Summary of the Action Plan to Implement the Report on Improving Security of Peacekeepers

1. Actions at the Field Level:
   
a. **By end January 2018:**
   
   - Commence safety and security audit of all deployments and Main Supply Routes (MSR) enhancing physical security measures as required within current resourcing priorities;
   - Analyze political strategy and engagement to determine linkages to security problems;
   - Enhance operational readiness, and execute proactive operations;
   - Identify contingents/units/officials with significant performance issues.
   - Confirm and report on Contingent-Owned Equipment (COE) shortfalls identifying critical equipment that impact on safety and security; and on formal/informal operational “caveats” to Headquarters;
   - Submit mission-specific training requirements for dissemination to Troop- and Police-Contributing Countries (T/PCC);
   - Review in-mission training guidance/methodologies to address operational needs; and
   - Review medical support arrangements in high-risk locations with the goal of meeting the 10-1-2 concept.

b. **By end February 2018:**

   - Review operational deployment/mission footprint, including during strategic reviews;
   - Develop/revise mandate implementation plans and threat analysis;
   - Analyse and institute improved centralized/integrated planning and coordination between UN components (civilian, military, police) and national entities.
   - Strengthen command and control arrangements at all levels;
   - Strengthen Joint Operations Centre and Joint Mission Analysis Centre role and functions;
   - Institute enhanced force protection measures in priority operational deployment locations;
   - Undertake proactive/integrated operations to dominate vulnerable areas/security zones;
   - Organise specialised in-mission training/exercises to address performance issues;
   - Conduct troops to task review for logistics support activities in all high-risk missions; and
   - Prioritise provision of defence stores and enabling capacity for high-risk deployment locations.

c. **By end May 2018:**

   - Re-adjust mission footprint/deployments to optimise operational effectiveness;
   - Develop and implement improved situational awareness and generate actionable tactical intelligence;
   - Establish integrated and coordinated surveillance and response measures;
   - Stress-test mission operational and contingency plans;
   - Support Headquarters level pre-deployment verification activities;
• Submit report on progress of implementation and outstanding issues;
• Analyze and simplify in-mission procedures for timely provision of support services;
• Complete safety and security audit of all deployments and MSR; and
• Identify mission specific additional capabilities (night vision, counter improvised explosive device [IED], protected mobility, etc.).

d.  **June 2018 and beyond:**

• Undertake peacekeeping intelligence-led operations primarily for the security of uniformed personnel and protection of civilians;
• Take measures to bring perpetrators of attacks, including those against UN peacekeepers, to justice;
• Deploy contingents/units only after confirming readiness through verification exercise;
• Review COE reimbursement mechanism and propose to Member States to tie reimbursement rates to performance; and
• Ensure sustained quality/timely logistics support to enhance operational effectiveness.

2.  **Actions at Headquarters level:**

a.  **By end January 2018:**

• Issue guidance to missions on operational readiness, mindset and proactive actions;
• Engage with T/PCCs to improve military/police skills and mission-specific training;
• Engage with those Member States providing capacity building to strengthen pre-deployment training delivery to T/PCCs;
• Promulgate and disseminate Casualty Evacuation (CASEVAC) Policy;
• Communicate publicly on the report and actions being taken;
• Include performance history in the Military Capabilities Studies conducted in support of Strategic Reviews; and
• Apply stringent scrutiny of all contingents and units to be generated.

b.  **By end February 2018:**

• Review strategic guidance documents and issue directives to the five high-risk missions;
• Reform force generation and selection process based on revised baseline standards;
• Identify additional military capability requirements in consultation with missions;
• Engage with T/PCCs to make-up COE shortfalls and address caveats;
• Engage with capacity-building Member States to address shortfalls/deploy specialized equipment;
• Review and strengthen pre-deployment verification methodologies/assessments;
• Strengthen IED Threat Mitigation project (MINUSMA specific);
• Issue T/PCC guidelines and facilitate external training support for identified T/PCCs;
• Implement healthcare quality and patient safety standards in Level I/1+/II/III facilities.
• Promulgate generic CASEVAC Standard Operating Procedures (SOP); and
• Visit five high-risk missions to gauge key challenges faced by missions in implementing the Action Plan.

c. **By end May 2018:**

• Initiate the replacement of officials, contingents and units that lack the capacity to implement the mission mandate;
• Identify additional capabilities (night vision, counter IED, protected mobility, etc.);
• Restructure Force/Police Headquarters in coordination with high-risk missions;
• Organise workshop at Entebbe for mission implementation teams (March 2018);
• Develop guidance on mobile peacekeeping operations in coordination with missions;
• Support identified T/PCCs and field missions through enhanced Mobile Training Teams;
• Commence pre-deployment verification for deployments to high-risk missions; and
• Carry out health-risk assessments in all high-risk missions.

d. **June 2018 and beyond:**

• Generate only mission capable and fully verified contingents and units;
• Strengthen selection, training and mentoring system for senior mission leadership; and
• Identify sourcing solutions for additional capabilities (night vision, counter IED, protected mobility, etc.).