhance external support for UN capabilities and expertise.
- 4.5 Further leverage Member State capacity and support, as appropriate, through the provision of expertise, training and capacity-building, including via bilateral and triangular partnership modalities.

IMPLEMENTATION AND MONITORING

A4P Impact will become the guiding framework for UN Peacekeeping, particularly as it pertains to its efforts to improve the effectiveness, cost-effectiveness and impact of UN Peacekeeping.

Progress on its implementation will be assessed, reported on and shared with Member States and all peacekeeping colleagues on a six-monthly basis.