



Challenges Forum

International Forum for the Challenges of Peace Operations



**CHALLENGES FORUM
COMMUNICATION STRATEGY 2021–2023**

**A global partnership, shaping the
debate on more effective peace
operations**

Adopted on January 27, 2021 by the Challenges Forum Partner Meeting



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 is hosted by FBA – the Swedish Agency for Peace, Security and Development – on behalf of the Challenges Forum Partnership.

Cover: Ameerah Haq (former UN USG), Rania Dagash (UNDPO), Amb. Ihab Awad Moustafa (MFA Egypt), at the Challenges Annual Forum 2019, in Montreal.
Photo: Challenges Forum.

Purpose

The International Forum for the Challenges of Peace Operations (Challenges Forum) is a global partnership of 50 partners, and an impartial platform for constructive dialogue and collective action. The mission is to generate innovative ideas and promote results for more effective peace operations¹.

This communications strategy serves as a guide and tool for Challenges Forum’s partners, helping us to use communication in a clear and efficient manner, thereby increasing the partnership’s influence on the UN, Regional Organizations and Member States regarding peace operations policy and practice.

The strategy is also a tool for all Challenges Forum’s partners to use the partnership as a collective platform to reach out stronger with our respective messages and influence our key target groups.

Communication is not an add-on, we communicate all the time, consciously and unintendedly. By using communication in a strategic and planned way, we can assure it contributes to achieving our global partnership’s mission and the strategic objectives agreed upon by our members in the Challenges Forum Strategy 2019–2023.

1. The Challenges Forum uses the definition of “peace operations” used by the UN Independent High-Level Panel on Peace Operations (HIPPO, 2015) spanning from special envoys, technical-specialist missions, peacebuilding missions and political missions to complex peacekeeping missions.

Communication objectives

The Challenges Forum has identified four prioritized communication objectives. By using communication as a strategic tool, these communication objectives can help delivering on the Challenges Forum's strategy 2019–2023, and contribute to the partnership's four overall strategic objectives.

The Challenges Forum's communication objectives

- Key stakeholders **have a better understanding** of peace operations through using the Challenges Forum platform, exchanging good practices and bridging the policy–research gap.
- Key stakeholders **value and recognize** the Challenges Forum as an important impartial platform and a space for dialogue and change.
- Key stakeholders **know more** about the Challenges Forum's recommendations for development and reforms of peace operations, and perceive these recommendations as an important input in their work.
- Key stakeholders **know more** about the Challenges Forum's senior mission leadership guidance, and perceive the guidance as an important tool in their work.



Colombia. Photo: Björn Holmberg, Challenges Forum.



Above: Participants at the Challenges Annual Forum 2018, in Stockholm.

Top picture: Challenges Forum partner Indonesian Ministry for Foreign Affairs, chairing the Open Debate in the UN Security Council, where the Challenges Forum briefed on its recommendations.

Photos: Challenges Forum.

Target groups for communication

The Challenges Forum primarily addresses actors at the policy/strategic level and to a certain extent at the operational level. Challenges Forum Partners are both a target group for exchanging knowledge, as well as important change agents in transmitting information to other key stakeholders.

Primary target group

- Key stakeholders influencing the field of peace operations; civilian (diplomats, academia, think-tanks, ministry actors), military and police:
 - UN (eg. DPO, DPPA, UNSC, UNGA, UNDP, DCO² and field operations)
 - Regional organisations
 - Experts, think-tanks, civil society organisations
 - UN member states (troop and/or police contributing countries (TCC/PCC), host countries, UNSC members, PO active member states)

Secondary target group

- Challenges Forum Partners (civilian, police and military actors), including prospects for new partners.

Tertiary target group

- Interested public.

2. Department of Peace Operations (DPO), Department of Political and Peacebuilding Affairs (DPPA), UN Security Council (UNSC), General Assembly of the United Nations (UNGA), UN Development Programme (UNDP), Development Coordination Office (DCO).

Key messages

Key messages can support us in communicating about the Challenges Forum and its work, and thereby support reaching the communication objectives and the implementation of the Challenge Forum Strategy 2019–2023.

The key messages should inform, influence and persuade the target groups of the partnership’s strength as a global and dynamic network for dialogue.

The Challenges Forum’s recommendations on development of peace operations constitute the core messages of the Challenges Forum. They should be communicated and used to support further action by key stake holders to deliver more effective peace operations.

Below are key messages to use and take inspiration from, when communicating about the partnership.

Main message

“Challenges Forum is a global partnership, shaping the debate on more effective peace operations.”

Supporting messages

“Challenges Forum provides an impartial and informal dialogue platform that generates innovative ideas and promote results for more effective peace operations.”

“Challenges Forum is a global partnership, shaping the debate on more effective peace operations!”



Photo: UN Photo.

“Challenges Forum is a global and diverse partnership, sharing knowledge and experiences between different key actors and disciplines.”

“Challenges Forums Partners’ collective recommendations support the holistic implementation of the reform agenda for peace operations.”

“Challenges Forum’s leadership guidance can facilitate partners’ action for more effective senior mission leadership.”

For a tertiary target group

“Effective peace operations are crucial in the world’s multilateral effort to achieving sustainable peace, and thereby contributing to the Global Goals for Sustainable Development, (agreed upon by the world’s leaders).”

Communication channels

Using the Challenges Forum partnership as a platform for communication, is a way for us Partners to strengthen our own respective outreach and impact.

We all have an additional important role in reinforcing and sharing key messages and recommendations through our channels and in different meeting forums.

Challenges Forum International Secretariat (CFIS) uses different communication channels and platforms, depending on the purpose, the message, the target group and the timing. In our communication, we always actively promote the equal and active participation of women and men, and strive at also including the perspectives of young people when possible.

The main communication channels are listed on the following pages.



Challenges Annual Forum 2019. Photo: Julian Haber.

Challenges Annual Forum

Purpose:

- Building relationships between Challenges Forum Partners and engaging in collaborative actions.
- Launching cutting-edge initiatives on peace operations policy reform at the strategic and operational levels.
- Generating Challenges Forum recommendations for more effective peace operations, which is the main tangible collective outcome from the partnership.

How to use it:

The Challenges Annual Forum is the platform where we as Partners have the opportunity to participate and exchange our ideas, to influence the partnership's collectively formulated recommendations. We are all as Partners encouraged to refer to and communicate the recommendations to key stake holders in peace operations, in accordance with our communication objectives.



Challenges Forum Partners. Photo: Challenges Forum.

Seminars, workshops, roundtables, high-level and other meetings

Purpose:

- Building relationship between Challenges Forum Partners, and engaging with key stakeholders.
- Enabling Partners to collectively reach out to different target groups and get a higher impact in our respective work.
- Creating dialogue for generation of innovative ideas.
- Increasing the outreach and impact of Challenges Forum's recommendations

How to use it:

All Partners are encouraged to participate in, or host, open seminars or webinars, deliberating on specific topics. We all have a key role in marketing and sharing information about events to attract a wider audience.

With an increasing digitalization, and an attempt to limit our carbon footprint, digital and interactive tools and platforms are increasingly important for the partnership.



Social media

Purpose:

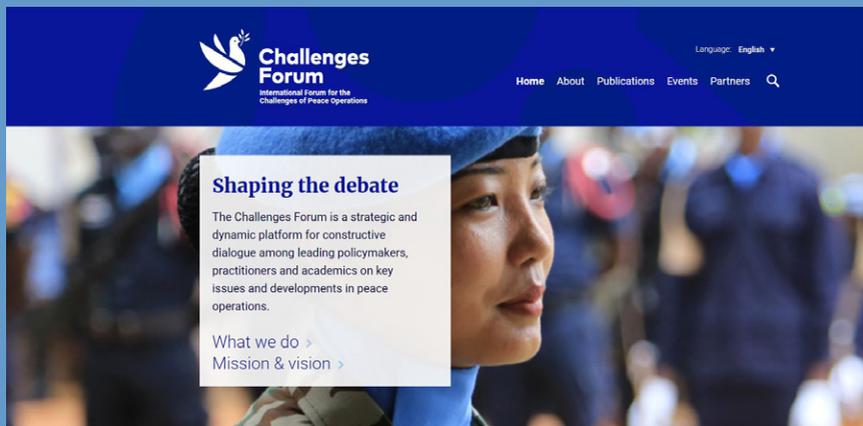
- Building interactive relationships between Challenges Forum’s Partners and with key stakeholders.
- Increasing the knowledge about Challenges Forum’s work in the field of peace operations policy and practice.
- Strengthening and increasing Partners’ outreach, towards our respective key stake holders.

How to use it:

We are all encouraged to engage with Challenges Forum’s social media content and that of other Partners and key stake holders.

Tagging relevant actors and using hashtags, will maximize the outreach. Include Challenges Forum specific hashtags when relevant (e.g. #VCAF20), to improve searchability and visibility of Challenges Forum activities online. Being interactive is key, as it creates a much wider outreach than simply publishing one-way information.

CFIS has the intent to retweet and share relevant information from Partners, and encourages suggestions to collaborate.



Website challengesforum.org

Purpose:

- Increasing the knowledge about Challenges Forum’s work in the field of peace operations policy and practice.
- Being the main platform for providing Challenges Forum Partners and key stakeholders with relevant material and timely information on Challenges Forum’s work, events and services.

How to use it:

This is where we can find all publications (reports, recommendations, leadership guidance, policy briefs, background papers), that we need in order to reach out through joint messages, recommendations, actions and events to key stake holders. The website also contains all Partner information.



Review of Peacekeeping Fatalities, Richard Gowan, UN Director, International Crisis Group and Dr Chiara Ruffa, Associate Professor at the Swedish Defence University and Academic fellow at Uppsala University. The webinar is based on the newly published book 'Composing Peace: Mission Composition in UN Peacekeeping' by Vincenzo Bowe, Chiara Ruffa and Andrea Ruggeri.

Join our Webinar: "Improving Peacekeeping Effectiveness by Increasing Diversity of Mission Composition?"

Do not miss our open webinar, Friday 23 October, on the diversity of mission composition within UN peace operations. The panelists are Lt Gen (Retired) Alberto dos Santos Cruz, former UN Force Commander MONUSCO, MINUSTAH and High-Level

[Register for the Webinar here](#)

Upcoming Expert Group Meeting: E-Tool for Senior Leaders in Peace Operations

We hope to engage with the **Expert Group** and the **Considerations Task Force Co-Chairs** at the next Expert Group meeting, tentatively in November, to share ideas and experiences utilizing e-tool platforms for senior mission leaders and mission leadership teams in peace operations. Over the past few months, CFS has been working with hybrid learning experts on a feasibility and scoping study for the development of a pedagogical e-tool for Considerations Study in which several recommendations were put forward. The study also includes a needs assessment of trainers and end-users of the Considerations Study.



Newsletter

Purpose:

- Keeping Partners updated on ongoing and upcoming Challenges Forum's work, events and new publications, available on the website.

How to use it:

Newsletters are a complementary channel for important one-way information and does not replace social media's role of stimulating discussion and engaging interaction.

Internal communication channels

Purpose:

- Engaging and building interactive relationships between Challenges Forum's Partners.

How to use it:

Participate in targeted virtual group discussions.



Challenges Forum

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

www.challengesforum.org



FBA

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|  Argentina |  Germany |  Russia |
|  Armenia |  India |  South Africa |
|  Australia |  Indonesia |  Sweden |
|  Canada |  Japan |  Switzerland |
|  China |  Jordan |  Turkey |
|  Egypt |  Nigeria |  United Kingdom |
|  Ethiopia |  Norway |  United States of America |
|  France |  Pakistan |  World Federation of United Nations Associations |