



Challenges Forum

International Forum for the
Challenges of Peace Operations



CHALLENGES FORUM STRATEGY 2019-2023

Generating Innovative Ideas and Promoting Results for more Effective Peace Operations

Adopted on June 27, 2019 by the Challenges Forum Partner
Meeting, Montreal, Canada



Challenges Forum

International Forum for the
Challenges of Peace Operations

An international partnership consisting of organizations from: Argentina, Armenia, Australia, Canada, China, Egypt, Ethiopia, France, Germany, India, Indonesia, Japan, Jordan, Nigeria, Norway, Pakistan, Russia, South Africa, Sweden, Switzerland, Turkey, United Kingdom, United States of America, WFUNA

Challenges Forum International Secretariat – hosted by the Folke Bernadotte Academy in cooperation with the Swedish Armed Forces and Swedish Prison and Probation Service.

Cover: Colombia. Photo: Björn Holmberg, Challenges Forum

1. Purpose of the Challenges Forum Strategy 2019–2023

The International Forum for the Challenges of Peace Operations – Challenges Forum – is a global partnership of 50 peace operations organizations and departments in 23 countries. It is a strategic and dynamic platform for constructive dialogue among leading policymakers, practitioners and academics aiming to shape the debate on key issues and developments facing peace operations.

Challenges Forum is governed by the Partner Meeting, which functions as an international steering committee, consisting of all its partners. Daily operations are led by the Challenges Forum International Secretariat (CFIS), which is hosted by FBA – the Swedish Agency for Peace, Security, and Development – in cooperation with the Swedish Armed Forces, and Swedish Prison and Probation Service.

The purpose of the Challenges Forum Strategy 2019–2023 is to create an overall framework, further detailed in the Annual Operational Plans, for the Partnership’s road ahead the coming years. The strategy presents the vision, mission, principles, and approaches of the Challenges Forum Partnership, and defines its strategic objectives for 2019–2023. It was adopted by the Challenges Forum Partner Meeting on June 27, 2019 after a silent procedure following the meeting on June 12.



Mali. Photo: UN Photo / Harandane Dicko

2. Vision and Mission of the Challenges Forum Partnership

Vision: Sustainable peace strengthened through effective peace operations and multilateral peace operation partnerships.

Mission: Challenges Forum is a global partnership that uses its convening power to generate innovative ideas and promote results for more effective peace operations.

The principles and approaches of the Challenges Forum Partnership are:

- To contribute to the enhancement of the international capability and capacities to plan, conduct and evaluate peace operations;
- To contribute to the implementation of global initiatives, including Challenges Forum recommendations and guidance;
- To contribute to the work of peace operations in strengthening good governance, rule of law and human rights;
- To contribute to more gender responsive peace operations;
- To be an inclusive global platform with a broad and balanced representation;
- To convene an impartial and informal space for dialogue to contribute to shared understanding, and generate innovative ideas and results towards more effective peace operations;
- To be a thought-provoking, and innovative global network sharing knowledge and good practices, and creating bridges between different key actors, dimensions, and approaches such as:
 - Civilian – military – police;
 - UN – UN Member States including P5 and T/PCC – regional organizations – host countries of peace operations;
 - Theory- policy – practice;
- To seek to mitigate the environmental effects of our global work, e.g. through use of digital approaches on our platform.

3. Strategic Objectives and Challenges Forum Contributions

Challenges Forum Partnerships overall vision and aim is to contribute to sustainable peace through effective peace operations and multilateral peace operations partnerships.

During 2019-2023, the Partnership will contribute to the above through four strategic objectives, or outcomes*, of which the first two aim at direct contributions and the following two at strengthening the Challenges Forum Partnership's ability to contribute to the peace operations community.

Strategic Objective 1: Effective implementation of the development and reform of UN peace operations and related regional partnerships

Challenges Forum Result – Immediate Outcome

Through Challenges Forum's active approach, the United Nations, Member States and related regional partners use the Challenges Forum platform and integrate its recommendations into developments and reforms of peace operations.

Challenges Forum Contributions – Outputs and activities

Challenges Forum and Partners will offer their platform to key peace operations stakeholders to discuss and implement reform initiatives, and it will make an outreach to relevant regional organisations. Challenges Forum will engage its Partners and

* The strategy's underlying logic rests on results-based management. That is, the strategic objectives illustrate desired behavioral change in Challenges Forum target groups (UN, Member States, regional partners), outputs are services and products that the Challenges Forum Partnership delivers to achieve these changes, and activities is how the Forum generates the outputs.



Democratic Republic of the Congo. Photo: UN Photo / Michael Ali



Challenges Annual Forum 2019. Photo: Challenges Forum

their expertise and assure all dimensions of peace operations are discussed, innovative ideas are generated, and that implementation and results are promoted. This with the overall aim of contributing to peace through political solutions, while integrating essential aspects such as the Women, Peace and Security Agenda. During the strategy period, the Challenges Forum will develop the dialogue platform methodology and explore new and innovative ways in gathering stakeholders through webinars.

Strategic Objective 2: UN and regional partners have more effective mission leadership and strategic & operational management capacity

Challenges Forum Result – Immediate Outcome

Through Challenges Forum’s active approach, the United Nations, Member States and related regional partners have further integrated CF leadership guidance into their planning, execution, and evaluation of peace operations.

Challenges Forum Contributions – Outputs and activities

Challenges Forum and Partners will continuously update their senior mission leadership guidance, including through sharing of best practices, and promote its integration into UN, regional partners, and Member States’ training and capacity building systems. Furthermore, Challenges Forum and Partners will develop a pedagogical and gender mainstreamed approach for facilitating the use of the senior mission leadership guidance in the field.

Strategic Objective 3: The Challenges Forum Partnership is fostering an inclusive and creative approach to change management by engaging in collaborative action

Challenges Forum Contributions – Outputs and activities

By engaging in collaborative action in achieving the objectives of this Challenges Forum Strategy 2019–2023, the Partnership will be more focused in its change management strategy promoting more effective multilateral peace operations. The Partnership will

continuously validate the relevance of the chosen thematic focuses to ensure maximum impact. In this spirit, Challenges Forum will set up a forward-looking working group for identifying emerging issues and making policy recommendations. Furthermore, by deepening the existing partnership and integrating new Partners in a strategic and balanced way, based on clear criteria in dialogue with POAC, Challenges Forum will be strengthened. Consequently, the network continues to be a relevant platform in creating synergies for its Partners to promote effective peace operations in service of sustainable peace.

Strategic Objective 4: The CF Partnership has increased its influence on UN, regional organisations, and Member States regarding peace operations policy and practice

Challenges Forum Contributions – Outputs and activities

By finding common ground among Challenges Forum Partners and collaborating together, the network will influence key stakeholders through joint key messages, actions, and events. Furthermore, by sharing information and lessons learned from past and existing peace missions, as well as encouraging space for creative discussions between Partners and relevant actors, the Challenges Forum will pave the way for agreements on peace operations policy and practice. Providing a platform for Partners to leverage and communicate their initiatives through the Challenges Forum Partnership is a priority. A key instrument to achieve this is through a joint communication strategy and continuous strategic communication.



Challenges Annual Forum 2018. Photo: Challenges Forum

4. Implementation, Monitoring, and Evaluation of the Strategy

Commitment to Implementation

The Challenges Partners are committed to the implementation of the 2019–2023 strategy and will engage by participating in, and contributing to, the outputs aiming at the strategic objectives. The supporters of the Challenges Forum International Secretariat (CFIS) – the host FBA in collaboration with the Swedish Armed

Forces, and Swedish Prison and Probation Service – are equally committed to creating the necessary conditions for CFIS to support the Partners in implementing the Challenges Forum Strategy 2019–2023.

Annual Operational Plan

CFIS is tasked each year to provide a draft Annual Operational Plan (AOP), which aims to contribute to the achievement of the strategic objectives. The draft AOP shall be based on consultations with the Partner Organisations’ Advisory Committee (POAC) and the Challenges Forum Patron, and will include a contextual analysis of opportunities and risks for the Challenges Forum. The Annual Operational Plan will be discussed and approved by the Partners at the Challenges Forum Partner Meeting.

Monitoring and Evaluation

CFIS is tasked to develop a light monitoring system of the implementation of the strategic objectives (outcomes) and Challenges Forum Actions and Contributions (outputs), and to make an independent mid-term evaluation of results half way through the Challenges Forum Strategy 2019–2023. The latter to provide the Partner Meeting, advised by CFIS and supported by POAC and the Patron, with the possibility to make adjustments to the strategy based on mid-term results and contextual conditions, such as political developments in the field of peace operations. There will also be a final evaluation at the end of the strategy to inform the next period’s strategic directions.



Challenges Forum is a global partnership that uses its convening power to generate innovative ideas and promote results for more effective peace operations.

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Hosted by FBA – the Swedish Agency for Peace, Security and Development – in cooperation with Swedish Armed Forces and Swedish Prison and Probation Service.

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|  Australia |  Indonesia |  Sweden |
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