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**Comprehensive review of the whole question
of peacekeeping operations in all their aspects**

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

The present report, prepared pursuant to General Assembly resolution [71/314](#), highlights key developments in United Nations peacekeeping since the issuance of the previous report ([A/71/587](#) and [A/71/587/Add.1](#)) and identifies issues for consideration by the Special Committee on Peacekeeping Operations. The addendum to the present report provides information on the status of the specific requests made by the Special Committee in its report for 2016 ([A/71/19](#)).



I. Strategic context and outlook

1. Developments over the past year underscored the urgent need to renew the efficacy of multilateral mechanisms to prevent, manage and end conflict. Although the prevalence of civil wars has remained stable over the past 15 years, conflicts are becoming more intractable, a trend illustrated in the length of peacekeeping missions. Poor governance, corruption, ethnic and religious tensions, weak institutions and competition for scarce resources are often among the drivers of conflict, exacerbated by the proliferation of non-state armed groups, including those using terrorist tactics, and transnational criminality. The Organization and the international community require innovative responses.

2. United Nations peacekeeping, a tool developed by the Organization to support parties to conflict to achieve peace, has a noble legacy of supporting peace and stability across the globe. Peacekeeping has evolved over the decades in response to the changing nature of conflict. Today's challenges of protracted and regionalized conflict for which definitive resolution is elusive, increasingly non-permissive environments for United Nations operations, combined with budgetary pressure, dictate fresh approaches to mandate implementation.

3. A lighter, tighter peacekeeping profile must be developed for today's conflicts, one that relies less on static, long-term and spread-out deployments, and more on specialized civilian, police and military capacities to support specific tasks. We must be able to define realistic goals and measure progress towards stability. We must consider alternative approaches to our core mandated tasks, including support to political processes, protecting civilians, monitoring ceasefires and human rights violations and early peacebuilding, some of which could be done effectively and efficiently through strengthened partnerships with local and international partners, greater use of technology, or strengthened capacity for analysis. We must be better configured to work alongside, and as appropriate and in accordance with mandated requirements, support enforcement operations.

II. Reform initiatives by the Secretary-General: redefining peacekeeping

4. In April 2017, I presented to the Security Council the components of a comprehensive strategy that supports the diverse range of our missions, based on two central principles: first, ensuring that peace operations are flexible and adapted to their context, and second, ensuring that our operations are guided by the pursuit of political solutions. To support this strategy, I highlighted nine areas for reform: (a) improving the peace and security architecture; (b) changing rules and regulations to enhance efficiency and accountability; (c) ensuring mission mandates are clear, realistic and up-to-date; (d) increasing the active roles played by women in peace operations; (e) improving and better coordinating planning, oversight and leadership; (f) increasing the use of modern technology; (g) communicating and raising awareness of the important role played by United Nations peace operations; (h) deepening ties with regional and subregional partners; and (i) building partnerships based on solid, predictable funding. The present report highlights developments in peacekeeping in support of my reforms.

5. As part of my reform package, and as a matter of immediate priority, I have initiated a series of reviews of major peacekeeping operations with a view to recommending adjustments to the Security Council for successful mandate implementation. Parameters of assessment will include the relevance and pertinence of mandates; the political environment and will of key parties, including host

Government consent; the comparative advantage of our operations vis-à-vis operations of regional, United Nations and other partners, and the configuration of support for the mission. My expectation is that these reviews will identify ideas for new, enhanced peacekeeping approaches and will strengthen their impact also on prevention through early action and political strategies to address conflict.

A. Peace and security architecture reform

6. Form must follow function, and peace operations that are fit for purpose require structures that provide them optimal support. As outlined in my report contained in document [A/72/525](#), I have proposed the reorganization of the peace and security pillar of the Secretariat, as well as improvements in its working methods and procedures, with a view to making it more cohesive, nimble and effective in its response to the peace and security challenges of today and in anticipation of those of tomorrow. I have called for the establishment of a new Department of Political and Peacebuilding Affairs and a Department of Peace Operations.

7. The two departments would share a single political and operational structure under Assistant Secretaries-General with regional responsibilities, reporting to the two Under-Secretaries-General, who would link the two departments and be responsible for the management of strategic, political and operational issues and coordination with regional partners. This arrangement would enable improved regional strategies with combined expertise under a single leadership; strengthen coherence and provide clearer lines of engagement with and provision of substantive guidance and support to field presences; and enhance cooperation with regional organizations, among other partners.

B. Management reform

8. Following extensive consultations with Member States, I have prepared two reports that will be introduced to the Fifth Committee at the main part of the seventy-second session of the General Assembly. My report, entitled “Shifting the management paradigm in the United Nations: ensuring a better future for all” ([A/72/492](#)), outlines my vision and the overarching principles for reforming the management of the Secretariat to better support mandate delivery. The second report ([A/72/492/Add.1](#)) contains concrete measures to improve and streamline the programme planning and budgeting process of the United Nations. Further reports containing concrete measures in the various management reform areas will be submitted to the General Assembly at future sessions.

C. Development system reform

9. To provide more integrated, responsive and effective support to Member States as they seek to implement the 2030 Agenda for Sustainable Development, I announced in June 2017 a comprehensive and bold agenda to strengthen the way in which the United Nations delivers as a system for the people we serve. The reforms I have proposed will make us better able to support the efforts of Member States to achieve the Sustainable Development Goals in an integrated manner, including Goal 16, which calls for the promotion of peaceful and inclusive societies, the provision of access to justice for all, and the building of effective, accountable and inclusive institutions at all levels.

10. In particular, my recommendations to strengthen the resident coordinator function for the effective coordination of system-wide activities towards achievement of the 2030 Agenda will have positive effects on strengthening the conditions for peace and for transitions out of crises to long-term development and sustained peace. The strategic alignment of priorities through the United Nations Development Assistance Framework, which is being repositioned as the single most important United Nations planning tool, will also drive integrated support to a country, noting that Development Assistance Frameworks already serve as integrated strategic frameworks in several mission settings.

III. Leveraging politics for peace

A. Trends and key themes emerging from operational developments

11. Peacekeeping missions in Africa and the Middle East continue to face challenging and volatile political, operational and security conditions, requiring sustained and intense political and operational engagement. Despite challenging conditions, peacekeeping operations have continued to focus on supporting political processes. In the Democratic Republic of the Congo, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) continued to support the implementation of the Comprehensive and Inclusive Political Agreement signed on 31 December 2016 and efforts towards the timely organization of elections. In Mali, some progress was made in the implementation of the peace process, but implementation was hampered by a lack of trust between signatory parties, the absence of a clear vision for the implementation of the agreement, as well as recurring clashes between signatory armed groups and a deteriorating security situation in the north and centre of the country.

12. A number of missions continued to be faced with the necessity to protect civilians. In the Central African Republic, despite robust implementation by the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) of its mandate to protect civilians, the establishment of the Special Criminal Court and the training of 500 police and gendarmes, the security situation deteriorated in May 2017, with growing violence along religious and ethnic lines. The mission also suffered increased attacks against its uniformed personnel. In South Sudan, the United Nations Mission in South Sudan (UNMISS) continued to focus its attention on its mandate to protect civilians, while supporting the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan within its capabilities. In Darfur, the Security Council reconfigured the African Union-United Nations Hybrid Operation in Darfur (UNAMID), providing for reductions in the military and police components in response to the overall changes in the security situation and the operational environment. The Council expressed concern over the delays and stalled efforts to fully operationalize the Joint Border Verification and Monitoring Mechanism on the border between South Sudan and the Sudan, and stressed that the mandate of the Mechanism would not be renewed if significant progress was not made by the parties. In Lebanon, the United Nations Interim Force in Lebanon continued to play a stabilizing role in a highly unstable regional context by bringing together parties through the tripartite coordination mechanism.

13. With United Nations peace operations increasingly deployed in non-permissive environments alongside enforcement operations, a key emerging focus has been on support for and cooperation with parallel operations. In Mali, the mission was mandated to ensure adequate coordination and exchange of information with the United Nations Office for West Africa and the Sahel and Member States of the

region, as well as regional security initiatives, notably the Joint Force of the Group of Five for the Sahel, the Nouakchott Process of the African Union and the French forces, within their respective mandates. The Secretariat has begun to develop plans for a comprehensive, unified and coherent strategy bringing together development, humanitarian and human rights perspectives into cooperation with the Group of Five Force.

14. Over the past year, the consolidation of peace enabled closure of the mission in Côte d'Ivoire, transformation of the mission in Haiti to focus on support to the justice and rule of law sectors and drawdown of the mission in Liberia in accordance with Security Council mandates.

B. Primacy of political processes

15. The report to the General Assembly by my predecessor on the implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357-S/2015/682) set out the need for a renewed commitment to the political role of United Nations peacekeeping operations. This has once again been asserted by the Security Council, which stressed in its resolution 2378 (2017) that the primacy of politics should be the hallmark for the approach of the United Nations to the resolution of conflict. Since taking office, I have underscored the importance of peacekeeping operations being anchored in a political strategy, one that guides operations from start-up to drawdown.

16. We must also, however, recognize that current peacekeeping operations are deployed with mandates that are not limited to support for pre-existing ceasefire or peace agreements and are frequently deployed when perspectives for a political solution are absent or weak. This underscores the need for proactive and collective action by the Security Council, regional actors and the Secretariat to devise creative approaches for conflict resolution, through an integrated political strategy that brings parties to conflict to the negotiating table and ensures necessary follow-up and implementation. Host Governments and authorities and other parties to a conflict must also have a fundamental will for peace. Protecting civilians sustainably and in the long term is not possible without these factors. This was apparent in some peacekeeping operations, which focused much of their attention on immediate life-saving actions. The missions in the Central African Republic and South Sudan, for example, prevented communal violence and protected thousands of civilians respectively, but ultimately only a sustainable political resolution of the conflicts will ensure protection of all civilians.

17. The primacy of the political aspects is not limited to actions at the national level. Through their work to facilitate dialogue and support local mediation efforts, peacekeeping missions have played a key role in preventing or mitigating violence and promoting reconciliation and social cohesion. Efforts in UNAMID and UNMISS, among other missions, have demonstrated the importance of addressing conflict at the local level. Peacekeeping missions have focused on mitigating and addressing local conflicts not only because of the impact these conflicts have on communities, particularly the casualties they produce, but also because of their ability to influence national political processes and regional dynamics. Local conflicts are also very susceptible to the influence of political actors.

18. In all these contexts, the political engagement and support of regional stakeholders and Member States are critical to ensure that the window of opportunity that peacekeeping provides is fully capitalized.

C. Building and sustaining peace

1. Role of peacekeeping in sustaining peace

19. In the framework of the resolutions of the Security Council and the General Assembly on sustaining peace (resolutions [2282 \(2016\)](#) and [70/262](#) respectively) and other relevant resolutions, including on specific mandates, peacekeeping operations have continued to play an important role in sustaining peace in all phases of their engagement with host Governments and communities and with other peacebuilding partners. Through good offices, community engagement, institution-building, the provision of security and a wide range of activities that are necessary to lay the foundations for durable peace, peacekeeping operations have contributed to political processes and progress towards recovery, reconstruction and development. Peacekeeping operations have continued to collaborate closely with United Nations country teams, including by funding mandated programmatic activities through peacekeeping assessed budgets in areas such as the rule of law, national reconciliation and social cohesion, and human rights. The use of this mandate delivery modality has contributed to a smooth transition process in Côte d'Ivoire, is supporting the ongoing transitions in Liberia and Haiti, and is strengthening peace support and peacebuilding programmes in several mission settings.

20. Peacekeepers working at the field level engage in various activities aimed at extending the authority of the State. For instance, MINUSCA and the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) continue to assist the State in deploying local authorities to the periphery to increase state presence. They also supported efforts to rehabilitate infrastructure in the regions. MONUSCO is strengthening the capacity of local state authorities to perform critical protection and reconciliation functions, an essential aspect in building local capacity for peace.

2. Rule of law, justice and corrections

21. Justice and corrections components of peacekeeping operations continue to play an important role in sustaining peace, by strengthening the rule of law in countries emerging from conflict, and contributing to the extension of State authority, the fight against impunity and the protection of civilians. These efforts include assistance to hold perpetrators accountable for crimes that fuel conflict and to operate secure and humane prisons. Without functioning rule of law institutions, spoilers are likely to continue resorting to violence with impunity and prisons are likely to become overcrowded, making them vulnerable to riots, mass escapes and armed attacks.

22. In the Central African Republic, MINUSCA has supported efforts by the authorities to detain and prosecute individuals for war crimes, rebellion and other offences. MINUSCA, with partners, also assisted in making operational the Special Criminal Court to investigate and prosecute serious human rights violations, including by shaping the Court's prosecutorial strategy through the report of the mapping project developed by the Office of the United Nations High Commissioner for Human Rights (OHCHR) and MINUSCA to document serious violations of international human rights law and international humanitarian law committed in the Central African Republic. In the Democratic Republic of the Congo, MONUSCO supported criminal trials against army officers and members of armed groups. In Mali, support from MINUSMA to a specialized unit for investigating and prosecuting terrorism and transnational organized crime contributed to several arrests and trials. MINUSMA also helped authorities in Mali to implement security measures to prevent and detect extremism and to strengthen the management of

prisons to prevent them from becoming breeding grounds for violent extremism. In Darfur, UNAMID supported rural courts in resolving intercommunal land disputes, which fuel conflict.

23. At United Nations Headquarters, the Justice and Corrections Service of the Department of Peacekeeping Operations, including its Justice and Corrections Standing Capacity, continued to provide substantive and operational support to missions; develop guidance materials and training programmes; and strengthen partnerships with other actors, including through the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and Other Crisis Situations, led by the Department of Peacekeeping Operations and the United Nations Development Programme (UNDP), together with OHCHR, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Office on Drugs and Crime and the Office of the United Nations High Commissioner for Refugees.

3. United Nations Police

24. The important role of United Nations police is highlighted in Security Council resolution 2185 (2014) and in my report on United Nations policing of 2016 (S/2016/952). United Nations police contribute to conflict prevention and management, as well as peacebuilding, by protecting civilians and strengthening host State policing capacities.

25. In response to the review by the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and my predecessor's report on the implementation of the Panel's recommendations (A/70/357-S/2015/682), the report on policing set out a reform plan that the Secretariat began implementing in close cooperation with Member States to further improve the performance of United Nations police, including:

(a) United Nations police practice has become increasingly consistent thanks to the development of manuals on mission-based police planning; police monitoring, mentoring and advising; community-oriented policing; donor coordination and funds management; and intelligence-led policing and crime intelligence, which form part of the Strategic Guidance Framework for International Police Peacekeeping;

(b) The Department of Peacekeeping Operations has strengthened its ability to obtain quality policing capacities and capabilities by revising the standard operating procedures for the selection, assessment and deployment of police personnel, including formed police units. A senior police leadership roster has been established, skill sets required for missions have been aligned with the Strategic Guidance Framework, continuous outreach to increase female police participation has been conducted, specialized police teams, including on serious and organized crime and on sexual and gender-based violence, have provided targeted policing expertise requested by host States, and further refinements in the police human resources management system have been undertaken to shorten timelines for vetting procedures;

(c) In the light of constantly evolving operating contexts, the composition of the Standing Police Capacity has continued to be assessed and its skill sets have continued to be developed so as to ensure it can meet current and anticipated peacekeeping demands. Informed by host State and mandated priorities, the Standing Capacity has been building its expertise in gender-sensitive policing, police reform, the protection of civilians, crime analysis and investigation.

26. United Nations policing plays a central role in peacekeeping transitions, for example in Liberia and Haiti, which increasingly focus on policing and the rule of law to facilitate the mission's exit. In Haiti, the transition from the United Nations

Stabilization Mission in Haiti (MINUSTAH) to the United Nations Mission for Justice Support in Haiti (MINUJUSTH), a small peacekeeping mission without a military component, reflects an innovative approach that emphasizes the strong links between the rule of law and policing and the United Nations stabilization and peacebuilding objectives. Yet, critical challenges remain, including the overall mismatch between mandated policing tasks; authorized postures versus allocated resources; limited nominations of expert personnel with the skill sets and languages required for deployment, women police officers and capable and mobile units that are well trained and equipped; and access to and the use of technology. Strong leadership by Member States, the Secretariat and other partners is required to meet today's demands for police in peacekeeping.

4. Disarmament, demobilization and reintegration

27. Peacekeeping operations have continued to adapt activities in the area of disarmament, demobilization and reintegration (DDR) to address diverse and complex circumstances. In many contexts where DDR is currently mandated, the lack of a political process has led to delays in implementation. Therefore, to lay the foundation for DDR and to contribute to stabilization, community violence reduction programmes have been implemented in the Central African Republic, the Democratic Republic of the Congo, Mali and Darfur, drawing lessons from experience in Côte d'Ivoire and Haiti, where the community violence reduction programme will continue under MINUJUSTH. These programmes provide a disincentive to violence for members of armed groups and at-risk youth through grass-roots community engagement such as vocational training schemes and short-term employment. In the Central African Republic, MINUSCA has introduced a pre-DDR programme to stabilize communities in advance of and during peace negotiations by engaging combatants in income-generating activities.

28. The Department of Peacekeeping Operations is developing and reviewing several DDR-related guidance documents, including on community violence reduction for practitioners, and is engaged in the review of the Integrated Disarmament, Demobilization and Reintegration Standards, through the Inter-Agency Working Group on Integrated Disarmament, Demobilization and Reintegration. This work entails a systematic review of the 10-year-old Standards and development of guidance, especially in contexts where comprehensive peace agreements may be lacking and where violent extremism is present. Revised guidance is also required in the area of reintegration, which remains challenging in DDR programmes and which requires further coherence among United Nations entities. Guidance was also under development with partners on children and violent extremism, integration of ex-combatants into national security and defence institutions and effective arms management.

29. In partnership with the World Bank, the Department of Peacekeeping Operations has provided support for the implementation of the African Union Disarmament, Demobilization and Reintegration Capacity Programme, which was initially launched in 2012. The latest phase of the Programme is aimed at strengthening capacities within the African Union and among its member States and regional partners to support national and regional DDR initiatives in Africa and to reinforce the institutional and operational partnership among the African Union, the World Bank and the United Nations for joint planning and implementation of DDR.

5. Security sector reform

30. Security sector reform components in five peacekeeping missions have supported nationally led efforts to build resilient security institutions and prevent relapse into conflict in line with Security Council resolution [2151 \(2014\)](#). In the

Central African Republic, MINUSCA provided technical advice on the preparation of the law on national security policy and the national security sector reform strategy and continued to support efforts to establish a national security council. In Mali, MINUSMA has supported the establishment and operationalization of the National Council for Security Sector Reform, which defines the strategic direction and sets the national priorities for the implementation of the security sector reform process. Security sector reform components in MINUSCA, MINUSMA and the United Nations Assistance Mission in Somalia (UNSOM) have supported the coordination of international support to the security sector. MINUSCA and the European Union have produced a support plan on security sector reform and the rule of law in the Central African Republic.

31. Security sector reform strategies seek to bolster the legitimacy and coherence of the security sector in Mali and the Central African Republic and were integral to the transition from peacekeeping to peacebuilding in Côte d'Ivoire. In resolution [2333 \(2016\)](#), the Security Council requested the United Nations Mission in Liberia (UNMIL) to develop a peacebuilding plan that included security sector reform and the rule of law, two areas that are crucial to sustaining peace. The United Nations, in close partnership with the World Bank, has supported the implementation of public expenditure reviews of the security sector in the Central African Republic, Liberia and Somalia to support evidence-based policy options for the reform of the respective security sectors. The Security Sector Reform Unit of the Department of Peacekeeping Operations has commenced a review of the defence sector reform policy in consultation with peacekeeping and special political missions mandated to provide support to defence sector reform.

6. Mine action

32. The increasingly dangerous environments in which peacekeeping missions operate and the expanded range of explosive hazards require robust explosive hazard threat mitigation. The Security Council recognized this by including mine action in the mandates of two thirds of current peace operations and by adopting a stand-alone resolution on mine action (resolution [2365 \(2017\)](#)).

33. Mine action contributes to building and sustaining peace by protecting United Nations personnel and assets, enabling mandate implementation and reducing the impact of contamination in affected communities while providing opportunities for sustainable development. The risk mitigation and clearance activities undertaken by the Mine Action Service, for example, allow safe patrolling in Abyei and northern Mali and facilitate access for humanitarian operations in South Sudan. Mine action protects civilians from explosive hazards during and after operations against armed groups in the Democratic Republic of the Congo and contributes to the security and safety of civilians in protected sites in South Sudan. Employment of ex-combatants and civilians as deminers further helps foster conditions conducive to peace.

34. Efforts by the Mine Action Service to refurbish armouries and train national authorities, including in the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Mali, Somalia, Abyei and Darfur, help to ensure the safe and secure management of weapons and ammunition, reduce the risk of recirculation, prevent accidental explosions and support compliance with arms embargoes.

35. Over the past two years, the number of ceasefire and peace agreements that integrate provisions on mine action has increased, demonstrating a growing recognition of the importance of mine action to sustaining peace in the aftermath of conflict. As experiences in the Central African Republic, Cyprus and the Sudan show, mine action can be an effective means to yield early confidence-building gains and demonstrate valuable peace dividends in complex and politically sensitive environments.

IV. People-centred operations

A. Gender

36. The Department of Peacekeeping Operations has made progress in implementing Security Council resolutions 1325 (2000) and 2242 (2015) in close collaboration with UN-Women and the Department of Political Affairs. Responding to key recommendations in resolution 2242 (2015), the two Departments and UN-Women agreed to work together to improve expertise in peacekeeping operations through integrating gender into conflict analysis, joint mission planning processes, development of tools and practices to enhance the transition of action related to gender and women and peace and security to United Nations country teams, and development of common key messages for strategic planning processes.

37. Under the auspices of the Global Focal Point for Police, Justice and Corrections, collaboration between the Department of Peacekeeping Operations and UN-Women has ensured that women's security and access to justice are integrated into rule of law programming initiatives. A significant percentage of joint, multi-year programme budgets for activities related to the rule of law have allocated funds to meet the needs of women in the Central African Republic (16 per cent), Mali (20 per cent) and Somalia (27 per cent).

38. The Department of Peacekeeping Operations collaborates with UN-Women through several United Nations inter-agency forums pertaining to the rule of law and security institutions. Projects implemented in this framework include the integrated technical guidance note on security sector reform and gender and the current revision of the Integrated Disarmament, Demobilization and Reintegration Standards. In addition, the partnership between the Department and UN-Women led to the integration of gender considerations into conflict analysis (MINUSCA), the development of gender transition plans (UNMIL and MINUSTAH) and participation by the Gender Unit of the Department and UN-Women in joint strategic assessment missions (Haiti and Somalia). The Department also engaged with UNDP and the Peacebuilding Support Office to enhance the implementation of mandates on gender and women and peace and security through strengthened analyses across the conflict and peace continuum.

39. With regard to military and police aspects, the Department of Peacekeeping Operations and UN-Women facilitated the training of military gender advisers to ensure the integration of a gender perspective in military operations in MONUSCO, MINUSMA, UNMISS and MINUSCA. The United Nations Police Gender Toolkit also contributed to gender-sensitive policing practices in missions, including in MINUSTAH and UNMISS.

B. Protection of civilians

40. With more than 95 per cent of peacekeepers serving in the nine missions with mandates for the protection of civilians, expectations for mandate delivery are extremely high. While recognizing that the primary responsibility for the protection of civilians rests with host Governments, protecting civilians remains a priority task for peacekeeping. It is a core component of efforts of peacekeepers towards a lasting political settlement and must be part of a comprehensive, whole-of-mission and politically driven approach to peace processes.

41. Protecting civilians is fundamentally about preventing violence and conflict. The Department of Peacekeeping Operations and the Department of Field Support have taken steps to improve mission preparedness through capacity-building,

improved planning and forward-looking situational awareness. The Departments have supported missions, through training and advice, to conduct assessments of threats to civilians so as to better inform decisions on the resourcing and conduct of operations to protect civilians, as well as to conduct tabletop exercises on simulated threats to civilians to ensure that tasks and objectives are clear.

42. Building on existing guidance, guidelines on the role of United Nations police in implementing mandates for the protection of civilians have been rolled out and a new comprehensive course has been developed for predeployment and in-mission training. An assessment of needs for in-mission training for protection of civilians, including a survey of staff in field missions, was conducted over several months in 2017.

43. To clarify expectations on the delivery of mandates to protect civilians and strengthen their implementation, the Department of Peacekeeping Operations and the Department of Field Support have begun to develop a policy for effective and accountable performance of mandates to protect civilians, focusing on civilian and uniformed senior leadership. The Departments are also working to strengthen the training and mentorship of incoming senior leaders and civilian staff to strengthen the whole-of-mission approach to the protection of civilians.

C. Child protection

44. The Department of Peacekeeping Operations and the Department of Field Support continued to deploy child protection staff in five peacekeeping operations and to strengthen policy, guidance and training on child protection for all peacekeepers. An updated policy on child protection in United Nations peace operations was completed and issued jointly with the Department of Political Affairs. The policy highlights the obligations of peacekeeping operations in addressing child protection concerns, abiding by international child protection standards and mainstreaming child protection across the work of all mission components. The Department of Peacekeeping Operations and the Department of Field Support are currently developing a child protection manual and training for child protection staff to support the implementation of the policy. Provision of training to uniformed personnel on child protection to enable them to effectively recognize and respond to child protection issues encountered in the field remained a key priority, and training has been provided for military gender officers in the field to facilitate greater integration of child protection into military operations.

D. Conflict-related sexual violence

45. The Department of Peacekeeping Operations and the Department of Field Support continued to work in close partnership with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and OHCHR to foster an integrated approach to conflict-related sexual violence. This collaboration supported the development and provision of operational guidance and support, complementary engagement with host Governments and non-state actors and the provision of technical support for local partners. Peacekeeping missions monitored, analysed and reported on conflict-related sexual violence, supported access to justice for victims, strengthened the capacity of national institutions to fight impunity for this crime, promoted legislative reform in line with human rights standards and raised awareness among State actors and local populations.

46. The Department of Peacekeeping Operations and the Department of Field Support developed a best practices handbook and video on conflict-related sexual

violence for all staff, reflecting the experience of the five peacekeeping missions with mandates on the subject. A policy on the prevention of and response to conflict-related sexual violence in peacekeeping operations is being developed, with the aim of providing field missions with an overall framework to address such violence.

E. Human rights

47. Peacekeeping operations continued to support peace efforts through information collection and analysis, early warning and response, including in the context of mandates to protect civilians, the fight against impunity and the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces. The human rights component of MONUSCO, for example, contributed to a mission-wide strategy for the protection of civilians through monitoring, analysis and reporting, capacity-building and technical cooperation, assistance to civilians under threat, early warning mechanisms and support for the identification and prosecution of individuals responsible for serious human rights violations. MINUSCA, MONUSCO, UNMISS, MINUSMA and OHCHR continued to support implementation of the policy.

48. Training on international human rights and humanitarian law and related policy and operational matters was provided to peacekeepers in seven missions by human rights components. They also provided technical support to government institutions and local stakeholders and contributed to peace processes, for instance through support to national truth, accountability and reconciliation mechanisms and rule of law institutions. Their monitoring and reporting function will benefit from a study of good practices and lessons learned on public human rights reporting by peace operations, prepared by OHCHR, the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs.

49. The United Nations systematically requests Member States to certify that the personnel they nominate meet the requirements of the policy on human rights screening of United Nations personnel. Individuals who fail to meet screening requirements are excluded from serving in the United Nations. Where there are concerns that units of uniformed personnel may have been involved in human rights violations, the United Nations works with the Member State concerned to put in place additional safeguards, such as mitigation measures or strengthening domestic screening processes.

50. Child protection and conflict-related sexual violence functions continue to be consolidated with human rights functions of peace operations, with progress made in three priority missions (MINUSCA, MINUSMA and UNSOM) and a start made in MONUSCO. Consolidation aimed at producing sharper analysis and coherence in engagement with internal and external stakeholders continued.

F. Community engagement

51. In line with continued efforts to adopt people-centred approaches, the Department of Peacekeeping Operations and the Department of Field Support have focused on enhancing community engagement in peacekeeping missions. Strategic engagement with local communities and actors plays a crucial role in facilitating successful mandate implementation and sustaining peace. Current work has focused on MINUSCA and UNMISS, with the intention of developing community engagement strategies in all missions, thus enabling peacekeepers to have an impact on protection of civilians, the rule of law, conflict management and reconciliation

efforts. Furthermore, the Departments have taken steps to improve missions' analyses of local conflict dynamics and trends so as to equip peacekeepers with tools to better understand the context and actors in the areas where they operate. This effort will further contribute to improving peacekeeping missions' engagement with local communities and actors.

V. Orienting implementation for results

A. Strengthening field support

1. Strategic alignment and priorities

52. In 2017, the Department of Field Support worked to align its efforts and ongoing initiatives with the vision of the Secretary-General for a United Nations that is nimble, efficient and effective in order to provide flexible and pragmatic solutions in a transparent and accountable manner. In the coming year, the Department will continue to focus its efforts on supply chain management, environmental management, business process improvement, leveraging new technology and strengthening measures related to conduct and discipline.

2. Business process improvement

53. The Department of Field Support has further institutionalized its mechanisms for measuring client satisfaction. The fifth edition of its global client survey was completed in 2017. This survey of all civilian and uniformed personnel tracks the importance of and satisfaction with various field support services across all missions. In 2017, 71 per cent of respondents expressed overall satisfaction with support services, up from 65 per cent in 2016. The survey indicates that satisfaction with field support services has increased each year since the inception of the survey.

54. The Department of Field Support also continues to use its internal management forums to better nurture continuous improvement. The Department convenes a client advisory board, a first in the Secretariat, twice a year to gather feedback from senior military, police and civilian client representatives and to recalibrate performance measures and priority initiatives. These efforts and internal management processes are designed to ensure that performance is reviewed, challenges are identified and corrective action is taken in a systematic manner.

55. To further enhance performance measurement, the Department introduced a common set of 14 performance indicators for the support components of peacekeeping missions into the 2017/18 results-based budgeting frameworks. These indicators track core elements of support performance across missions. Combined with context-specific measures, the common indicators have helped nurture a shared understanding of what it means to perform well in field support, highlighting the progress, gaps and challenges in missions to staff, clients and stakeholders. To continually improve the indicator framework, the Department plans to introduce further indicators into the results-based budgeting frameworks for 2018/19.

3. Environmental management

56. The Department of Field Support has continued to take action to reduce the environmental impact of peacekeeping operations, including through the implementation of its environmental strategy, which focuses on five pillars: energy; water and wastewater; waste; the wider impact; and the environmental management system.

57. With the support of the United Nations Environment Programme (UNEP), the Department of Field Support has developed several tools to enhance the environmental performance of field missions, including a mission-wide environmental action plan template used by all missions both to report on past performance and to plan ahead, integrating a risk management approach. The environmental management system, one of the five pillars of the environmental strategy, uses a scorecard to manage performance. The performance of each mission will be reported in its respective budget performance report each year, beginning with the 2017/18 financial period.

58. Based on specific requests of missions and the priorities identified in the environmental strategy, the Global Service Centre, with UNEP, supported several field missions in their efforts to implement environmental and waste management policies, including through, inter alia, the disposal of hazardous waste during mission liquidation, installing wastewater treatment plants, advising on the installation of water and energy meters to increase efficiency, undertaking environmental baseline studies and completing energy assessments, including plans to increase the use of renewable energy.

4. Supply chain management

59. Improving the effectiveness and efficiency of logistics support to the field missions continues to be a priority. In 2015, the Special Committee on Peacekeeping Operations requested the Secretariat to further develop supply chain management and to address its deficiencies so as to improve services to the missions. In 2016, the administration developed and promulgated a supply chain management blueprint providing detailed operational guidance for implementation of end-to-end supply chain management in the Department of Field Support. The overall efficiency and effectiveness of supply chain management will be measured through a performance management framework which is currently under development. The blueprint remains a living document and it will be implemented in phases and supported by short-term projects to complement broader Secretariat reform initiatives.

60. The Secretariat completed three out of four projects related to supply chain management initiated in 2016 in the areas of centralized warehousing, acquisition planning and the use of international commercial terms. The fourth project, on regional consolidation through the East Africa corridor, is still ongoing. The East Africa corridor project will serve as a proof of concept for the integrated end-to-end supply chain and will test the use of coordinated planning, strategic sourcing and delivery processes for a limited set of commodities. The project focuses on peacekeeping missions in eastern Africa, including MONUSCO, UNAMID, the United Nations Interim Security Force for Abyei (UNISFA), UNMISS and the United Nations Support Office in Somalia (UNSOS). In 2017, the Secretariat commenced a number of new projects in the areas of category management.

B. Improving performance and effectiveness

1. Strategic force generation

61. Through its Strategic Force Generation and Capability Planning Cell, the Department of Peacekeeping Operations continued to ensure strategic engagement by the Secretariat with Member States on their potential peacekeeping contributions and to support systematic planning by the Department of Peacekeeping Operations and the Department of Field Support on future peacekeeping capability needs. Preparatory meetings for the Defence Ministerial Conference held in Vancouver, Canada, in November 2017 were held in Kigali, Tokyo and Dhaka, during which

new capability pledges and support for training and capacity-building initiatives were solicited, particularly with regard to medical capabilities and improving gender balance. The first mission-specific strategic force generation conference was organized in May 2017, securing pledges to fill capability gaps in MINUSMA and forming the basis for a longer-term rotation system for selected units in that mission.

62. The Peacekeeping Capability Readiness System continued to serve as a central component of the strategic force generation effort by the Department of Peacekeeping Operations to develop an accurate understanding of available Member State capabilities for peacekeeping. In August 2017, 81 countries had military or police units registered in the System.

63. To assess and help to improve the preparedness of pledged units, the Department of Peacekeeping Operations and the Department of Field Support has organized and conducted assessment and advisory visits to a total of 35 countries since March 2016. Following these visits, support for capability development and training for troop- and police-contributing countries that require it has been facilitated by the Departments, together with Member States. This significant effort is crucial to broaden the base of contributors and ensure sufficient capabilities that meet relevant United Nations standards. Going forward, additional priorities will include increased engagement with Member States to identify opportunities to fill emerging capability gaps and the development of triangular capacity-building partnerships, such as the triangular partnership project to enhance the engineering capabilities of African troop-contributing countries and the United Nations Military Signals Academy.

2. Planning and analysis in peacekeeping operations

64. To ensure coordination and coherence in planning peacekeeping operations, and to clarify roles, responsibilities and decision-making, the Department of Peacekeeping Operations and the Department of Field Support finalized a new policy in 2017 on the planning and review of peacekeeping operations. The policy is an important tool to unify assessment and planning practice across the two Departments, ensuring clarity in strategic direction and serving as a basis to further professionalize and build an institutional culture of strategic planning.

65. The policy sets out four phases: assessment; development of plans; implementation and monitoring; and review and assessment for existing and newly established peacekeeping operations. Mission concepts and plans should guide mandate implementation, help to monitor the impact of interventions by peacekeeping operations and be continuously updated based on a conflict analysis. The new policy complements the policy on integrated assessment and planning, which applies to United Nations system-wide planning processes but does not address planning undertaken specifically by the Department of Peacekeeping Operations and the Department of Field Support.

66. The roll-out and implementation of the new mission planning policy will take place during the current budgetary cycle, including through training of staff members involved in planning processes at Headquarters. Efforts are also under way to provide guidance on mission plans, intended to translate strategic guidance from mission concepts into operational plans with clearly defined goals, timelines and benchmarks.

3. Supporting performance in the field

67. To ensure command and control, roles and responsibilities in peacekeeping operations are clarified and strengthened at the strategic, operational and tactical

levels of authority. The Department of Peacekeeping Operations and the Department of Field Support are reviewing the policy on authority, command and control in United Nations peacekeeping, including through the identification of strengths and weaknesses in the current framework. While the policy provides a largely appropriate basis for authority, command and control for peacekeeping operations in key areas of operations, leadership, planning, capabilities and communication, an update to reflect changes in peacekeeping operating environments, while enhancing the scope for more effective performance, is necessary. Furthermore, clarification is needed with respect to certain areas, including prioritization and tasking of aviation assets and the tasking of enabling units such as engineering, medical and modern technological assets.

68. Implementation of the operational readiness assurance framework has been ongoing and included the promulgation of operational readiness preparation guidelines for troop-contributing countries in January 2017, which set forth the minimum requirements to be a military peacekeeper and provided a predeployment training curriculum. In addition to the operational readiness assurance policy, two standard operating procedures were developed in 2016 on evaluation of subordinate military entities by force and sector commanders, and evaluation of force headquarters. Following promulgation of the operational readiness assurance policy, Member States have certified the operational readiness of 104 out of 292 deployed units, and additional measures to increase the level of compliance with certification requirements are under way. Following the promulgation of the standard operating procedures, 232 subunits and 15 force headquarters were evaluated between the second quarters of 2016 and 2017. The evaluations highlighted several issues for follow-up and the Office of Military Affairs of the Department of Peacekeeping Operations intends to share the results with relevant troop-contributing countries with a view to improving performance and mandate implementation. In the meantime, the Office continued to disseminate the United Nations Military Unit Manuals (11 military standards), including through a series of regional implementation seminars organized within troop-contributing countries.

4. Technology and innovation

69. Peacekeeping missions continued to benefit from the deployment of technology, including sensors for security, and the introduction of innovative information tools. Better imagery was obtained from satellites, aerial vehicles (manned and unmanned) and day and night cameras mounted on masts and vehicles and worn by uniformed personnel. “Sense and warn” radars, which detect incoming artillery and mortars and issue warning signals, protected selected United Nations camps and have saved lives during attacks in Mali. Personnel and vehicle tracking systems are expanding so that missions can better locate and support peacekeepers in need. New communications systems, including modular command centres with radio and satellite equipment to exchange data and make voice and video calls, are bridging the interoperability gap between contingents and humanitarian personnel in peacekeeping missions.

70. The Department of Peacekeeping Operations and the Department of Field Support have developed policy, training and community support for information security to accompany specific technologies. To protect information, mandatory training on the policy concerning information sensitivity was developed for all field missions, with preparation of a module in French under way. A review of information management policies resulted in the streamlining and revision of records management policies and an electronic document management framework aligned with international standards. The situational awareness programme will provide standardized software and processes for effective, efficient and integrated

information validation, analysis, visualization and reporting. The first secure mission network established in MINUSMA attained international standards in storing and distributing sensitive information. This approach accounts for challenging field conditions and allows staff to access records and documents from any peacekeeping location. Work to develop a policy on information privacy, addressing the technical handling of documents and data containing personally identifiable information, has begun.

71. A map of internal and external sources of authoritative information, the peace operations data catalogue, has been developed and disseminated. A community of practice for staff with planning, analysis, monitoring and reporting responsibilities was established and training sessions on data literacy conducted. Additional analytic tools and training have been introduced to improve access and use of data for information-led decision-making.

72. The Partnership for Technology in Peacekeeping has become a major forum for consultation with Member States, academia and think tanks, with the next symposium planned for spring 2018. Major themes for the symposium from a peacekeeping perspective will include camp security, rapid deployment, big data and social media, the situational awareness programme and the next wave of technologies that will influence the peacekeeping operating environment.

5. Intelligence in peacekeeping

73. As peacekeeping missions deploy with robust mandates to increasingly high-paced and dangerous threat environments, a higher level of quality, certainty and timeliness of analysis is required to enable the safe and effective implementation of peacekeeping mandates.

74. In this context, and in the light of Security Council and General Assembly recognition of the need for improved situational awareness, the Department of Peacekeeping Operations and the Department of Field Support adopted an overarching policy on peacekeeping intelligence in May 2017, which takes a mission-focused approach to peacekeeping intelligence. It foresees a larger policy framework composed of operational guidance for individual mission components, standard operating procedures related to specific processes, and mission planning documents. The policy framework is being developed to address the gaps in the core needs for intelligence in peacekeeping, while taking into consideration the political sensitivities around the management of intelligence. In light of the interest shown by Member States, the policy will be reviewed after one year to take into account lessons learned and experience in the missions.

75. New types of unmanned aerial vehicles have been deployed in missions to increase situational awareness. Long-endurance satellite-guided unmanned aerial vehicles have been deployed to MINUSMA. The tactical system in MONUSCO continues to provide useful information, although it only employs one aerial vehicle. The use of micro-unmanned aerial vehicles has been pioneered in MINUSCA, with applications for overhead monitoring during crises, protection of civilians, post-conflict assessment and convoy protection. Standard operating procedures are being developed for the use of unmanned aerial systems as a part of the intelligence policy framework and a review of the whole capability of unmanned aerial vehicles is currently being conducted by the Department of Peacekeeping Operations and the Department of Field Support, reflecting on the use of unmanned aerial vehicles in peacekeeping operations to date and assessing the emerging operational needs, so as to determine the adequate use of the unmanned aerial vehicle capability required in peacekeeping operations, in line with the peacekeeping intelligence policy.

6. Strategic communications

76. Strategic communications in peace operations continues to be a key aspect of successful mandate implementation. Communications strategies were prepared for missions in transition such as in Côte d'Ivoire, Haiti, Liberia and Darfur and for critical incident situations including in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan. These Headquarters and field strategies, utilizing several dissemination and outreach channels, promote support for peacekeeping, dispel misconceptions, counter misinformation and inform key audiences. The policy on strategic communications and public information has been updated and disseminated to all peace operations. The Department of Peacekeeping Operations, together with the Department of Public Information, is developing and implementing communications plans, including a departmental strategy and a "value of peacekeeping" campaign to coincide with the seventieth anniversary of United Nations peacekeeping in May 2018. A major digital media initiative is also under way, the United Nations peacekeeping website has been revamped and several social media channels are being expanded or launched.

7. Training and best practices

77. Initiatives in the reporting period focused on strengthening and sustaining mission performance through better and more consistent training for uniformed and civilian leaders, contingents and individuals. New United Nations core predeployment training materials for all personnel were released in May 2017; these reflect cross-cutting priorities such as protection of civilians, conduct and discipline, sexual exploitation and abuse, human rights, gender mainstreaming, conflict-related sexual violence, child protection and environmental management. The first training-of-trainers courses were held in August 2017 for troop- and police-contributing countries and field missions.

78. The United Nations comprehensive protection of civilians training package for troop-contributing countries integrates guidance on protection of civilians, child protection and conflict-related sexual violence for military personnel at the tactical level to plan and execute operations. The first pilot training-of-trainers course was held in May 2017. Specialized training materials on child protection for police components were launched in December 2016. The standardized training module on child protection for military components developed in 2014 will be updated and rolled out in 2018. In July 2017, a training-of-trainers course on the integrated training materials on conflict-related sexual violence was delivered for civilian and uniformed personnel from five peacekeeping missions to support the rolling-out of the materials within missions.

79. The first pilot course for the mission advanced staff training programme was launched in May 2017. The aim is to strengthen readiness of staff for field mission management assignments such as chief/director of mission support, mission chief of staff and heads of components. A course for police commanders is being developed to provide senior United Nations police officers with the skills needed to coherently implement the Strategic Guidance Framework for International Police Peacekeeping.

80. Training materials have been revised and developed to better reflect current United Nations peacekeeping operations using scenario-based exercises and mission-specific case studies to practise and strengthen the skills of mission leadership teams. Tabletop exercises are conducted to strengthen decision-making and planning, particularly for protection of civilians. A training-of-trainers course was conducted in March 2017 to build mission capacity to regularly hold tabletop exercises and missions are now required to do so annually.

81. A pilot centre for training of trainers established in 2016 in Entebbe, Uganda, provides troop- and police-contributing countries with consistent and quality training support intended to strengthen the capacities of Member States to deliver predeployment training required by the United Nations. The centre has conducted training-of-trainers courses for the United Nations staff officer course, the comprehensive protection of civilians training package, child protection and the military gender adviser course. For the remainder of 2017, the centre will conduct additional training of trainers for the staff officer course, as well as provide support for the police assessment certification course and the course for military sector commanders.

82. The Department of Peacekeeping Operations and the Department of Field Support have a robust organizational learning process in place that includes capturing and sharing lessons and experience in missions through after-action reviews, end-of-assignment reports and lessons learned studies, the development of policy and guidance materials informed by identified lessons and the development and roll-out of training based on policy standards. In this regard, the Departments have an extensive work stream on mission transitions and liquidation. In 2017, the Departments started a revision of the liquidation manual. The revised manual will be based on concrete lessons from the liquidation of the United Nations Mission in Côte d'Ivoire (UNOCI) and MINUSTAH and will provide guidance for the upcoming liquidation process of UNMIL.

83. Guidance and training materials are made available to Member States and peacekeeping training institutes through the Peacekeeping Resource Hub, which is available in the six United Nations official languages and currently holds 340 documents. In 2017 the number of subscriptions rose from 563 to 831.

C. Capability development

84. The Department of Peacekeeping Operations and the Department of Field Support have continued to work with troop- and police-contributing countries to enhance the uniformed capabilities of peacekeeping operations to better adapt them to the mandates and the operating environments of modern peacekeeping operations. In 2017, the Uniformed Capabilities Development Steering Group oversaw the ongoing implementation of eight projects dedicated to specific areas of capability development. The projects focus on survivability of improvised explosive device incidents; rapid deployment; planning and implementation; high-mobility units in theatre; transnational threats; information-led operations; and medical support. A new project was added in 2017 on the generation of military helicopter capabilities.

1. Rapid deployment

85. A key aim of the capability development agenda and the Peacekeeping Capability Readiness System is to facilitate the rapid deployment of uniformed capabilities: a complex, difficult and costly process. Realizing that keeping units at a high state of readiness is not without financial costs to troop- and police-contributing countries, the Secretariat put forward a proposal to the Working Group on Contingent-Owned Equipment, agreed to by the General Assembly, to reimburse a percentage of the maintenance costs to troop- and police-contributing countries maintaining units at the rapid deployment level of the System. To implement this, guidelines for the selection and reimbursement of units at the rapid deployment level were developed. A number of countries have pledged units to the rapid deployment level for 2017/18 that will fulfil most of the vanguard brigade requirements.

86. Two tabletop exercises on rapid deployment were undertaken in the first half of 2017 to further refine rapid deployment concepts and identify gaps that need to be addressed. The Secretariat is also planning a command exercise with troop-contributing countries in 2017/18 on the rapid deployment level to further test relevant concepts. Finally, following successful assessment and advisory visits, a substantial number of units have been elevated to the second and third levels of the Peacekeeping Capability Readiness System, which will help to reduce the deployment timelines for those units under normal circumstances.

87. Progress has also been made in enabling the rapid deployment of civilian capabilities. The Department of Field Support has begun to provide dedicated support and surge capacity to field operations in addressing their human resources requirements based on new and evolving needs, including changes in mission mandates, the creation of new missions and the need for implementing organizational reforms or change initiatives. Since its establishment in January 2016, the Rapid Response Section of the Department has deployed to nine peace operations during which it provided strategic support and advisory services to mission leadership.

2. Medical standards and capabilities

88. In response to the recommendation of the High-level Independent Panel on Peace Operations and its endorsement by my predecessor to establish a medical performance framework, the Department of Management, in collaboration with the Department of Peacekeeping Operations and the Department of Field Support, initiated a project composed of five work streams: (a) the establishment of buddy first aid training, for which a curriculum has been prepared; (b) combat medic training, for which Member State support is being sought; (c) casualty evacuation policy development and implementation plan; (d) a project to standardize health-care quality and patient safety in level I facilities, for which Member State resourcing has been requested; and (e) a project to standardize health-care quality and patient safety in level II and III facilities, for which manuals are under preparation. An integrated proposal for a medical training centre to support all five streams is under discussion.

89. As part of the overall improvement in standards at level II and III hospitals, the Department of Field Support participated in assessment and advisory visits to countries which had pledged hospitals. Furthermore, since the promulgation of the Medical Support Manual in January 2016, the Department of Management has been involved in technically clearing all military medical personnel as part of the improvement in performance and delivery of health services. The Office for Peacekeeping Strategic Partnerships, as part of its reviews of peacekeeping missions, will continue to assess the adequacy of medical support arrangements and the improvements made with a view to enhancing the safety and security of peacekeepers.

90. Effective casualty evacuation in the United Nations context is a complex undertaking, as it requires a coordinated civilian and military approach in the areas of medical, aviation and logistical support and requires cognizance of operational and environmental dynamics. Fully understood command, control and coordination mechanisms, appropriate medical capabilities and proficient operators, combined with air, road or sea transportation, are required to meet the United Nations endorsed 10-1-2 casualty response principle.

91. The draft casualty evacuation policy, which is in the final stages of preparation, aims to set minimum capability standards with a description of the actions required to ensure timely evacuation of any United Nations personnel from

the point of injury or illness to the appropriate medical treatment facility in line with internationally recognized medical standards.

3. Aviation

92. An effort to enhance the efficiency and cost-effectiveness of United Nations aviation took place during 2017. A working group led by the Department of Field Support with participation from the Office of Military Affairs reviewed aviation requirements from a demand-based perspective, with a particular focus on passengers, cargo and schedules. In addition, a systematic study is being conducted regarding the deployment of military air assets, including unmanned aircraft systems, to better capture utilization and military necessity. This study is taking place within the context of a markedly reduced budget, with particular emphasis on the fact that the enabling capability of military utility helicopter airlift comes at an approximately 25 per cent higher cost than that of comparable commercial versions. In addition to the possible replacement of military aircraft by commercial alternatives, sharing and standby opportunities are also being considered in order to maximize efficiencies and reduce costs. Nonetheless, as part of this initiative, the Secretary-General has directed that no compromise should be made with regard to either casualty or medical evacuation capabilities or aviation safety; at the same time, full support to mandate delivery is to be maintained, yet with an awareness that some compromise in responsiveness will be unavoidable. In addition to this, a new aviation manual is under development and is due to be finalized in 2017.

4. Survivability of improvised explosive device incidents

93. The Department of Peacekeeping Operations and the Department of Field Support continued to develop guidance on improvised explosive devices with support from Member States. The guidance materials include a handbook for military and police on improvised explosive device threat mitigation and an explosive ordnance disposal military unit manual, both of which will lay the foundation for a coherent, strategic approach to threat mitigation. The handbook will guide troop-contributing countries and force commanders, while the manual will specify capability requirements for military units in peacekeeping operations. These will also complement the Improvised Explosive Device Threat Mitigation in Mission Settings Guidelines issued by the Departments in June 2016, focusing on the integration of improvised explosive device threat mitigation into assessment and planning processes. The Mine Action Service has also been coordinating the development of improvised explosive device disposal standards with input of expertise from Member States. The disposal standards will be for use by the United Nations system and will establish the minimum competencies required for disposal operators and specify the methodology for the clearance of improvised explosive devices in peacekeeping operations. These three guidance products form the foundation of the survivability project by the Departments.

D. Women in peacekeeping

1. Gender parity strategy

94. My system-wide strategy on gender parity, announced in September 2017, sets the deadline of 2028 to achieve gender parity among internationally recruited civilian staff across the United Nations system. For peace operations, where we are the furthest behind in the system and where the challenges of women's representation are particularly acute at the more senior levels, the strategy recommended: (a) boosting the percentage of women working in United Nations peace operations beyond the current baseline of 28 per cent by putting in place

challenging yearly targets for each mission; (b) promoting a positive image of female civilians working in the field by featuring their stories in social media; (c) creating broader and deeper talent pools of women who can be assessed and selected for United Nations peace operations under special temporary measures for recruitment promulgated by the Secretary-General to help field missions select qualified women at faster rates; and (d) improving the living and working conditions of staff working in hardship locations. These mission-specific recommendations will be implemented alongside recommendations for the system as a whole, which include creating an enabling environment, addressing unconscious bias in recruitment and promotion, and increased appointments of women to positions of senior leadership. It should be noted that while peace operations are where our gaps to reach parity are the largest, they are also where we have the greatest potential for rapid change, owing to high turnover and vacancy rates.

95. From 2016 to 2017 field mission job openings yielded 30 per cent female candidates, a slight increase from the 28 per cent baseline. My strategy on gender parity endorsed the development of temporary special measures for the recruitment of women as a necessary tool to make quicker progress. While these measures are under development, in 2017/18 the Field Personnel Division of the Department of Field Support plans to manage roster vacancies for women only.

96. On 15 June, the senior women talent pipeline initiative for United Nations peace operations was reopened for candidates at the D-1 and D-2 levels with profiles in mission support/administration, political affairs/mediation, civil affairs, the rule of law and security institutions, and public information. Member States were notified by a note verbale, several outreach activities were held, and a social/digital media campaign was launched. New candidates identified through the initiative will be assessed through a competitive process and added to the pool by the end of 2017.

2. Participation of uniformed women in peacekeeping

97. Increasing the participation of women in peacekeeping operations is a key priority. Increased numbers of women in uniform has been shown to increase the protection reach of our missions, increase access to information from communities, and decrease incidents of sexual exploitation and abuse. At the September 2016 United Nations Peacekeeping Defence Ministerial meeting, over 60 Member States made a series of pledges to increase women's participation at all levels of United Nations peacekeeping and to meet a 15 per cent target. The Department of Peacekeeping Operations has introduced targets to increase female military and police peacekeepers and has set measures to support achievement of the targets. I have requested the Department, with my Executive Office and UN-Women, in consultation with troop- and police-contributing countries, to develop a dedicated strategy with concrete measures to move us rapidly beyond the current 3 per cent of women in military peacekeeping.

98. A two-year pilot initiative to boost the numbers of female peacekeepers aims to have 15 per cent of staff officer posts reserved for women; enable female warrant officers and lieutenants with eight years of experience to deploy as military observers; allow women with young families to deploy for six months; and create more training opportunities for women. Member States reaching the 15 per cent goal will have additional positions reassigned to them.

99. With women currently comprising 17 per cent and 6 per cent of international police officers and formed police units respectively, United Nations police continued to pursue its goal of achieving 20 per cent female participation, established during the 2009 Global Effort campaign. The Secretariat has urged

police-contributing countries to deploy female police officers at least in the same proportion as women serving in their national police services. The Department of Peacekeeping Operations has also encouraged Member States to review their national recruitment policies, criteria and incentive structures for the deployment of female police officers to peacekeeping missions. The Department has developed a pilot course to better prepare senior female police officers for leadership roles, which will be rolled out in Africa, Asia and Latin America in 2018. Upon successful completion of the course, participants will be eligible for inclusion in a new United Nations police senior female command cadre, a talent pipeline which aims to enhance gender parity in leadership positions.

VI. Safety, security, conduct and discipline

A. Safety and security

1. Causes, trends, prevention and mitigation of targeted attacks against peacekeeping

100. Since November 2016, the operating environment faced by many missions continued to grow in complexity, as did the range of threats to peacekeepers. Relationships among armed groups are increasingly fluid, with some entering localized and temporary alliances of convenience that are frequently outside peace processes. Links often exist between armed groups with political agendas and organized criminal actors. The fracturing and proliferation of armed groups and their increasingly transnational and transactional character, coupled with the linkages that exist between criminal incentives and operational capability in some theatres, continue to pose serious threats to United Nations peacekeepers. The period 2016/17 saw an increased number of hostile incidents directed at United Nations peacekeepers compared with the previous corresponding period (1 November 2015–31 October 2016). The number of targeted attacks increased from 189 to 227 as at 31 October 2017; fatality figures decreased from 38 to 37 over the same period.

2. Lessons learned, innovation and progress in improving safety and security of uniformed field personnel

101. The Department of Peacekeeping Operations and the Department of Field Support are undertaking a number of measures from the strategic to the operational and tactical levels to improve the safety and security of peacekeeping personnel. At the strategic level, the Departments undertook a two-phased project on improving security in peacekeeping aimed at reducing fatalities and injuries caused by acts of violence in United Nations peacekeeping missions. The first phase of the project involves a report on internal and external security-related challenges that civilian, military and police peacekeeping personnel currently face, and will propose a strategy and practical recommendations on how best to address these challenges. The second phase will entail the development of high-impact projects/work streams intended to implement one or more of the recommendations made in the initial phase.

102. Several actions are being taken to strengthen management systems for safety and security. These include the promulgation of the peacekeeping intelligence policy which, together with the peacekeeping intelligence framework, will strengthen analytical and situational awareness capabilities and coherence among tools. A secure, web-based casualty reporting database system has been developed, which will enable creation of a centralized and coherent data management system

reflecting historical casualty data. A phased deployment in peace operations was set to begin in October 2017, replacing the existing paper-based casualty reporting.

103. Direct attacks and attacks involving improvised explosive devices are the most prominent techniques employed by belligerents, often targeting peacekeepers' patrols and convoy movements. The Mine Action Service has supported missions to mitigate the threat posed by improvised explosive devices and to improve peacekeepers' operational safety by carrying out threat assessments and emergency clearance of devices, as well as to enhance the capabilities of mission personnel and national authorities. The Service provides peacekeepers with specialized vehicles and equipment, as well as a wide range of training, both prior to and during their deployment.

104. In parallel, as part of shared efforts to ensure successful mandate implementation, police components in several missions assisted host State law enforcement authorities in developing their own criminal intelligence capabilities to counter spoilers of mandate implementation.

105. The Information and Communications Technology Division of the Department of Field Support has identified two lessons learned related to the operation of unarmed and unmanned aerial systems in peacekeeping missions: the need for joint exercises and for regular training. The training deals with topics from basic micro-unmanned aerial vehicle operation (how to fly and comply with all regulations) to more advanced topics, such as how to design an unmanned aerial vehicle flight plan based on information-gathering needs and hardware capabilities. Secondly, experience has demonstrated the challenge for peacekeeping to operationalize new technologies by adapting tactics, techniques and procedures to capitalize on these new capabilities.

106. The Office for Peacekeeping Strategic Partnerships continued to analyse systemic issues related to safety and security during its reviews of uniformed components in field missions and made recommendations in this regard. In addition to highlighting the lessons learned and best practices, these recommendations have emphasized the importance of information-led operations; coherent and integrated analysis, planning and direction; efficient use of technology; well-coordinated and rehearsed force protection measures; provision of adequate protected mobility; effective predeployment and in-mission training and preparation; proactive occupational safety and health measures; and careful application of tactics, techniques and procedures as essential elements for enhancing safety and security. Comprehensive measures are being taken by mission leadership in implementing these recommendations to further strengthen safety and security of peacekeepers.

3. Security policy initiatives

107. The threat posed to peacekeepers and civilians in asymmetric environments continued to drive the evolution of peacekeeping policy and guidance. A revised standard operating procedure on Headquarters crisis response in support of peacekeeping operations was approved in December 2016 and, in February 2017, an inaugural field crisis management training course was successfully delivered by the United Nations Operations and Crisis Centre. The training course is to be provided annually.

108. The current Department of Peacekeeping Operations and Department of Field Support occupational safety risk management policy and programme, covering civilian and police personnel, continued to successfully reduce risk, as well as the number of fatalities and injuries related to occupational safety or work/the workplace in both groups. Military personnel remain, however, the most exposed in terms of occupational safety risk, sustaining the highest number of fatalities,

injuries and incidents, and they are not yet covered by existing occupational safety policy. The Departments are therefore exploring an enhanced occupational safety and health risk management approach in line with the United Nations occupational safety and health framework to reduce risk among all personnel, including uniformed personnel. A draft Secretary-General's Bulletin regarding occupational safety and health is anticipated to be approved and in place by the end of 2017.

109. Consistent with several General Assembly resolutions, the Department of Safety and Security made progress with the United Nations Secretariat Safety and Security Integration Project to integrate Secretariat security resources. After extensive consultations, the Secretary-General signed a memorandum assigning primary management authority over the safety and security personnel and assets of peacekeeping operations and special political missions to the Under-Secretary-General for Safety and Security in December 2016. The Under-Secretary-General has begun to establish benchmarks and standards for all Secretariat safety and security operations and measures are being undertaken to facilitate an integrated security job network, which will provide all Secretariat safety and security personnel with a common policy and legal framework.

B. Conduct, discipline and accountability

1. Conduct and discipline

110. The Organization is fully committed to working with Member States to ensure that all personnel are accountable for their conduct while serving in United Nations field missions. Efforts in peacekeeping missions to address matters related to conduct and discipline are being monitored more closely, with accountability enhanced by electronic quarterly and annual reporting tools. Leadership continued to set the tone and demonstrate how seriously conduct and discipline is being viewed and handled, through frequent calls for the highest standard of behaviour from staff. A new conduct and discipline website further enhanced transparency, with more information on case matters and processes being made publicly available on the conduct and discipline website than ever before. The website also serves as a platform for awareness-raising and for updates on key initiatives.

111. Conduct and discipline teams continue to directly support senior managers of larger field missions and remotely support those in smaller missions in carrying out their functions as part of regional conduct and discipline support arrangements. The annual continuous learning programme for conduct and discipline personnel in field missions was delivered to further build conduct and discipline capacity in field missions.

112. In response to allegations of misconduct, annual quality assurance exercises continued to improve the handling of cases and reduce systemic delays, taking a regular inventory of the status of open allegations of misconduct, including allegations of sexual exploitation and abuse cases to ensure that required actions are taken in a timely manner. Furthermore, Member States continued to adopt and implement best practices in addressing misconduct, investigations and follow-up actions.

113. Excluding allegations of sexual exploitation and abuse, between July 2016 and June 2017, 574 allegations were recorded (115 in category 1, excluding sexual exploitation and abuse, and 459 in category 2). This is a decrease from the previous year in category 1 (down from 150) and in category 2 (down from 562). Fluctuations in the numbers of allegations can be expected, particularly when there are changes in the number of personnel deployed and with stronger complaint reception mechanisms and other measures to prevent and address misconduct being

strengthened over the years. Updated data on allegations of sexual exploitation and abuse may be found on the conduct and discipline website (<https://conduct.unmissions.org/sea-data-introduction>).

114. The adoption of General Assembly resolution [71/297](#) on special measures for protection from sexual exploitation and abuse, reaffirms the commitment of Member States and the Organization to fully implement these initiatives and the United Nations policy of zero tolerance for sexual exploitation and sexual abuse. This commitment supports the implementation of the new approach laid out in my report on special measures for 2017 ([A/71/818](#) and [A/71/818/Corr.1](#)). The strategy prioritizes the rights and dignity of victims in preventing and responding to sexual exploitation and abuse and ending impunity through strengthened reporting and investigations, and includes a proposal for a voluntary compact between the Secretary-General and Member States to strengthen commitments on addressing sexual exploitation and sexual abuse. A number of Member States have already signed or expressed their intention to sign the compact and our efforts continue in this regard. The robust programme of action set out in previous reports to the General Assembly on special measures for protection from sexual exploitation and sexual abuse ([A/69/779](#) and [A/70/729](#)) is being steadily implemented in United Nations peace operations, including in partnership with Member States. Operational guidance to implement Security Council resolution [2272 \(2016\)](#) has also been shared with all Member States. Inter-agency partnerships continue to be strengthened under the auspices of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse to enable a system-wide harmonized approach. A full update on efforts to prevent and address sexual exploitation and abuse, including data, will be provided in my next report.

2. Leadership and accountability

115. Efforts to improve and strengthen the selection and appointment process for senior leaders in peacekeeping missions have continued in accordance with the standard operating procedures updated in 2016. To secure the highest standards of efficiency, competence and integrity, as required by Article 101 of the Charter of the United Nations, and with due regard to geographical representation, gender balance and the complementarity of the leadership team in the field remain guiding tenets in every selection process supported by the Department of Field Support. A comparative review of assessment tools to strengthen the merit-based selection process has been completed and the recommendations were included in the system-wide strategy on gender parity. Enhanced interdepartmental coordination and timely support to the appointment and onboarding process allowed the Department of Peacekeeping Operations to maintain a stable and low vacancy rate for senior leadership positions in the field.

116. Increased outreach efforts were undertaken to expand and diversify the pool of potential candidates for senior leadership roles. These included briefings to Member States and regional organizations, as well as the launch in early 2017 of the generic global call for nominations for candidates for Special Representatives of the Secretary-General and Deputy Special Representatives, which resulted in a large number of nominations, among which 126 nationalities were represented and which included 41 per cent women. Focus was also placed on other key areas of the leadership life cycle, including improved and tailored incoming briefings and leadership support. The leadership partnering initiative, launched in November 2014 by the Department of Field Support, continued to expand with positive feedback from participating senior leaders.

VII. Partnering for greater impact

A. Strategic context of partnerships

117. I have made establishing effective partnerships between the United Nations and its partners an essential component of my approach to support for conflict resolution, management and sustaining peace efforts. Regional organizations and mechanisms have deployed military or civilian missions alongside, before or after United Nations peacekeeping operations, requiring greater coordination and coherence at the strategic and operational levels during all phases of field presence. Similarly, effective cooperation between peacekeeping missions and humanitarian and development actors within and outside the United Nations system is crucial to ensuring that the overall impact of international efforts is maximized.

B. Partnerships with regional organizations

118. Building upon the recommendations of the High-level Independent Panel on Peace Operations, in April the Chairperson of the African Union Commission and I convened the first United Nations-African Union Annual Conference and signed a Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security. The Joint Framework seeks, inter alia, to deepen our peacekeeping partnership in a more systematic, predictable and strategic manner, based on principles of mutual respect and comparative advantage. On 20 September, I met in New York with the Chairperson of the African Union Commission and the European Union High Representative of the Union for Foreign Affairs and Security Policy, and we agreed to coordinate our efforts to respond to challenges on issues of common concern, including sustainable development, migration, climate change and peace and security.

119. Effective African capacities are increasingly important both in the context of our collective response to international security issues and for stability on the continent. The Secretariat, including the United Nations Office to the African Union (UNOAU), have continued to support efforts to strengthen the operational readiness of the African Standby Force, in line with the Maputo Strategic Work Plan. OHCHR, the Department of Peacekeeping Operations and the Department of Field Support are supporting the African Union in developing human rights and conduct and discipline frameworks for its operations. OHCHR has also supported UNSOS, the Department of Peacekeeping Operations and the Department of Field Support in developing mechanisms and mitigating measures under the human rights due diligence policy to ensure that support to the African Union Mission in Somalia can be provided. The Department of Field Support has also been working to enhance the capacity of the African Union Commission through initiatives such as facilitating the participation of two African Union staff members in the Senior Mission Administration and Resource Training programme as well as a staff exchange programme.

120. In May, I presented a report to the Security Council on options for authorization and support to African Union peace support operations (S/2017/454), in which I outlined a process for joint planning and mandating of African Union peace support operations mandated by the Council and proposed four models by which assessed contributions could be used to support such operations. Sustainable, predictable and flexible funding mechanisms for African Union operations is critical, as they are an instrument of international peace and security. Pursuant to Council resolution 2378 (2017), my next report on strengthening the partnership between the United Nations and the African Union on issues of peace and security

in Africa, including the work of UNOAU, will present an update on work undertaken to develop a creative and flexible transition toolbox. In the light of the evolving partnership and the request from the Council, the toolbox will focus on modalities for the coordination of assessment, as well as planning, exchange of information and joint reporting. It will also facilitate strengthening the readiness of the African Standby Force.

121. Among the indicators of close cooperation from the Joint Framework, in June 2017 the African Union Commission and the Mine Action Service signed a memorandum of understanding, which was a key milestone in the joint efforts towards mitigating the threat to civilians from landmines, explosive remnants of war and improvised explosive devices. The Mine Action Service has supported the implementation of the African Union Mine Action and Explosive Remnants of War Strategic Framework for 2014–2017 and the development of a joint safety handbook for use by African Union peace support operations.

122. To meet the growing demands of the reinvigorated United Nations-African Union partnership, a new office structure for UNOAU was approved in January 2017. I am confident that the Joint Framework, along with the streamlined UNOAU, will deliver concrete results in jointly addressing challenges to peace and security. Against this backdrop, and at an appropriate time for both organizations, I intend to carry out an assessment of UNOAU, pursuant to Security Council resolution [2320 \(2016\)](#), which will comprehensively evaluate the growing needs of the partnership and the Office.

123. Since the establishment of the United Nations Liaison Office for Peace and Security in Brussels in 2011, the United Nations has further strengthened peacekeeping partnerships with the European Union and its member States and also with the North Atlantic Treaty Organization (NATO). The European Union global strategy on foreign and security policy, unveiled in June 2016, envisages enhanced support to United Nations peacekeeping and peacebuilding efforts, especially in the areas of rapid response, logistics, security and support. The European Union has deployed civilian and military missions in parallel to United Nations peacekeeping operations with strong coordination during the planning and operational phases, the most recent example being the deployment by the European Union to provide stabilization action in the central regions of Mali planned for late 2017. The close cooperation between the two organizations on a wide range of thematic and geographic issues has been promoted through the biannual meetings of the United Nations/European Union Steering Committee on Crisis Management. The United Nations is continuing to cooperate with NATO on technical areas, such as the disposal of improvised explosive devices, training and medical support, through regular interactions at the principal and working levels, such as annual staff talks.

124. The Department of Peacekeeping Operations continues to cooperate closely with other regional organizations, including the League of Arab States, the Organization for Security and Cooperation in Europe, the Collective Security Treaty Organization and the Association of Southeast Asian Nations, in enhancing liaison capacity, information-sharing and training, among other things. This has also included principal level engagement with these organizations in the margins of the general debate of the General Assembly in September 2017.

C. Partnerships with development and humanitarian actors

125. Strengthening all aspects of United Nations strategic planning has been an organizational priority in recent years. The policy on integrated assessment and planning informs United Nations-wide assessment and planning and sets out four

requirements to maximize the individual and collective impact of the United Nations system on sustaining peace and reducing violent conflict, including: joint assessments based on conflict analysis; a common vision in Headquarters and the field; coordination structures and joint monitoring; and reporting on impact. In 2017, the Department of Peacekeeping Operations and the Department of Field Support, in coordination with partners in the Integration Working Group, began reviewing the 2013 policy, taking into account recent developments in related policy areas. Once the revised policy is finalized in 2018, an accompanying handbook on best practices and lessons learned will be revised to include guidance on how planning can be more analysis-driven and its tools more easily applied in integrated settings. In parallel, efforts are under way under the leadership of the Executive Office of the Secretary-General to coordinate all planning-related training to ensure complementarity of effort and to further strengthen planning methods and practice across the United Nations system.

126. The Department of Peacekeeping Operations supported the implementation of the partnership between the United Nations and the World Bank, including by contributing to the United Nations-World Bank joint study on conflict prevention (entitled *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*). The Department participated in inter-agency forums aimed at strengthening linkages between sustainable development and sustaining peace and fostering coherence and collaboration across the humanitarian, peace and development nexus.

D. Triangular cooperation

127. Triangular cooperation and consultation between the Security Council, the troop- and police-contributing countries and the Secretariat continues to be enhanced in the drawing-up, renewal, implementation and completion of mandates. The Secretariat regularly engages with troop- and police-contributing countries to improve timely information exchange on operational and strategic issues and promote coordination and cohesiveness, as well as to ensure that the views of all stakeholders are reflected throughout the life cycle of missions.

128. The Department of Peacekeeping Operations holds regular meetings with troop- and police-contributing countries. In conducting strategic reviews of MINUSTAH, MONUSCO, UNAMID, UNISFA, UNMIL and UNMISS, relevant Member States, including Host Governments, were informed of the objectives of the reviews and their outcomes, prior to and following the reviews. These formal consultations were also complemented by informal engagements, in which the Secretariat provided updates regarding the situation on the ground and on the planning for and concept of future operations of the mission. Specific information with substantive impact on deployment, the concept of operations, the command and control structure and the rules of engagement of missions were shared with troop- and police-contributing countries.

VIII. Observations

129. I am hopeful that the reforms I have set in motion will result in more agile, responsive and effective peace operations. My reforms build on significant progress made to date on a range of initiatives to strengthen performance and uniformed capabilities. Efforts must continue to institutionalize a strategic and requirement-based vision of force generation initiated at the 2015 Leaders' Summit on Peacekeeping and brought forward in the London and Vancouver Defence Ministerial meetings in 2016 and 2017.

130. But as we look to the future, we must also overcome a number of significant challenges — some long-standing, others new. Chief among them is defining peacekeeping roles in situations where political processes are slow or lacking. In many cases, our missions are focused — necessarily — on immediate life-saving tasks, but in others, where the *raison d'être* is to stabilize and build peace, we must inject rigour in defining peacekeeping endgames and exit strategies. Conflict environments are increasingly non-permissive and, as we have witnessed too often in Mali, can have deadly consequences on those bearing the United Nations flag. These non-permissive environments complicate the delivery of core mandate tasks — support to political processes, protection of civilians, community engagement — and demand fresh approaches to mandate implementation.

131. I envision a variable geometry of peacekeeping operations, in which traditional and multidimensional models coexist with operations that have a lighter footprint, and more bespoke mandates and tasks. Peacekeeping will continue to be guided by its three principles of consent, impartiality, and non-use of force except in self-defence or defence of the mandate. The new generation of conflicts requires more mobility, greater use of intelligence for situational awareness, a tighter chain of command and access to robust military support when required. The future of peacekeeping lies in its ability to reinterpret core mandate tasks and use rapidly deployable expertise and agility to adapt as the situation on the ground evolves. Across all models of peacekeeping operations, we must ensure that mandates are aligned with a realistic assessment of needs and ability. This means being able to work more effectively alongside development, humanitarian and human rights partners based on comparative advantage.

132. It is my hope that the Special Committee on Peacekeeping Operations will rise to the challenge of providing timely, forward-looking and substantive guidance on policy and cross-cutting issues to the Secretariat as it seeks to chart a new direction for peacekeeping. United Nations peacekeeping remains an essential tool, one that has transformed the lives of countless children, women and men scarred by conflict. It is made stronger when an honest and genuine dialogue on peacekeeping challenges takes place between the General Assembly, the Security Council and the Secretariat. The Special Committee plays a key role in fostering such a dialogue. I hope that it will continue doing so with dynamism and openness.
