



INTERNAL AUDIT DIVISION

REPORT 2022/027

Audit of implementation of the women, peace and security agenda in the Department of Political and Peacebuilding Affairs and the Department of Peace Operations

Strengthened performance, accountability and coordination mechanisms were needed to implement the women, peace, and security agenda through a whole of pillar approach

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Audit of implementation of the women, peace and security agenda in the Department of Political and Peacebuilding Affairs and the Department of Peace Operations

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of implementation of the women, peace and security (WPS) agenda in the Department of Political and Peacebuilding Affairs (DPPA) and the Department of Peace Operations (DPO). The objective of the audit was to assess the adequacy and effectiveness of the governance, implementation, monitoring and collaboration mechanisms applied by DPPA and DPO towards the advancement of the WPS agenda. The audit covered the period from 1 January 2019 to 31 December 2020 and ongoing activities through June 2021.

DPPA and DPO commitments to implement the agenda were aligned with relevant WPS mandates, and both departments had made significant contributions towards advancing key areas of the agenda through the support provided to field operations to implement their respective mandates. However, some WPS priorities were not integrated into results and monitoring frameworks to measure progress and strengthen accountability. Also, the departments did not adequately coordinate on a more strategic level to implement the agenda through a whole-of-pillar approach. There was a need for a review of structures, operating modalities, and resources for effective implementation of WPS.

OIOS made eight recommendations. To address issues identified in the audit,

DPPA needed to:

- Ensure that the ongoing process to review and revise its WPS commitments and indicators results in clear alignment with the Department's WPS policy and system-wide WPS global indicators, and a strengthened accountability and performance reporting framework for WPS.

DPO needed to:

- Promote systematic integration of WPS priorities in respective work plans/streams of its organizational units, and strengthen existing accountability and performance reporting requirements, guidance and tools;
- Strengthen collaboration and coordination between the Gender Unit and the Conflict-related Sexual Violence Team;
- Formalize the use of previously developed tools to systematically guide the integration of gender/WPS perspectives in strategic and operational assistance visits to support field missions; and
- Develop technical guidelines and gender markers or other appropriate tools to guide systematic integration, tracking, monitoring, and reporting of gender considerations in projects implemented in peacekeeping missions.

DPPA and DPO needed to:

- Review established reporting lines, operating modalities, and adequacy of resources to assess whether they provide for a visible, whole-of-pillar approach and effective implementation of the agenda;

- Develop a coordinated approach for addressing areas of commonality and systemic issues that impact implementation of the WPS agenda; and
- Improve guidance on the involvement of gender expertise in reviews of missions and advocate for the Integrated Assessment Policy to reflect a related requirement for strategic assessments.

DPPA and DPO accepted the recommendations and are taking action to implement them. Actions required to close the recommendations are indicated in Annex I.

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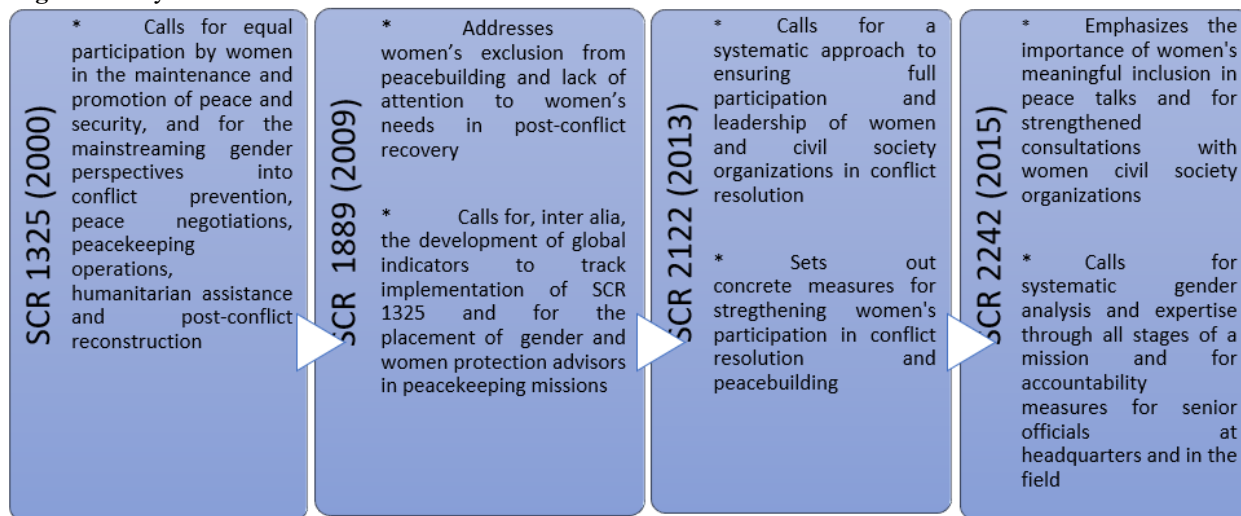
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Audit of implementation of the women, peace, and security agenda in the Department of Political and Peacebuilding Affairs and the Department of Peace Operations

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of implementation of the women, peace and security (WPS) agenda in the Department of Political and Peacebuilding Affairs (DPPA) and the Department of Peace Operations (DPO).
2. In October 2000, the Security Council adopted resolution 1325 (2000) on WPS in recognition of the serious impact armed conflict has on women and children and called for equal participation of women in all processes to establish and sustain peace. This resolution is the foundation for implementation of the WPS agenda and includes four main pillars: (a) role of women in conflict prevention; (b) women's participation in peacebuilding; (c) protection of women's rights during and after conflict; and (d) specific needs of women during peacebuilding and recovery.
3. Security Council resolution (SCR) 1325 and 10 subsequent resolutions¹ on WPS provide the overarching framework for implementing the agenda. Figure 1 shows elements of some key WPS resolutions.

Figure 1: Key WPS resolutions and related elements



4. Responsibility to support and implement the WPS agenda rests with the Security Council, Member States, all parties to armed conflict, civil society, regional and sub-regional organizations as well as all United Nations entities. All senior officials and staff at Headquarters and in the field are responsible for integrating gender equality and WPS perspectives into all aspects of their work.
5. In the Secretariat, WPS activities in the peace and security pillar are coordinated by DPPA and DPO. DPPA is responsible for all Secretariat matters related to the prevention, management, and resolution of conflicts at the global level. It is the lead entity in the United Nations for good offices, political analysis,

¹ 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019), 2493 (2019), and 2538 (2020)

mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. DPO is responsible for supporting the maintenance of international peace and security by providing political and executive direction to peace operations within its purview in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. Both departments share a joint DPPA-DPO regional structure within the peace and security pillar, which oversees all political and operational peace and security activities.

6. DPPA and DPO have gender capacities to support implementation of the WPS agenda within their departments and the overall peace and security pillar. The DPPA Gender, Peace and Security Unit (DPPA GPS) supports staff at Headquarters, special political missions (SPMs) and non-mission settings. DPPA GPS is part of the Policy and Mediation Division (PMD) which oversees the Department's implementation of the WPS agenda. PMD is headed by a Director at the D-2 level who reports to the Under-Secretary-General for Political and Peacebuilding Affairs (USG-DPPA). The DPO Gender Unit (DPO GU) is in the front office of the Under-Secretary-General for Peace Operations (USG-DPO) with the Chief of the Unit reporting directly to the USG-DPO. The Unit supports staff at Headquarters and relevant counterparts in peacekeeping missions (PKMs). Both DPPA GPS and DPO GU are headed by a P-5 Chief/Senior Gender Adviser.

7. In addition, various DPPA and DPO offices and divisions including the eight divisions in the three regional offices of the shared DPPA-DPO regional structure have gender/WPS focal points. In coordination with the gender units in DPPA and DPO and counterparts in the field, the focal points support implementation of WPS at Headquarters, SPMs, PKMs, and non-mission settings.

8. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) has an overarching responsibility for leading and coordinating the United Nations' work in advancing gender equality and the empowerment and rights of women and girls. UN-Women promotes system-wide accountability for implementation of the WPS agenda and works closely with gender capacities in DPPA and DPO and the gender units of PKMs and SPMs.

9. Comments provided by DPPA and DPO are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

10. The objective of the audit was to assess the adequacy and effectiveness of the governance, implementation, monitoring, and collaboration mechanisms applied by DPPA and DPO towards the advancement of the WPS agenda

11. This audit was included in the risk-based work plan of OIOS due to: (i) the significance of the twentieth anniversary of the WPS agenda in 2020; (ii) the continued disparity in women's participation in peace and political processes as highlighted in the Secretary-General's annual reports on WPS; and (iii) the importance of the agenda in the realization of the 2030 Sustainable Development Goals.

12. OIOS initiated the audit in January 2020, but it was suspended in April 2020 due to the onset of the COVID-19 pandemic. The fieldwork resumed in April 2021 and concluded in August 2021. The audit covered key activities from 1 January 2019 to 31 December 2020 and ongoing activities through June 2021. Based on an activity-level risk assessment, the audit covered higher and medium risk areas related to the advancement of the WPS agenda and focused on: (a) alignment of departmental commitments and policies with WPS mandates; (b) planning and accountability mechanisms; (c) architecture and coordination mechanisms; and (d) mainstreaming of WPS in selected projects and support activities.

13. The audit methodology included: (a) interviews with 30 personnel, including senior managers in DPPA, DPO, and the shared DPPA-DPO regional structure; (b) interviews with key staff in UN-Women; (c) reviews of relevant documentation; (d) analytical review of data; and (e) sample testing of divisional work plans and project documentation using a judgmental sampling approach.

14. The audit excluded gender parity and did not cover the mainstreaming of gender/WPS perspectives in electoral support activities as there was an ongoing OIOS audit of the Electoral Assistance Division in DPPA. The audit also did not cover the activities of the DPPA Peacebuilding Support Office, which OIOS audited in 2019.

15. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Alignment of departmental commitments with WPS mandates

WPS commitments were largely aligned with relevant mandates

16. In 2010, DPPA (previously Department of Political Affairs) made 15 commitments to the Security Council on the implementation of SCR 1325 relating to its conflict prevention and mediation mandate. The commitments were made alongside the Secretary-General's 2010 report on WPS², which led to the establishment of 26 comprehensive global indicators³ as the initial framework to monitor and track implementation of the resolution. DPPA commitments were aligned with relevant WPS mandates but needed to be better aligned with the United Nations system-wide global indicators for comprehensive monitoring and progress reporting.

17. DPO did not make any specific WPS-related commitments in 2010 but WPS is one of the eight priority areas in the Secretary-General's Action for Peacekeeping (A4P) initiative, which includes relevant commitments to implement the WPS agenda and its priorities. In March 2021, DPO launched A4P+, an implementation strategy for A4P for 2021 to 2023, and the accompanying A4P+ action plan includes key deliverables related to WPS. In July 2021, DPO underscored its commitment to accelerating the WPS agenda by signing up for 11 actions in the WPS and Humanitarian Action Compact. However, the Department's WPS indicators needed to be better aligned with the system-wide global indicators. For example, one of the prevention targets in the global strategic results framework, for which DPO is a lead entity, is for "100 per cent of early warning systems to utilize gender-specific indicators"; however, the three prevention indicators⁴ developed by DPO were not linked to this target to enable measurement and progress reporting. OIOS noted an ongoing exercise by UN-Women, in consultation with DPPA and DPO to revise the global indicators and as such, does not make a recommendation in this regard.

² S/2010/498

³ Responsibility for data collection lies with various United Nations entities and Member States, and UN-Women is responsible for monitoring and tracking

⁴ (i) Number and percentage of formal local early warning mechanisms where women comprise at least 30 per cent of active members in area of responsibility; (ii) number of reported gender-based violence incidents; and (iii) number of mission-led initiatives that are aimed at strengthening the capacities of women's civil society organizations working on conflict prevention

B. Planning and accountability mechanisms

Need for strengthened accountability and planning mechanisms

18. The Secretary-General has, in his annual reports on WPS, highlighted the importance of dedicated leadership and strengthened accountability mechanisms for advancement of the WPS agenda. Discussions with staff in DPPA, DPO and the regional structure showed strong commitment and involvement of both USGs in implementing the agenda, which was also evident in their: (a) various communications to staff on the subject; (b) regular meetings with respective gender units; (c) pledged commitments in their compacts; and (d) continued advocacy with relevant stakeholders.

19. However, about 10 of the 17 focal points interviewed indicated inadequate prioritization and commitment to the WPS agenda by some managers at the Assistant Secretary-General (ASG) and director levels in both departments and the shared DPPA-DPO regional structure. This impacted the extent to which WPS was integrated into the work of their office/division.

20. For instance, some managers in DPPA did not prioritize WPS-related issues for inclusion in briefing notes to the USG-DPPA as noted from OIOS' review of briefing notes prepared by DPPA divisions including those in the shared regional structure during the months of June 2019 and 2020. Out of 29 briefing notes, only 3 (10 per cent) included references to gender/WPS issues and one included some sex-disaggregated data on women's participation. Lack of prioritization of WPS in reporting activities, including those that cover peace processes and political situations/developments such as elections, could impact the extent to which subsequent analyses, decisions and strategies are gender sensitive. In 2021, the Office of the USG in collaboration with GPS, initiated an independent assessment of the gender sensitivity of departmental analyses, which was in progress at the time of the audit. Therefore, OIOS makes no recommendation in this regard.

- (a) Integration of WPS in DPPA strategic and divisional work plans and performance measures in the results framework

21. WPS priorities were adequately mainstreamed throughout DPPA's 2016/19 and 2020/22 strategic plans, and both plans underscored the Department's commitment to ensuring a gender perspective is integrated in all its activities. However, the Department's results framework did not fully capture all planned actions included in its WPS policy to facilitate comprehensive monitoring of related activities and assessment of performance. For instance, there were no performance indicators, expected accomplishments or targets related to preventing and addressing conflict-related sexual violence (CRSV). Also, indicators were not always outcome-oriented to support measurement of progress, and although DPPA's 15 commitments were aligned with the WPS mandate, not all commitments were integrated into the Department's WPS policy.

22. The absence of clear linkages between all commitments, the Department's WPS policy and the strategic results and monitoring framework diluted accountability and can impede accurate measurement and assessment of progress in implementing commitments. DPPA indicated that a review of its commitments and indicators was pending the results of an ongoing review by UN-Women of the system-wide indicators used to monitor and track implementation by the United Nations.

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| <p>(1) DPPA should ensure that the ongoing process to review and revise its women, peace and security (WPS) commitments and indicators results in: clear alignment with the Department's WPS policy and the system-wide WPS global indicators, as well as a strengthened accountability and performance reporting framework for WPS.</p> |
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DPPA accepted recommendation 1 and stated that the review of its WPS commitments and indicators was initiated ahead of the audit and was pending finalization of the system-wide process led by UN-Women.

(b) Integration in DPO work plans and accountability mechanisms

23. WPS objectives and deliverables were not always included in the work plans/workstreams of all components/sections and compliance with gender mainstreaming requirements was not always monitored. For example, apart from the Strategic Communication Section and the Office of Military Affairs, work plans of other components did not include relevant WPS objectives, deliverables, and targets to assess progress. Although the Police Division had developed a Gender Implementation Plan with relevant indicators and targets, key mainstreaming outputs had been pending since the plan was developed in 2018. These included monitoring and tracking reports on the integration of gender perspectives in assessment missions, field visits, and technical assistance.

24. Furthermore, DPO WPS indicators were specific to field missions and did not monitor headquarters-related activities. Consequently, the extent to which WPS was integrated into the activities of relevant offices/divisions was dependent on the commitment of individual staff members. This diluted accountability for implementation of WPS mandates at the office/divisional level.

25. In 2019, DPO developed an A4P tracking mechanism that tracked progress on four Headquarters WPS-related deliverables (excluding gender parity). However, the tool only tracked activities of the Gender Unit and not deliverables by other key DPO offices and components and the shared regional structure that play a critical role in supporting field operations in mainstreaming WPS priorities. In addition, the mechanism was focused on tracking outputs as opposed to outcomes from the implementation of the Department's gender policy.

(c) DPO 15 indicators for strengthening accountability across peacekeeping missions

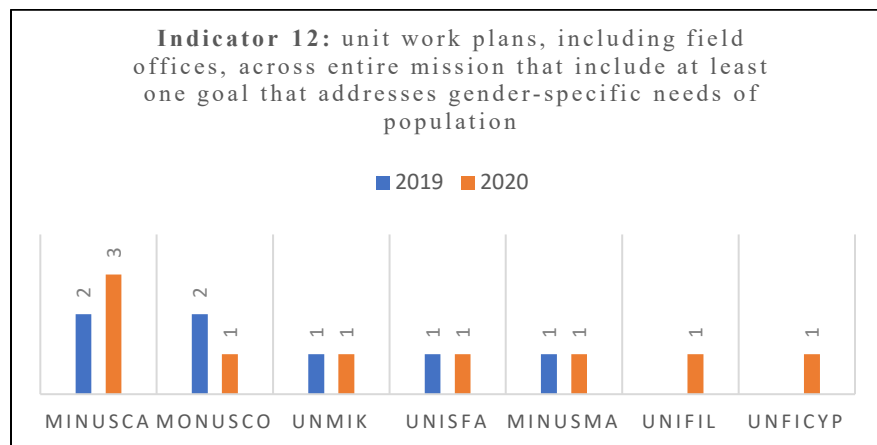
26. In 2018, DPO rolled out 15 core WPS indicators for measuring performance across peacekeeping missions, reporting to senior management, and providing inputs for key reports on WPS. DPO also developed a gender dashboard for mission reporting and analysis and as of June 2021, the WPS indicators were integrated into the Comprehensive Performance Assessment System platform.

27. However, only 8 out of 12 active missions were reporting on the indicators. DPO advised that data was only collected from those peacekeeping missions with a WPS mandate and a gender adviser/unit and that the indicators were not appropriate/practical for some missions such as the United Nations Military Observer Group in India and Pakistan that are linked to ceasefire arrangements. This is contrary to the Department's 2018 guidance on WPS indicators that was issued to heads of all PKMs and established reporting requirements for missions. Also, given that all missions are required to integrate a gender/WPS perspective in implementing their mandates, and that cross-cutting/management indicators such as "number of mission planning frameworks informed by a gender analysis and/or gender conflict analysis" are relevant to all missions, there was need for a comprehensive data collection process that includes all peacekeeping missions and for clear guidance on reporting requirements.

28. In addition, there was inadequate reporting by the required missions on some of the indicators, which impacted on the quality of data and their reliability for monitoring and decision-making. For instance, as shown in figure 2, only five and seven missions reported on the indicator for all unit work plans to incorporate gender-specific goals in 2019 and 2020, respectively. Also, as the activities of peacekeeping

missions are typically carried out by several components⁵ (which may include up to 55 substantive and support offices, divisions, and sections) based on their respective mandates, the low numbers of compliant work plans reported in figure 2 showed either under-reporting or significant noncompliance by missions with the requirement. DPO advised that data collection and reporting by missions was impacted by COVID-19 restrictions, limited mission capacity and other operational priorities.

Figure 2: Mission performance on WPS indicator on gender-responsive management



29. There were also weaknesses in the overall performance monitoring framework. For example:

- The design of some indicators did not facilitate accurate measurement of progress. For example: for one indicator on the number of quick impact projects (QIPs)-funded activities targeting gender equality and/or WPS, there were inadequate criteria for determining whether the measure should only include projects that are dedicated to gender equality, projects with female beneficiaries, or projects that integrated a certain extent of gender considerations. This precluded accurate and systematic reporting by missions, which impacts measurement of progress and accountability.
- Another indicator measured the number of gender-responsive operations by United Nations Police (UNPOL) to protect civilians but did not assess the extent to which all UNPOL operations were gender-responsive, in accordance with relevant policy issued by the Police Division.

30. Lack of appropriate indicators impedes accurate and reliable reporting by missions and effective monitoring and measurement of progress/outcomes. In addition, inaccurate and missing data collection and reporting by missions precludes evidence-based analysis and reporting of progress and identification and management of challenges in implementing WPS mandates. DPO indicated that qualitative reports submitted by missions were also used to report on the gender responsiveness of their operations and to complement reporting on the indicators. However, as progress on indicators were linked to the compacts of senior managers, there was a need for enhancements to the accountability and performance monitoring framework.

(2) DPO should take measures to promote systematic integration of priorities related to the women peace and security agenda in the work plans/streams of its organizational units, and strengthen existing accountability and performance reporting requirements, guidance

⁵ Such as human rights, civil affairs, police, justice and corrections, mine action etc.

and tools for timely and comprehensive reporting by peacekeeping missions and departmental units.

DPO accepted recommendation 2 and stated that WPS priorities had been integrated in the A4P+ plan with indicators to track progress included in the reporting framework, which all missions and relevant DPO entities were required to adopt. The Department was also reviewing the WPS accountability framework's compendium of indicators to strengthen existing accountability and performance reporting requirements for timely and comprehensive reporting by missions and departmental units.

C. Architecture and coordination mechanisms

Need for the gender architecture in the peace and security pillar to be complementary and visible, and for coordination mechanisms to be enhanced to implement the WPS agenda with a whole-of-pillar approach

31. The gender architecture within the peace and security pillar in Headquarters that supports implementation of the WPS agenda included: (a) two gender units with six staff each as of 1 January 2021 as shown in Tables 1 and 2; (b) about 78 gender focal points in various offices/divisions/sections/units in DPPA and DPO and the shared regional structure; (c) gender expert on the DPPA standby team of mediation experts; and (d) gender advisers in the military and police components in DPO.

Table 1: DPO gender posts/expertise

Posts funded by the peacekeeping support account (QSA):	
P5	1
P4	1
P3	1
GS	1
Total QSA posts	4
Posts funded by extra-budgetary resources:	
P3	1
Total QSA and extra-budgetary funded posts	5
Junior professional officer	1
Total	6

Table 2: DPPA gender posts/expertise

Posts funded by the regular budget:	
P5	1
P4	1
Total regular budget posts	2
Posts funded by extra-budgetary resources:	
P4	1
P3	2
Total regular and extra-budgetary funded posts	5
Junior professional officer	1
Total	6

32. Both units supported Headquarters staff including those in the shared regional offices, and DPPA also supported non-mission settings in addition to about 38 SPMs while DPO supported 12 peacekeeping missions. In addition, DPPA GPS was responsible for supporting the Department's work on sexual violence in conflict, while in DPO this was covered by another team in the Policy, Evaluation and Training Division (DPET).

33. Given the cross-cutting nature of WPS, coordination between both units is key to effective implementation of the agenda. However, staff of both units and the shared regional structure indicated that the different reporting lines of the chief gender units – DPO GU to the USG DPO and DPPA GPS through the Deputy Director and Director PMD to USG DPPA, had impacted the extent and level of coordination between both units.

34. The Secretary-General's report on the restructuring of the peace and security pillar⁶ noted that DPPA and DPO would maintain their respective gender capacities and functions but needed to work closely

⁶ A/72/525 para. 44

together to provide technical, political and policy expertise. However, the presence of two separate gender units could be perceived as not being fully aligned with a key objective of the Secretary-General's vision in restructuring the peace and security pillar, which was to enhance the effectiveness and coherence of peacekeeping and special political operations by reducing fragmentation and ensuring a whole-of-pillar approach in delivering mandates. Staff expressed varying views on having two separate units vis-à-vis a joint/consolidated gender function within the peace and security pillar.

35. In response to a question by the Fifth Committee during the review of reform proposals regarding the substantive difference between the two proposed gender units, DPPA and DPO indicated that while both departments had a common purpose of advancing gender equality and WPS mandates, they had different approaches that required separate and dedicated expertise tailored to their distinctly different but complementary mandates and responsibilities.

36. Notwithstanding the varying views expressed, OIOS noted several issues that were due to the presence of two gender units and/or inadequate coordination and collaboration. There was also a need to review the adequacy of resources allocated for implementing gender equality and WPS mandates.

- (a) Need for improved coordination/collaboration between the gender units in supporting the shared-DPPA-DPO regional structure

37. In response to the reform, both gender units prepared a joint operational workstream paper that laid out their vision to support senior leadership, regional divisions and peace operations through strengthened coordination and collaboration. This included quarterly meetings of the two units and with focal points in the shared regional structure to discuss gender/WPS issues of relevance to the regional divisions. However, the paper did not address how the units would coordinate on a more strategic level to achieve the Secretary-General's vision for the whole-of-pillar approach for the peace and security pillar. Similarly, the 2019 and 2020 work plans of both units did not involve a coordinated/joint planning process to identify and develop action plans to address areas of commonality, leverage on comparative advantages and guide support provided to the shared regional structure to ensure a coherent approach to WPS. In practice, the gender units met formally twice in both 2019 and 2020 as opposed to the quarterly frequency envisioned, mostly to share information and updates on ongoing activities/initiatives.

38. In 2019, the Chief of DPO GU started organizing meetings with ASGs and directors of the shared DPPA-DPO regional structure focusing on strategic level updates and challenges in implementing WPS in missions located in their respective regions. DPPA GPS was invited to participate in at least one of the meetings but did not as they felt the briefings were mainly on mission activities of which ASGs/directors should be/are already aware. DPO commented that with the continuous evolvement of developments and challenges on gender and WPS priorities in missions, senior managers needed to be informed and reminded of their WPS commitments.

39. In addition, there was no WPS joint/coordinated senior management group or forum. While there was a WPS Task Force within DPO that served as a mechanism through which senior management, including those in the joint structure, reviewed the Department's and peacekeeping missions' progress in implementing gender equality and WPS mandates, it did not include participation of DPPA senior management and GPS, as this was a DPO-specific forum. In DPPA, WPS issues were regularly discussed during biweekly senior management meetings of the USG, ASGs and directors, including those in the regional structure. In the absence of a joint senior management forum, the regional directors noted that similar WPS-related topics were sometimes discussed during both meetings, which was inefficient.

40. On 22 February 2022, the Deputy Secretary-General (DSG) in a communication to relevant heads of United Nations entities, highlighted the need for the United Nations system to rethink its capacities and

ability to deliver on gender equality given the evolvement of the Organization's vision, priority, and approaches on gender equality. DSG called for an independent review of the Organization's staffing, resources, and architecture across all pillars to advance gender equality, and an Advisory Group chaired by the DSG and composed of other senior officials of the United Nations, civil society, former Ministers, and experts, will oversee the exercise.

41. As the impending high-level exercise would involve a review of past assessments and recommendations to inform, inter alia, proposals to make gender equality a priority across mandates and establish a staffing architecture that is coherent and maximizes expertise while minimizing duplication, a comprehensive review by DPPA and DPO of the gender architecture within the peace and security pillar at Headquarters would be a valuable input to this exercise.

(b) Need for a review of the adequacy of assessed budget resources allocated to implementing the WPS agenda

42. The Secretary-General's High-level Task Force on Financing concluded in 2019 that across the United Nations, inadequate resourcing of gender units had undermined efforts to mainstream a gender perspective and implement related mandates⁷. Both departments relied heavily on extra-budgetary resources to implement their gender equality and WPS mandated activities. Although a critical funding source, extra-budgetary resources are typically of a temporary nature which precludes effective long-term planning and implementation of mandated activities.

43. From 2018 to 2020, about \$2.4 million in extra-budgetary resources was allocated to fund operational activities by DPO to enhance implementation of WPS, compared to about \$39,000 that was allocated in the assessed budget. In addition, as shown in Table 1, two of the six positions in GU were funded by extra-budgetary resources. In DPPA, only two of the six positions in GPS were funded by the regular budget, as shown in Table 2. The other three positions⁸ as well as related operational expenses totaling about \$1.4 million were funded by extra-budgetary resources in 2019 and 2020.

44. Extra-budgetary resources were used to provide technical support to field missions, training and capacity building activities, development of guidance and tools and for gender expertise, which are all critical for the advancement of the WPS agenda. The temporary nature of extra-budgetary funded posts resulted in valuable time and resources being spent on repeated recruitment exercises due to high turnover of staff, as noted during the audit. Both gender units expressed that despite the importance and prioritization of gender equality and WPS mandates, it was not matched with resource allocation in their departments' regular assessed budget.

45. Given the cross-cutting importance of gender and the WPS agenda across the peace and security pillar and the important role gender expertise plays in supporting implementation of the agenda, there is need for both departments to review the adequacy of assessed budget resources to effectively deliver on their WPS commitments.

(c) Need for better integration of the work of the DPO GU and the CRSV Team

46. CRSV, a form of sexual and gender-based violence, is a key component of the WPS agenda as reflected in several Security Council resolutions that recognized CRSV as a threat to peace and security and called for comprehensive responses to prevent and protect civilians, particularly women and girls.

⁷ S/2019/800

⁸ Excludes JPO

47. However, CRSV-related activities in DPO were the responsibility of a separate team in the Protection Pillar within DPET, not GU, and there was limited coordination between both teams, which impacted the extent of integration of their activities. For instance, the CRSV Team was not included in meetings of the DPPA and DPO gender units, and minutes of DPO GU meetings with ASGs and directors of regional offices/divisions and meetings of the DPO WPS Task Force and focal points showed no discussions on CRSV-related issues. While both teams have collaborated on some projects such as the development of the CRSV policy and handbook, coordination was mostly on a project-by-project basis. This was not optimal for cohesiveness in implementing the agenda.

48. OIOS notes that prior to January 2019, DPO GU was located within DPET but was moved to the Office of the USG to enhance visibility of the Unit and prioritization of the WPS agenda.

(d) Need for better management of support to focal points

49. As of April 2021, there were approximately 78 gender/WPS focal points and alternates in Headquarters including: 42 in the regional/shared structure; 16 in DPO and 20 in DPPA with responsibility to support integration of gender/WPS perspectives in their respective entities. Focal points in the shared structure generally supported SPMs, PKMs or other non-mission settings with about 9 of the 42 focal points in the shared structure, and 7 of the 16 DPO focal points supporting both PKMs and SPMs.

50. There was inadequate coordination and collaboration among focal points and between the gender units and focal points. Although focal points generally performed similar gender/WPS responsibilities in peace operations, DPPA and DPO had separate terms of reference (ToRs) for their focal points including those who supported both PKMs and SPMs. Neither of the ToRs referred to the presence or work of the other gender unit and the need for collaboration. In addition, the DPO GU ToR was outdated and had not been updated since 2014 to reflect changes in the WPS agenda including those resulting from the 2015 peace and security reviews, the 2018 Gender/WPS policy, WPS indicators and A4P commitments.

51. DPPA GPS organized bi-weekly meetings for its focal points, which served as a useful information-sharing forum but to which focal points within DPO who supported both PKMs and SPMs were not invited. DPO GU also organized separate meetings with its focal points albeit less frequently, with only two meetings in 2019 and one in 2020 contrary to quarterly meetings prescribed in the ToR. The DPO minutes showed that discussions were mainly focused on preparing for upcoming meetings of the WPS Task Force and less on information sharing and on providing technical and substantive support to the focal points.

52. Inadequate collaboration between SPM and PKM focal points within the shared structure and inadequate coordination between both gender units in the support provided to focal points resulted in a lack of cohesiveness in implementing the agenda across the peace and security pillar.

(e) Although progress was being made, there was need for a coordinated approach to address common areas and challenges and relevant recommendations

53. In 2015, the Secretary-General commissioned a global study on the implementation of SCR 1325 to commemorate its fifteenth anniversary. The results of the study and two other reviews in 2015 by the: (a) High-level Independent Panel on Peace Operations; and (b) Advisory Group of Experts of the review of the Peacebuilding Architecture, (the three reviews), highlighted that progress on the WPS agenda had been slow and made recommendations to the United Nations, Member States and civil society, including 30 recommendations⁹ for implementation by the United Nations.

⁹ Secretary-General's report S/2019/800 on WPS

54. An independent assessment commissioned by UN-Women in 2019 concluded that implementation of about half of the 30 recommendations was inconsistent, needed further progress, had not been sustained or no progress had been made. OIOS identified at least 13 of the recommendations that were of relevance to both DPPA and DPO.

55. Since 2019, both departments have made significant contributions towards advancing key areas of the agenda through the support provided to field operations in implementing their respective mandates. Noteworthy in DPO is the Department's efforts in establishing partnerships with various organizations, including grassroots women's organizations, Member States and other WPS stakeholders to advance the WPS agenda. For example, support from DPO to the host government in Mali and parties to the conflict, in collaboration with UN-Women, contributed to the increase from 3 per cent to 31 per cent in the representation of women on an Agreement Monitoring Committee.

56. In DPPA, the Department's support to peacemaking and mediation processes contributed to the establishment of inclusion mechanisms such as Women Advisory Groups in Syria, Yemen, and Iraq to further enhance women's political participation. DPPA, in collaboration with external partners, also organizes an annual High-level Seminar on Gender and Inclusive Mediation Strategies for leading mediation actors including United Nations envoys, special representatives for field missions and their advisers, representatives of regional organizations, Member States and civil society.

57. Despite progress made by both departments, areas of concern raised by the three reviews, such as: consultations and support for women's civil society and women's participation in peace processes and implementation of agreements, continue to be highlighted in the Secretary-General's annual reports on WPS. In OIOS' opinion, the results of the 2019 assessment commissioned by UN-Women, the reform of the peace and security pillar and the twentieth anniversary of SCR 1325 in 2020 were opportunities for both departments to jointly review their progress and strengthen collaboration to address common challenges encountered in implementing the agenda. However, this was not done due to the absence of effective coordinated mechanisms within the pillar.

(3) DPPA and DPO should review established reporting lines, operating modalities, and adequacy of resources to assess whether they provide for a visible, whole-of-pillar approach and effective implementation of the women, peace and security agenda at Headquarters.

DPPA and DPO accepted recommendation 3 and stated that they were actively contributing to the ongoing DSG-led review of the capacity of the United Nations system to deliver on gender equality across all entities. The departments would endeavour to address the recommendation within the scope of the review and assess within three months of its completion, whether further action was needed.

(4) DPO should establish modalities to strengthen collaboration and coordination between the Gender Unit and the Conflict-related Sexual Violence Team to promote an integrated approach to the implementation of the women, peace and security agenda.

DPO accepted recommendation 4 and stated that it had initiated modalities to strengthen collaboration and coordination between DPO GU and the CRSV Team and both teams would hold a working session to identify and agree on additional activities to strengthen an integrated approach to implement the WPS agenda.

(5) DPPA and DPO should develop a coordinated approach for addressing areas of commonality and systemic issues that impact implementation of the women, peace and security (WPS) agenda including strengthening collaboration and cohesiveness of the WPS focal points.

DPPA and DPO accepted recommendation 5 and stated that they had taken action to ensure a more coordinated approach, which would be continued and strengthened including through quarterly meetings and improved coordination and knowledge sharing through a Community of Practice.

D. Mainstreaming of WPS in selected projects and support activities

58. Both departments and the regional divisions provided ongoing support to field operations and non-mission settings in implementing the WPS agenda. This included development of relevant guidance and capacity building tools such as the DPO gender equality and WPS resource package and the DPPA guidance on gender and inclusive mediation strategies; and backstopping activities by the focal points and gender units based on the mandates of respective entities. The following highlight areas where improvements were needed.

(a) Engagement/involvement of gender units in assessments and reviews of field missions

59. In accordance with SCR 2242 (2015), reviews and assessments of field missions should include gender experts to ensure that the needs and participation of women are integrated in all stages of mission mandates, from planning to drawdown and transition.

60. Within the DPPA-DPO regional structure at Headquarters, the Integrated Operational Teams (IOTs) play a critical role in planning and executing reviews and assessments. IOTs conducted seven assessments/reviews of peacekeeping missions in 2019 and 2020. However, DPO GU was not part of the teams and did not provide any technical support for four of the assessments, despite several requests to be included in one of them. DPO GU advised that although they push for the involvement of gender expertise on assessments and reviews of missions, the decision rests with the IOTs. The Integrated Assessment Policy (IAP), which sets out the requirements for conducting assessments, does not provide relevant guidance on the involvement of gender experts. OIOS noted that a review of the Policy, led by the Executive Office of the Secretary-General (EOSG), was underway at the time of the audit and both DPPA and DPO together with other United Nations entities were part of a technical working group that was established as part of the review process.

61. Although DPPA GPS was involved in assessments and reviews of SPMs, their involvement varied and was not systematic. GPS was not aware of all assessments and reviews of missions and could not assure that their involvement was always sought. This was because some assessment/reviews were handled directly by missions, or the United Nations Country Team based on relevant Security Council resolutions.

62. There was no systematic process to ensure that gender expertise was included, or technical advice sought on all technical and strategic assessments and reviews of missions. Inadequate gender expertise in these assessments precludes thorough gender-sensitive analyses to ensure that future mission strategies are gender-responsive.

(b) Need for a systematic and comprehensive approach for integrating gender/WPS perspectives into mission assistance visits

63. The DPPA standby team of mediation experts provides mediation support (remotely or by deployment) on a range of issues including peace negotiations, gender, power sharing and constitution-making to various clients including PKMs, SPMs, Member States and civil society and the United Nations Country Team. The standby team regularly integrated gender considerations throughout all phases of mediation support activities, guided as needed by a gender expert. However, the extent to which gender

was integrated varied from assignment to assignment and was dependent on the support and engagement of other stakeholders, such as negotiating parties. Nonetheless, OIOS concluded that adequate processes were in place to ensure DPPA mediation experts were mainstreaming gender/WPS perspectives in their activities.

64. In DPO, the Police and Justice and Corrections components had standing capacities in Brindisi, Italy composed of specialized expertise that could be deployed on assistance visits to both PKMs and SPMs. Due to the absence of a mechanism to track the extent to which the work of the standing capacities contributed to the advancement of WPS, both teams developed a gender mainstreaming mechanism/tool which called for: (a) integration of a gender perspective in ToRs; and (b) use of a gender marker checklist, and for these to be documented in end-of-mission reports.

65. In 2019 and 2020, the Justice and Corrections Standing Capacity (JCSC) carried out 24 deployments/virtual assistance to various field operations but only 4 of the 8 deployments that took place after the tool was developed integrated a gender perspective, and the end-of-mission reports did not systematically include relevant information on how gender/WPS priorities were considered. Similarly, 5 of the 19 deployments/virtual assistance by the Standing Police Capacity that took place after the gender mainstreaming tool was developed, showed that only one included gender perspectives in related ToRs and end-of-mission reports.

66. This occurred because there was no requirement for the standing capacities to use the gender mainstreaming tool.

(6) DPPA and DPO should improve guidance on the involvement of gender expertise in reviews of missions and advocate for the Integrated Assessment Policy to reflect a related requirement for strategic assessments.

DPPA and DPO accepted recommendation 6 and stated that they would advocate, as part of the Integration Working Group convened by the EOSG, for the IAP Policy to include a requirement for the involvement of gender expertise in strategic assessments. They would also provide guidance on the involvement of gender expertise in relevant mission review processes.

(7) DPO should formalize the use of previously developed tools to systematically guide the integration of gender/women, peace and security perspectives in strategic and operational assistance visits to support field missions, particularly those carried out by DPO standing and surge capacities.

DPO accepted recommendation 7 and stated that all ToRs for support missions carried out by standing capacities would integrate gender-responsive language, refer to the WPS agenda and be formally communicated with relevant missions. Additionally, DPO would review and update the gender marking tool to better promote and track implementation of the WPS agenda and the standing capacities' contributions to the Gender Equality and Women's Empowerment framework. End of assignment reports would also reflect related achievements including, gender markers, once approved.

Mainstreaming gender priorities in programmatic projects

(a) DPPA Multi-year Appeal (MYA) projects

67. The MYA is an extra-budgetary funding mechanism/tool used by DPPA to fund various activities and projects and deploy expertise in key priority areas. In accordance with the Department's 2019 and 2020 planning guidance, all MYA projects should contribute to advancing gender/WPS priorities and in 2020,

DPPA committed to devoting at least 17 per cent of the annual MYA budget towards initiatives aimed at women’s empowerment and programmes that recognize and help advance the role of women in conflict. However, due to the COVID-19 pandemic which resulted in projects being placed on hold, the Department was able to achieve 14.4 per cent, compared to the target of 17 per cent.

68. DPPA uses a gender marker self-assessment tool to monitor, track and report on WPS mainstreaming in projects. Prior to 2021, the tool required project managers to indicate the degree to which projects would contribute to the WPS agenda using a 3-point scale¹⁰. Table 5 shows the 3-point scale, and the percentage of financial allocation based on the gender marker score/rating.

Table 3:
DPPA gender marker scoring scale for 2020 projects

Gender marker	Description	Percentage allocation of programmatic funding
GM 1	Project only contributes marginally to gender equality	0%
GM 2	Project mainstreams gender and is expected to make a contribution to gender equality	15%
GM 3	Project promotes gender equality and women’s empowerment as its principal objective	50%

69. In 2019 and 2020, the eight regional divisions supported the implementation of projects totaling about \$19.5 million and \$15.8 million, respectively. Based on the gender marker score assigned to project proposals, OIOS determined that approximately 48 per cent and 95 per cent of projects in 2019 and 2020, respectively, had a gender marker score of 2 or 3. This showed a significant increase in projects that were expected to either contribute to or promote gender equality as the principal project objective. GPS indicated that the goal is for 100 per cent of projects to contribute to advancing the Department’s gender/WPS priorities and there was a continued push by the USG towards achieving this goal.

70. However, although gender/WPS was being mainstreamed in project proposals and GPS conducted quality reviews of project documentation to ensure reasonableness of the gender marker score assigned by project managers, there was no process to assess compliance of projects in advancing gender/WPS priorities as planned. DPPA stated that it was in the process of transitioning to the Integrated, Planning, Management, and Reporting platform in Umoja and was exploring ways to improve the gender marker system within the platform to strengthen mainstreaming of gender equality and WPS throughout project planning, implementation, and evaluation. Therefore, OIOS is not making a recommendation on this issue.

(b) Quick impact/confidence-building projects

71. Peacekeeping missions implement various small-scale, low cost and rapidly implementable projects that are designed to promote acceptance of a mission’s mandated tasks, build confidence in the peace process, or strengthen the link between a mission and the local population. In accordance with the DPO gender policy, missions should ensure that at least 15 per cent of funding for these projects is allocated to areas that support gender equality and women's empowerment.

¹⁰ In 2021, the Department established a dedicated funding window for WPS projects and updated its gender marker scoring scale to include GM 4 - projects that are entirely aimed at empowering women, increasing women’s political participation and/or promoting gender equality

72. Although one of DPO's core WPS indicators tracks the number and percentage of project-funded activities that target gender equality and/or WPS, there were no gender markers or criteria to accurately determine the extent to which projects supported gender equality/WPS or were gender sensitive. Some missions such as the United Nations Interim Administration Mission in Kosovo and the United Nations Multidimensional Integrated Stabilization Mission in Mali had developed mission-specific gender markers to monitor and track integration of gender in their projects. However, there was no systematic tool or guidance to ensure consistent reporting across missions to inform decision-making and ensure accurate reporting on the related indicator.

(8) DPO should develop technical guidelines and gender markers or other appropriate tool to guide systematic integration, tracking, monitoring, and reporting of gender considerations in projects implemented in peacekeeping missions.

DPO accepted recommendation 8 and stated that it would conduct broad consultations with peacekeeping missions to develop appropriate tools to guide systematic integration, tracking, monitoring and reporting of gender considerations in projects implemented in peacekeeping missions.

IV. ACKNOWLEDGEMENT

73. OIOS wishes to express its appreciation to the management and staff of DPPA and DPO for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

**Audit of implementation of the women, peace, and security agenda in the
Departments of Political and Peacebuilding Affairs and Peace Operations**

Rec. no.	Recommendation	Critical¹¹/ Important¹²	C/ O¹³	Actions needed to close recommendation	Implementation date¹⁴
1	DPPA should ensure that the ongoing process to review and revise its women peace and security (WPS) commitments and indicators results in: clear alignment with the Department's WPS policy and the system-wide WPS global indicators, as well as a strengthened accountability and performance reporting framework for WPS.	Important	O	Revised WPS commitments and indicators and evidence of alignment with the system-wide global indicators.	December 2022
2	DPO should take measures to promote systematic integration of priorities related to the women peace and security agenda in the work plans/streams of its organizational units, and strengthen existing accountability and performance reporting requirements, guidance and tools for timely and comprehensive reporting by peacekeeping missions and departmental units.	Important	O	Receipt of the A4P+ plan and reporting framework that incorporate WPS priorities and indicators, and evidence of implementation of actions to strengthen accountability and performance reporting requirements guidance and tools.	June 2023
3	DPPA and DPO should review established reporting lines, operating modalities, and adequacy of resources to assess whether they provide for a visible, whole-of-pillar approach and effective implementation of the women, peace and security agenda at Headquarters.	Important	O	Action taken by DPPA and DPO to ensure reporting lines, operating modalities, and adequacy of resources to assess whether they provide for a visible, whole-of-pillar approach and effective implementation of the WPS agenda at Headquarters.	June 2024
4	DPO should establish modalities to strengthen collaboration and coordination between the Gender Unit and the Conflict-related Sexual Violence Team to promote an integrated approach to the implementation of the women, peace and security agenda.	Important	O	Evidence of action taken to strengthen collaboration and coordination between DPO GU and the CRSV Team.	June 2023
5	DPPA and DPO should develop a coordinated approach for addressing areas of commonality and systemic issues that impact implementation of the women, peace and security (WPS) agenda including strengthening collaboration and cohesiveness of the WPS focal points.	Important	O	Action taken by DPPA and DPO to strengthen coordination in implementing the WPS agenda.	June 2023

STATUS OF AUDIT RECOMMENDATIONS

**Audit of implementation of the women, peace, and security agenda in the
Departments of Political and Peacebuilding Affairs and Peace Operations**

6	DPPA and DPO should improve guidance on the involvement of gender expertise in reviews of missions and advocate for the Integrated Assessment Policy to reflect a related requirement for strategic assessments.	Important	O	Guidance by DPPA and DPO on the involvement of gender expertise in relevant mission review processes, and evidence of action taken by both departments to advocate for the IAP policy to reflect a related requirement for strategic assessments.	June 2024
7	DPO should formalize the use of previously developed tools to systematically guide the integration of gender/women, peace and security perspectives in strategic and operational assistance visits to support field missions, particularly those carried out by DPO standing and surge capacities.	Important	O	Updated gender marking tool and evidence that it has been formally communicated for use by standing capacities.	June 2024
8	DPO should develop technical guidelines and gender markers or other appropriate tool to guide systematic integration, tracking, monitoring, and reporting of gender considerations in projects implemented in peacekeeping missions.	Important	O	Tools developed to guide systematic integration, tracking, monitoring and reporting of gender considerations in projects implemented in peacekeeping missions.	December 2023

¹¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

¹² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

¹³ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

¹⁴ Date provided by DPPA and DPO in response to recommendations.

APPENDIX I

Management Response


TO: Ms. Fatoumata Ndiaye, Under-Secretary-General
A: Office of Internal Oversight Services

DATE: 23 June 2022

REFERENCE: OIOS-2022-00803
CLASSIFICATION: Unclassified

THROUGH: Eleanor T. Burns, Director
S/C DE: for Internal Audit Division, OIOS

FROM: Rosemary A. DiCarlo, Under-Secretary-General 
DE: for Political and Peacebuilding Affairs

Jean-Pierre Lacroix, Under-Secretary-General 
for Peace Operations

SUBJECT: **Draft report of the Office of Internal Oversight Services audit on the implementation of the women, peace and security agenda in the Departments of Political and Peacebuilding Affairs and Peace Operations (Assignment No. AP2020-560-01)**
OBJET: **women, peace and security agenda in the Departments of Political and Peacebuilding Affairs and Peace Operations (Assignment No. AP2020-560-01)**

1. Our departments refer to your memorandum (OIOS-2022-00803) of 2 June 2022 transmitting the draft report on the audit of implementation of the women, peace and security agenda in the Departments of Political and Peacebuilding Affairs and Peace Operations. Thank you for undertaking a consultative process and for incorporating many of the initial comments that our departments had submitted on the earlier draft of the report.
2. We welcome the findings of the audit and its recommendations which will serve to further strengthen performance, accountability, and coordination mechanisms to implement the women, peace and security (WPS) agenda, particularly through a whole-of-pillar approach.
3. As the audit notes, the Department of Political and Peacebuilding Affairs (DPPA) and Department of Peace Operations (DPO) commitments are aligned with the relevant WPS mandates. The WPS agenda remains a core political priority for our departments. For DPO, this is outlined in the Action for Peacekeeping (A4P) Initiative and reinforced in A4P Plus. For DPPA, this is outlined in the (2019) DPPA Women, Peace and Security Policy and integrated into DPPA's (2020-2022) Strategic Plan. The importance of this agenda is further demonstrated by both department's commitment to the Women Peace and Security and Humanitarian Action Compact, as a board and catalytic members (respectively), and as signatories to the Compact.
4. After reviewing the draft report, we are pleased to inform you that DPPA and DPO will be accepting the recommendations of the OIOS set forth in the draft.
5. In implementing recommendations no. 1, 3 and 6, where respective actions fall within processes that are led by other entities, implementation is contingent on the entities' timelines. These comprise the UN system-wide WPS indicators, UN gender architecture review, and the revision of the Integrated Assessment and Planning Policy related recommendations.

6. Additionally, implementation of some of the recommendations addressed to DPO will require department-wide engagement and consultations with peacekeeping missions. In such cases, adequate time for implementation of related actions is requested.
7. Please find attached a concrete joint DPO-DPPA action plan for the implementation of the audit recommendations.

Management Response

**Audit of implementation of the women, peace, and security agenda in the
Departments of Political and Peacebuilding Affairs and Peace Operations**

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	DPPA should ensure that the ongoing process to review and revise its women peace and security (WPS) commitments and indicators results in: clear alignment with the Department's WPS policy and the system-wide WPS global indicators, as well as a strengthened accountability and performance reporting framework for WPS.	Important	Yes	DPPA PMD Gender, Peace and Security Unit (system-wide process led by UN Women)	December 2022	This process was initiated ahead of the audit and is close to finalization. At this stage we are awaiting the finalization of the system-wide process lead by UN Women.
2	DPO should take measures to promote systematic integration of priorities related to the women peace and security agenda in the work plans/streams of its organizational units, and strengthen existing accountability and performance reporting requirements, guidance and tools for timely and comprehensive reporting by peacekeeping missions and departmental units.	Important	Yes	DPO Gender Unit	June 2023	DPO has taken action to meet the requirements of this recommendation including the integration of WPS priorities in the A4P+ plan with indicators to track progress in the A4P+ reporting framework that requires all missions and relevant DPO entities to report on progress. DPO is currently reviewing the WPS accountability framework's compendium of indicators to strengthen existing accountability and performance reporting requirements for timely and comprehensive reporting by missions and departmental units.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

**Audit of implementation of the women, peace, and security agenda in the
Departments of Political and Peacebuilding Affairs and Peace Operations**

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
3	DPPA and DPO should review established reporting lines, operating modalities, and adequacy of resources to assess whether they provide for a visible, whole-of-pillar approach and effective implementation of the women, peace, and security agenda at Headquarters.	Important	Yes	DPPA and DPO core members of the Advisory Group [PBSO ASG (for DPPA) and ASG for Africa, (for DPO)] (system-wide process led by DSG)	June 2024	<p>The UN Deputy Secretary General (DSG) is currently leading a review of “<i>the capacity of the United Nations system—staffing, resources, architecture—to deliver on gender equality as a core priority across all entities</i>”. DPPA and DPO are contributing actively to the review-as core members of the Advisory Group. DPPA and DPO will endeavor to address the requirements of this recommendation within the scope of the DSG’s review.</p> <p>DPPA-DPO inputs to the DSG-review should be shared within 24 months, to allow for any variations in the timeline planned for the DSG’s review.</p> <p>Within 3 months of the completion of the DSG review, the departments will assess if it fully addresses the requirements for the recommendation. If it does not, DPPA/DPO will take further action and respond in 12 months after the outcome of the DSG review.</p>
4	DPO should establish modalities to strengthen collaboration and coordination between the Gender Unit and the Conflict-	Important	Yes	DPO Gender Unit and DPO CRSV Team	June 2023	Modalities to strengthen collaboration and coordination between the Gender Unit and the

Management Response

**Audit of implementation of the women, peace, and security agenda in the
Departments of Political and Peacebuilding Affairs and Peace Operations**

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	related Sexual Violence Team to promote an integrated approach to the implementation of the women, peace, and security agenda.					Conflict-related Sexual Violence (CRSV) Team have been initiated by DPO. The CRSV Team is part of the DPPA/DPO established coordination quarterly meetings; CRSV team is included as a core member of the DPO WPS Focal Points system; monthly coordination meetings will be held between the Gender Unit and the CRSV Team. The Gender Unit and the CRSV Team will hold a working session to identify and agree on additional activities to strengthen an integrated approach to the implementation of the WPS agenda.
5	DPPA and DPO should develop a coordinated approach for addressing areas of commonality and systemic issues that impact implementation of the women, peace, and security (WPS) agenda including strengthening collaboration and cohesiveness of the WPS focal points.	Important	Yes	DPPA PMD Gender, Peace and Security Unit and DPO Gender Unit	June 2023	DPPA and DPO have already taken action to ensure a more coordinated approach. These efforts will be continued and strengthened including through quarterly meetings and improved coordination and knowledge sharing through a Community of Practice.
6	DPPA and DPO should improve guidance on the involvement of gender expertise in reviews of missions and advocate for the Integrated Assessment Policy to reflect a	Important	Yes	DPPA and DPO focal points for the Integration	June 2024	The revision of the Integrated Assessment and Planning (IAP) Policy is managed and coordinated through the EOSG-convened Integration Working Group.

Management Response

Audit of implementation of the women, peace, and security agenda in the Departments of Political and Peacebuilding Affairs and Peace Operations

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	related requirement for strategic assessments.			Working Group (convened by EOSG) DPPA PMD Gender, Peace and Security Unit and DPO Gender Unit		DPPA and DPO will advocate, as part of the Integration Working Group, for the Integrated Assessment and Planning Policy to include the involvement of gender expertise in strategic assessments. DPPA and DPO will also provide guidance on the involvement of gender expertise in relevant mission review processes.
7	DPO should formalize the use of previously developed tools to systematically guide the integration of gender/women, peace, and security perspectives in strategic and operational assistance visits to support field missions, particularly those carried out by DPO standing and surge capacities.	Important	Yes	OROLSI (Police Division & Justice and Corrections Service)	June 2024	OROLSI has initiated action to meet the requirements of this recommendation. All terms of reference for support missions by its Police, and Justice and Corrections standing capacities integrate gender-responsive language and reference the WPS agenda. The terms of reference will be formally communicated with relevant missions via code cable. End of Assignment reports will reflect related achievements including gender markers (when approved). OROLSI will review and update the Gender Marking Tool for the police, and justice and corrections standing capacity's deployments to better promote and track implementation of the WPS agenda as well as

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**Audit of implementation of the women, peace, and security agenda in the
Departments of Political and Peacebuilding Affairs and Peace Operations**

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						contributions to the Gender Equality and Women's Empowerment framework.
8	DPO should develop technical guidelines and gender markers or other appropriate tool to guide systematic integration, tracking, monitoring, and reporting of gender considerations in projects implemented in peacekeeping missions.	Important	Yes	DPO Gender Unit	December 2023	DPO will conduct broad consultations with peacekeeping missions to develop tools as appropriate to guide systematic integration, tracking, monitoring and reporting of gender considerations in projects implemented in peacekeeping missions.