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## **Secretary-General's bulletin**

### **Organization of the Department of Peacekeeping Operations**

The Secretary-General, pursuant to Secretary-General's bulletin ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations", as amended by ST/SGB/2002/11, and for the purpose of establishing the functions and organizational structure of the Department of Peacekeeping Operations, promulgates the following:

#### **Section 1 General provision**

The present bulletin shall apply in conjunction with Secretary-General's bulletins ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations", as amended by ST/SGB/2002/11, ST/SGB/2009/13 and Corr.1, entitled "Organization of the Department of Political Affairs", and a Secretary-General's bulletin on the organization of the Department of Field Support, which is under preparation.

#### **Section 2 Functions and organization**

##### **2.1 The Department of Peacekeeping Operations:**

(a) Directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as determined by the Secretary-General. The above operations and missions are hereinafter collectively referred to as "Department-led operations";

(b) Formulates policies, guidelines and procedures, including the continued development of best practices, guidance materials and training programmes that guide the design and delivery of United Nations peacekeeping and related activities for which it is given lead responsibility within the United Nations system;

(c) Leads the integrated planning process for new Department-led operations and coordinates transitions and consolidation and exit strategies in existing



operations, assisting with the development of a comprehensive United Nations approach to the resolution of conflict;

(d) Fulfills its role as the designated lead entity within the United Nations system or in peacekeeping contexts in the areas of military, police, corrections, mine action, strengthening of legal and judicial institutions and security sector reform, in accordance with General Assembly resolutions or the Secretary-General's Policy Committee decisions and in coordination or consultation with partners;

(e) Leads the delivery of integrated, efficient and coherent Headquarters support to multidimensional Department-led operations, drawing together all policy, military, political, field support, police and other civilian elements and links with other United Nations entities, including through its leadership of integrated mission task forces for those operations;

(f) Provides expertise to the Department of Political Affairs and, through it, to missions led by that Department, as required and feasible, through its participation in integrated task forces and other consultation mechanisms led by the Department of Political Affairs in support of the conduct and planning of such missions;

(g) Guides and promotes gender-sensitive approaches to the planning, design and implementation of policies and operational activities of operations led by the Department of Peacekeeping Operations and takes action to achieve gender parity at all levels and ensure a gender-friendly work environment at Headquarters and Department-led operations;

(h) Manages the interaction of the Secretariat with troop- and police-contributing countries;

(i) Maintains contacts with the parties to the conflicts and members of the Security Council and General Assembly to ensure the implementation of the mandates of Department-led operations;

(j) Promotes and coordinates strategic and operational partnerships within the United Nations Secretariat and with other organizations in the United Nations system, regional organizations and other multilateral and bilateral institutions to support the planning and conduct of Department-led operations as well as the transition to sustainable peace in fulfilment of mandates provided by the Security Council and the General Assembly for those operations;

(k) Manages reporting on behalf of the Secretary-General to the Security Council and the General Assembly on individual operations and on peacekeeping issues in general;

(l) Provides substantive secretariat services to the Special Committee on Peacekeeping Operations;

(m) Implements the United Nations security management system within the Department of Peacekeeping Operations at Headquarters and in Department-led operations.

2.2 The Department is divided into organizational units, as described in the present bulletin.

2.3 The Department is headed by the Under-Secretary-General for Peacekeeping Operations. In performing his or her functions, the Under-Secretary-General is

assisted by the Assistant Secretary-General for Operations, the Military Adviser, the Assistant Secretary-General for Rule of Law and Security Institutions and the Director of the Policy, Evaluation and Training Division. The Under-Secretary-General and the officials in charge of each organizational unit perform, in addition to the specific functions set out in the present bulletin, the general functions applicable to their positions, as set out in Secretary-General's bulletin ST/SGB/1997/5, as amended by ST/SGB/2002/11.

2.4 To ensure coherence and, where appropriate, integrated United Nations Department-led operations, as well as coordination with non-United Nations peacekeeping partners, the Department maintains the following mechanisms and arrangements:

(a) Regular strategic dialogue and exchange with United Nations partners through meetings of the Secretary-General's Policy Committee, the Executive Committee on Peace and Security and other relevant senior management forums;

(b) A structural arrangement by which the Under-Secretary-General for Field Support reports to and receives direction from the Under-Secretary-General for Peacekeeping Operations on all issues pertaining to United Nations operations under the direction of the Department of Peacekeeping Operations;

(c) An integrated mission planning process incorporating all relevant United Nations partners and, where appropriate, non-United Nations partners, to support the integrated planning and conduct of integrated operations led by the Department;

(d) Integrated operational teams responsible for integrated planning and integrated operational guidance and support to Department-led operations on mission-specific issues that cut across specialized functional areas, while specialized functional areas remain responsible for the provision of technical guidance across missions in their specific areas of responsibility;

(e) Modalities for cooperation in the implementation of mandated responsibilities for cross-cutting activities, including guiding principles to ensure effective coordination, consultation and information-sharing;

(f) Strategic cooperation frameworks and regular communication with regional and subregional organizations and international financial institutions on issues related to peacekeeping;

(g) Modalities for the implementation of multidimensional presences and peacekeeping operations conducted or coordinated with regional organizations, where mandated by the Security Council and General Assembly;

(h) Modalities for coordination and, where appropriate, provision of support to Department-led operations by United Nations and non-United Nations partners;

(i) Modalities for the provision of capacity-building and operational support by the United Nations to non-United Nations peacekeeping partners.

### **Section 3**

#### **Under-Secretary-General for Peacekeeping Operations**

3.1 The Under-Secretary-General for Peacekeeping Operations, hereinafter referred to as the "Under-Secretary-General", is accountable to the Secretary-General.

3.2 The Under-Secretary-General is responsible for advising the Secretary-General on all matters related to the planning, establishment, direction, management and conduct of United Nations peacekeeping operations and special political missions under the responsibility of the Department. On behalf of the Secretary-General, he or she briefs the Security Council. On the basis of Security Council mandates, the Under-Secretary-General directs, manages and provides political and policy guidance and strategic direction to Department-led operations, which may include elements of peacemaking and peacebuilding; ensures the effective integration of integrated operations led by the Department, including serving as Chair of the Integrated Steering Group; directs policy development and approves guidance materials related to the planning and conduct of operations based on Security Council mandates and lessons learned; promotes and maintains strategic partnerships with United Nations and non-United Nations peacekeeping partners; provides direction to senior management in the Department to ensure the efficient functioning of the Department; and provides direction to the Under-Secretary-General for Field Support on all matters falling within the purview of the Department of Peacekeeping Operations.

#### **Section 4**

##### **Office of the Under-Secretary-General**

4.1 The Office of the Under-Secretary-General for Peacekeeping Operations comprises the front office and the Office of the Chief of Staff, which includes the Public Affairs Section, the Peacekeeping Situation Centre and the Executive Office.

##### **Front office**

4.2 The front office is headed by a Special Assistant, who is accountable to the Under-Secretary-General and works in close coordination with the Chief of Staff. The core functions of the front office of the Under-Secretary-General are as follows:

- (a) Providing direct support to the Under-Secretary-General in the performance of the full range of his or her functions;
- (b) Providing policy advice and ensuring that his or her goals and priorities are reflected in the work of the Department;
- (c) Consulting, negotiating and coordinating with other United Nations departments and offices and the broader United Nations system on matters of mutual concern;
- (d) Providing a political and policy perspective on decisions emanating from the Department and from the Secretary-General;
- (e) Drafting and revising speeches, statements and articles on behalf of the Under-Secretary-General;
- (f) Providing substantive and policy support to the Special Committee on Peacekeeping Operations;
- (g) Undertaking quality assurance for the products and services provided by the Department of Peacekeeping Operations.

**Office of the Chief of Staff**

4.3 The Office of the Chief of Staff is headed by the Chief of Staff, who is accountable to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The core functions of the Office of the Chief of Staff are as follows:

(a) Ensuring that the Department of Peacekeeping Operations and the Department of Field Support work in an integrated manner;

(b) Coordinating, monitoring and overseeing the internal management of the Department of Peacekeeping Operations, as well as developing, advising on and promoting policies and guidelines on management issues on behalf of and as directed by the Under-Secretaries-General for Peacekeeping Operations and Field Support;

(c) Providing policy and strategic advice to the Under-Secretaries-General for Peacekeeping Operations and Field Support on safety and security matters related to operations led by the Department of Peacekeeping Operations and coordinating daily interaction with the Department of Safety and Security;

(d) Leading the development of the programme management plan and results-based-budgeting frameworks for the Department of Peacekeeping Operations, as well as the related monitoring, evaluation and reporting activities;

(e) Leading or overseeing the development and implementation of the reform and change management and process improvement plans of the Department of Peacekeeping Operations and the Department of Field Support;

(f) Providing direction and leadership on information management issues, including chairing the joint Information Management Committee of the Department of Peacekeeping Operations and the Department of Field Support, issuing guidance and governance policy on information management issues and setting priorities for information management solutions for operations led by the Department of Peacekeeping Operations;

(g) Coordinating with executive bodies and committees;

(h) Managing and archiving the substantive business records of the Offices of the Under-Secretaries-General for Peacekeeping Operations and Field Support and archiving the records of the Office of the Assistant Secretary-General for Operations within the Department of Peacekeeping Operations.

**Public Affairs Section**

4.4 The Public Affairs Section is headed by a Senior Media Relations Officer, who is accountable to the Chief of Staff and works in close coordination with the Special Assistants to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The Senior Media Relations Officer provides direct advice to the Under-Secretaries-General on public information matters, as required.

4.5 The core functions of the Public Affairs Section are as follows:

(a) Managing media relations, publicity and external relations, including the development and implementation of communications plans and campaigns and representational activities;

(b) Managing corporate messaging and internal communications;

(c) Supporting the public information components of Department-led operations, in cooperation with the Department of Public Information and the Department of Field Support.

### **Situation Centre**

4.6 The Peacekeeping Situation Centre is headed by a Chief, who is accountable to the Chief of Staff.

4.7 The core functions of the Peacekeeping Situation Centre are as follows:

(a) Serving as the information hub for the Executive Office of the Secretary-General, the Department of Peacekeeping Operations and the Department of Field Support and providing situational awareness through the monitoring of developments in operations led by the Department of Peacekeeping Operations and the Department of Political Affairs and in other areas of interest through the delivery of daily and ad hoc reports and briefings to decision makers;

(b) Conducting research and preparing specialized information products related to incidents and trends that may affect current and potential operations in collaboration with partners within the United Nations system;

(c) Providing technical policy guidance and support to field-level Joint Operations Centres and Joint Mission Analysis Centres in Department-led operations, in particular through the chairing of the joint support group of the Centres;

(d) Coordinating the development of guidance and standard operating procedures concerning reporting, crisis response and crisis management for Department-led operations;

(e) Facilitating Headquarters crisis response for Department-led operations to ensure an integrated operational approach at Headquarters and in the field;

(f) Maintaining and developing external relations with the situation and operations centres of United Nations entities and regional organizations.

### **Executive Office**

4.8 The Executive Office is headed by an Executive Officer, who is accountable to the Chief of Staff.

4.9 The core functions of the Executive Office are set out in section 7 of Secretary-General's bulletin ST/SGB/1997/5.

4.10 The Office of the Chief of Staff, the Public Affairs Section, the Peacekeeping Situation Centre and the Executive Office are shared resources providing services to the Department of Peacekeeping Operations and the Department of Field Support.

## **Section 5**

### **Policy, Evaluation and Training Division**

5.1 The Policy, Evaluation and Training Division is headed by a Director, who is accountable to the Under-Secretaries-General for Peacekeeping Operations and Field Support.

5.2 The Division comprises the Office of the Director, the Integrated Training Service and the Peacekeeping Best Practices Section.

### **Office of the Director**

5.3 The core functions of the Office of the Director are as follows:

(a) Providing leadership and strategic direction and integrating the Division's policy, evaluation and training functions in support of the Department of Peacekeeping Operations, the Department of Field Support, operations led by the Department of Peacekeeping Operations and the Department of Field Support support components in other field missions or offices, henceforth referred to as Department of Field Support operations, as well as Member States;

(b) Developing and maintaining strategic partnerships with United Nations and external partners crucial for building international consensus, policy and action on critical peacekeeping issues;

(c) Conducting thematic evaluations and programme and subprogramme evaluations in the Departments of Peacekeeping Operations and Field Support and in the operations and missions they support and developing policies and technical guidance for the conduct of self-evaluation;

(d) Undertaking quality assurance for the products and services provided by the Policy, Evaluation and Training Division.

### **Integrated Training Service**

5.4 The Integrated Training Service is headed by a Chief, who is accountable to the Director of the Policy, Evaluation and Training Division.

5.5 The core functions of the Integrated Training Service are as follows:

(a) Supporting the Department of Peacekeeping Operations, the Department of Field Support, operations led by the Department of Peacekeeping Operations, Department of Field Support operations and Member States in the training of civilian, military and police personnel;

(b) Setting training standards specific to United Nations peacekeeping and field support activities, in accordance with relevant system-wide training standards, verifying that such peacekeeping training standards are met and developing peacekeeping training policies and related technical guidance;

(c) Developing and delivering training to meet priority needs in cross-cutting areas of peacekeeping and field support;

(d) Providing technical guidance on peacekeeping and field support training issues to the Department of Peacekeeping Operations, the Department of Field Support, integrated mission training centres and training focal points in operations led by the Department of Peacekeeping Operations, as well as Member States;

(e) Monitoring peacekeeping and field support training activities of the Department of Peacekeeping Operations, the Department of Field Support and field operations and managing the training budget of the Departments of Peacekeeping Operations and Field Support to ensure that peacekeeping training standards and priorities are being met.

### **Peacekeeping Best Practices Section**

5.6 The Peacekeeping Best Practices Section is headed by a Chief, who is accountable to the Director of the Policy, Evaluation and Training Division.

5.7 The core functions of the Peacekeeping Best Practices Section are as follows:

(a) Ensuring analysis of emerging policy issues related to peacekeeping and field support and drafting related policy documents;

(b) Providing policy advice and operational support to Department of Peacekeeping Operations and Department of Field Support operations in assigned thematic areas;

(c) Analysing United Nations peacekeeping experiences to capture institutional knowledge and lessons and developing doctrine and technical guidance materials on cross-cutting issues to support the better planning and conduct of operations led by the Department of Peacekeeping Operations and Department of Field Support operations;

(d) Facilitating the integration of a gender perspective in all areas of peacekeeping through guidance development, operational support to gender components in Department-led and Department of Field Support operations, training, partnership-building and the consolidation of good practices;

(e) Supporting Department-led and Department of Field Support operations with knowledge management tools and methodologies for capturing and sharing lessons and best practices and managing the development, approval and dissemination process for all guidance and doctrinal materials related to United Nations peacekeeping.

5.8 The Policy, Evaluation and Training Division is an integrated resource that provides services to the Department of Peacekeeping Operations, the Department of Field Support, operations led by the Department of Peacekeeping Operations, and Member States.

### **Section 6 Office of Operations**

6.1 The Office of Operations is headed by the Assistant Secretary-General for Peacekeeping Operations, who is accountable to the Under-Secretary-General. In view of the integrating role of the Office of Operations, the Assistant Secretary-General serves as Deputy to the Under-Secretary-General.

6.2 The Assistant Secretary-General is responsible for advising the Under-Secretary-General on political, cross-cutting strategic, mission-specific and integrated operational issues; briefing the Security Council and other intergovernmental bodies as required; ensuring the development and effective implementation of overarching integrated strategies for Department-led operations and the provision of political direction and integrated operational support to those operations; and contributing to the generation of political, financial and material support among Member States, regional organizations, non-governmental organizations, think tanks, academia and the media for planned and deployed operations and for peacekeeping in general.

**Office of the Assistant Secretary-General**

6.3 The Office of Operations comprises the Office of the Assistant Secretary-General and four regional Divisions.

6.4 The core functions of the Office of the Assistant Secretary-General are as follows:

- (a) Assisting and advising the Assistant Secretary-General in carrying out his or her duties;
- (b) Providing advice on and facilitating the implementation of key policies, including the integrated mission planning process, and ensuring that related technical guidance and training capacity are provided;
- (c) Ensuring quality assurance for the services and products provided by the Office of Operations including, in particular, proper integration or coordination and compliance with timelines.

**Regional Divisions**

6.5 The regional Divisions, namely, the Africa Division I (East and Central African region and the African Union Peacekeeping Support Team), the Africa Division II (West Africa and Great Lakes region), the Asia and Middle East Division and the Europe and Latin America Division, are composed of integrated operational teams.

6.6 Each of the regional Divisions is headed by a Director, who is accountable to the Assistant Secretary-General for Peacekeeping Operations.

6.7 The core functions of the regional Divisions are as follows:

- (a) Developing overarching integrated strategies, including through integrated mission task forces, and providing strategic direction on cross-cutting, mission-specific and political issues and day-to-day operational support to Department-led operations, including guidance on policy and operational issues;
- (b) Coordinating with other offices within the Department of Peacekeeping Operations and the Department of Field Support, as well as other departments, agencies, funds and programmes and regional entities, to advance the implementation of the mandates and political objectives set by the Security Council for Department-led operations;
- (c) Devising, promoting agreement on and implementing integrated solutions to the political and operational challenges of Department-led operations and supporting them vis-à-vis the parties to the conflict and other interested parties, and conveying relevant concerns to Member States and other relevant partners, and vice versa;
- (d) Leading the integrated planning process for new Department-led operations and coordinating transitions as well as consolidation and exit strategies in existing operations through the provision of overall political, strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field, liaison and coordination with relevant partners and Member States and the coordination and integration of inputs

from within the Department and with the Department of Field Support, into a mission concept for approval by the Security Council;

(e) Fulfilling the reporting obligations of the Secretary-General to the Security Council for Department-led operations.

6.8 In so doing, the regional Divisions draw on the expertise of other areas within the Department of Peacekeeping Operations and the Department of Field Support, as well as United Nations system partners including, inter alia, the Department of Political Affairs, the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme, as appropriate.

### **Integrated operational teams**

6.9 Each integrated operational team is headed by a team leader, who is accountable to the respective regional Director. The integrated operational teams consist of political, military, police and support specialist officers and are supported by specialized functional areas within the Office of Rule of Law and Security Institutions and the Policy, Evaluation and Training Division, as needed.

6.10 The core functions of the integrated operational teams are the following:

(a) Serving as a principal entry point for political as well as integrated planning and integrated operational issues of a mission-specific, cross-cutting nature for the peacekeeping and special political missions under their purview and for troop- and police-contributing countries, Member States and other relevant partners;

(b) Providing or coordinating day-to-day political and integrated operational guidance and support to Department-led operations under their purview on mission-specific issues that cut across specialized functions, including the implementation of political and integrated mission strategies in support of mandate implementation;

(c) Ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans;

(d) Conducting the integrated review of the operational resource requirements for Department-led operations under their purview, while responsibility for specialized policy and technical support related to the budget remains with the specialized functional areas in the Department of Management and the Department of Field Support, respectively.

## **Section 7**

### **Office of Military Affairs**

7.1 The Office of Military Affairs is headed by the Military Adviser, a serving Lieutenant General at the level of Assistant Secretary-General, who is accountable to the Under-Secretary-General.

7.2 The Military Adviser is responsible for providing military advice to the Under-Secretary-General for Peacekeeping Operations and, when requested, through him or her to the Under-Secretaries-General for Political Affairs and Field Support, the Secretary-General and the Security Council. The Military Adviser also provides advice and support to heads of offices and divisions within the Department of Peacekeeping Operations, the Department of Field Support, operations with military

components led by the Department of Peacekeeping Operations and missions with military advisory functions led by the Department of Political Affairs.

7.3 The Office of Military Affairs comprises the Office of the Military Adviser, the Military Planning Service, the Force Generation Service and the Current Military Operations Service.

#### **Office of the Military Adviser**

7.4 The core functions of the Office of the Military Adviser are as follows:

(a) Providing technical advice to the heads of the military components of Department-led operations, including analysis of specific military plans and operations, and to new troop-contributing countries participating in operations led by the Department of Peacekeeping Operations and missions led by the Department of Political Affairs;

(b) Supervising and coordinating the activities of the services in the Office of Military Affairs, including human resources management; development of strategies, operational and contingency plans, programme management plans, policy papers, doctrine, technical guidance and military directives to support Department-led operations, Member States and the Secretariat in the planning and conduct of Department-led operations; inputs to budgetary processes and reports of the Secretary-General; and coordination of official military visits, meetings, briefings and presentations;

(c) Overseeing the selection and rotation of senior military appointments in Department-led operations, in close coordination with the Office of Operations, the Department of Field Support and the Department of Political Affairs, and managing the selection and rotation of Senior Military Liaison Officers and Military Liaison Officers that form part of the integrated operational teams, in coordination with the Office of Operations;

(d) Directing the preparation of Senior Military Liaison Officers and Military Liaison Officers for their role in integrated operational teams through structured induction and on-the-job training in the Office of Military Affairs and subsequently empowering and supporting their functioning in the teams through the provision of information and policy and technical guidance on military issues;

(e) Gathering, analysing and assessing information on the military situation in the areas of Department-led operations and military threats to current and potential operations, in close coordination with Department-led operations, the Peacekeeping Situation Centre, integrated operational teams and the Department of Safety and Security;

(f) Providing support for the development of peacekeeping-related system-wide frameworks and doctrines, creating departmental policies and standard operating procedures, developing capabilities for the military components of Department-led operations and military personnel in missions led by the Department of Political Affairs and acting as focal point for liaison with military elements of international and regional organizations and for civil-military coordination with humanitarian agencies and United Nations agencies, funds and programmes;

(g) Undertaking quality assurance for the products and services provided by the Office of Military Affairs.

### **Military Planning Service**

7.5 The Military Planning Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises three geographically based planning teams, a long-term planning team and specialist aviation and maritime operational planners.

7.6 The core functions of the Military Planning Service are as follows:

(a) Providing military-strategic planning advice to the Military Adviser and, through him or her, to the senior leadership of the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs;

(b) Conducting military-strategic planning for emerging and existing Department-led operations, in coordination with the integrated operational teams, and for missions led by the Department of Political Affairs, as appropriate, and contributing to the integrated mission planning process;

(c) Producing foundational military guidance documents, including the command directive, military rules of engagement in conjunction with the Office of Legal Affairs, military-strategic concepts of operation, force requirements and, as required, initial operational plans for the military components of Department-led operations;

(d) Monitoring the military plans of current Department-led operations to reduce the time required to plan for major changes, including mission termination;

(e) Specifying the force or operational requirements for individual military personnel, military formed units and unit equipment in new or revised concepts of operation and contingency plans for potential, ongoing or transitioning Department-led operations and missions led by the Department of Political Affairs, as appropriate;

(f) Providing technical advice and guidance, in collaboration with the Integrated Training Service within the Policy, Evaluation and Training Division, on mission-specific operational tasks and challenges to troop-contributing countries preparing to deploy to a field operation.

### **Force Generation Service**

7.7 The Force Generation Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises a force generation team, a standby arrangements team and a military personnel team.

7.8 The core functions of the Force Generation Service are as follows:

(a) Acting as the principal military point of contact with troop-contributing countries and, in close liaison with Member States, integrated operational teams and other appropriate entities in the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs, conducting the force generation process, including the generation and rotation of all military contingents and individuals, and supporting the selection process for senior United Nations military appointments;

(b) Participating, in conjunction with the Department of Field Support, in the contingent-owned equipment negotiation process, concluding memorandums of understanding for the timely deployment of troops and, when necessary, for the force adjustment, and providing technical advice on contingent-owned equipment claims by Member States, as required;

(c) Initiating and maintaining records of service and performance for individuals and statistics and country profiles for all United Nations military deployments, conducting staff action concerning awards and maintaining a database of individuals who should not serve in future Department-led operations and missions led by the Department of Political Affairs for disciplinary reasons;

(d) Developing, in collaboration with the Department of Field Support, generic guidelines for troop-contributing countries and mission-specific military guidelines related to force requirements;

(e) Coordinating reconnaissance visits for troop-contributing countries providing contingents to United Nations peacekeeping operations and leading predeployment visits to troop-contributing countries to verify the preparedness of Member States to meet the conditions of United Nations peacekeeping operations, memorandums of understanding and contingent-owned equipment agreements;

(f) Maintaining and updating records of pledges made by Member States in the United Nations standby arrangements system for the provision of troops, equipment and services to United Nations peacekeeping operations and engaging Member States to participate in the system's rapid deployment level.

### **Current Military Operations Service**

7.9 The Current Military Operations Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises three geographically based teams.

7.10 The core functions of the Current Military Operations Service are as follows:

(a) Providing advice to the heads of the military components of Department-led operations on technical aspects of military operations, such as contingency planning, force rotations and operational reporting, in coordination with the integrated operational teams, to ensure that military aspects are properly integrated or coordinated, and interacting with permanent missions of Member States on all military technical operational issues, significant incidents, accidents, injuries, deaths, repatriations and other current issues;

(b) Providing the Military Adviser and, through the Under-Secretary-General for Peacekeeping Operations, senior leadership at United Nations Headquarters with military information and analysis related to current events and situations relevant to United Nations peacekeeping;

(c) Coordinating visits by Member States, the military and police advisers, community and senior military staff from Headquarters to peacekeeping operations, briefing visiting military individuals, groups or delegations and coordinating the briefing and debriefing process for senior military officials in peacekeeping operations;

(d) Coordinating responses by the Office of Military Affairs to disciplinary issues involving military personnel in Department-led operations and missions led by the Department of Political Affairs, in coordination with the Conduct and Discipline Unit in the Department of Field Support.

## **Section 8**

### **Office of Rule of Law and Security Institutions**

8.1 The Office of Rule of Law and Security Institutions is headed by an Assistant Secretary-General, who is accountable to the Under-Secretary-General.

8.2 The Assistant Secretary-General is responsible for directing and managing all aspects of the areas within the overall responsibility of the Office of Rule of Law and Security Institutions, developing an integrated, coherent departmental and United Nations system-wide approach to strengthening the rule of law and sustainable security sector institutions and ensuring systematic collaboration with all relevant United Nations and non-United Nations actors, including regional organizations, bilateral donors, non-governmental organizations and academia.

8.3 The Office comprises the Office of the Assistant Secretary-General, the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section, the Security Sector Reform Unit and the Mine Action Service.

### **Office of the Assistant Secretary-General**

8.4 The core functions of the Office of the Assistant Secretary-General are as follows:

(a) Advising and assisting the Assistant Secretary-General in carrying out his or her duties;

(b) Coordinating and integrating the strategic and operational activities of the Office of Rule of Law and Security Institutions with United Nations and non-United Nations partners;

(c) Ensuring the delivery of strategic guidance, advice and planning support to the Office of Operations, new and existing Department-led operations and missions led by the Department of Political Affairs, when requested and feasible, in the areas within its purview;

(d) Serving as liaison, on behalf of the Department, with the Rule of Law Coordination and Resource Group, chaired by the Deputy Secretary-General;

(e) Collaborating systematically with all United Nations and non-United Nations partners on matters pertaining to the rule of law and security institutions in Department-led operations and missions led by the Department of Political Affairs;

(f) Overseeing the development and implementation of cross-cutting information and communications strategies and coordinating the production of reports to the relevant legislative bodies on the rule of law and security institutions;

(g) Ensuring the quality of the products and services delivered by the Office of Rule of Law and Security Institutions.

8.5 In addition to the specific functions listed below, all organizational units within the Office of Rule of Law and Security Institutions are responsible for developing and implementing information and communications strategies and providing reports in their respective areas to the legislative bodies and other actors.

### **Police Division**

8.6 The Police Division is headed by a Police Adviser, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser has direct access to the Under-Secretary-General for Peacekeeping Operations, when required. The Police Adviser is responsible for providing advice and support on all policing issues to the Department of Peacekeeping Operations and the Department of Field Support and to heads of police components of operations led by the Department of Peacekeeping Operations and missions led by the Department of Political Affairs with police advisory functions. The Police Adviser may also, as required, provide advice to the Under-Secretary-General for Political Affairs, the Secretary-General and the Security Council through the Under-Secretary-General for Peacekeeping Operations, ensuring that such advice and support is fully coordinated with the Assistant Secretary-General for Rule of Law and Security Institutions. The Police Adviser is supported by a Deputy Police Adviser in undertaking those responsibilities.

8.7 The Police Division comprises the Office of the Police Adviser, the Strategic Policy and Development Section, the Mission Management and Support Section and the Standing Police Capacity.

8.8 The core functions of the Office of the Police Adviser are as follows:

(a) Providing strategic direction and oversight of policing issues in Department-led operations and missions led by the Department of Political Affairs, maintaining an overview of all operations and directing responses to critical incidents and issues that arise in the field, establishing frameworks for launching new police operations in response to United Nations resolutions, maintaining liaison with the Department of Political Affairs, the Peacebuilding Commission, the Peacebuilding Support Office, the Department of Field Support, broader United Nations departments, agencies, funds and programmes, Member States, regional organizations, non-governmental organizations, the academic community and civil society;

(b) Directing the preparation of Senior Police Liaison Officers and Police Liaison Officers for their role in integrated operational teams through structured induction and on-the-job training in the Police Division and subsequently empowering and supporting their functioning in the teams through the provision of information and policy and technical guidance on police issues;

(c) Serving within the United Nations system as the primary focal point and global lead for police and law enforcement matters, as appropriate, both in the context of Department-led operations and missions led by the Department of Political Affairs, as requested and feasible.

8.9 The Strategic Policy and Development Section is headed by a Chief, who is accountable to the Deputy Police Adviser.

8.10. The core functions of the Strategic Policy and Development Section are as follows:

(a) Developing and reviewing technical guidelines, standards, directives and standard operating procedures for the police components of Department-led operations and missions led by the Department of Political Affairs to facilitate the implementation of their respective mandates;

(b) Conducting police strategic planning and developing concepts of operations and mandate and implementation plans, in coordination with the integrated operational teams, monitoring police plans and analysing and evaluating results achieved and lessons learned by the police components of Department-led operations and missions led by the Department of Political Affairs, in coordination with other areas within the Department of Peacekeeping Operations, the police components of Department-led operations and missions led by the Department of Political Affairs and relevant United Nations and non-United Nations partners, as required;

(c) Supporting the efforts of other United Nations system partners concerning police and law enforcement issues, in support of the designation of the Department of Peacekeeping Operations as the global lead entity at the Headquarters level for police and law enforcement matters in the United Nations system.

8.11 The Mission Management and Support Section is headed by a Chief, who is accountable to the Deputy Police Adviser.

8.12 The core functions of the Mission Management and Support Section are as follows:

(a) Providing technical advice to the police components of Department-led operations and missions led by the Department of Political Affairs, in coordination with the integrated operational teams, to facilitate the implementation of their respective mandates;

(b) Liaising with Department-led operations and missions led by the Department of Political Affairs, Member States and other stakeholders, as appropriate, on police and law enforcement matters and related administrative, operational and technical issues;

(c) Planning and undertaking selection assistance and predeployment visits to police-contributing countries, collaborating with the Department of Field Support on the contingent-owned equipment negotiation process, coordinating negotiations on memorandums of understanding for the timely deployment of police units, providing technical advice on contingent-owned equipment claims by Member States, as required, and taking part in reconnaissance visits to the field;

(d) Ensuring the selection, deployment, rotation and extension of United Nations police officers, including members of formed police units and internationally recruited professional civilian staff in the police components of Department-led operations and missions led by the Department of Political Affairs; and interacting with permanent missions of Member States on all police technical operational issues and significant incidents related to police personnel.

8.13 The Standing Police Capacity is headed by a Principal Officer, who is accountable to the Police Adviser.

8.14 The core functions of the Standing Police Capacity are as follows:

(a) Providing a coherent police and law enforcement start-up capability for new Department-led operations and missions led by the Department of Political Affairs;

(b) Assisting Department-led operations and missions led by the Department of Political Affairs through the provision of police and law enforcement advice and expertise. When appropriate, the Standing Police Capacity may also be used to conduct operational assessments and evaluations of police components.

### **Criminal Law and Judicial Advisory Section**

8.15 The Criminal Law and Judicial Advisory Section is headed by a Chief, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.16 The core functions of the Criminal Law and Judicial Advisory Section are as follows:

(a) Planning programmes within Department-led operations for the strengthening of legal, judicial and prison systems, in coordination with other components of the Office of Rule of Law and Security Institutions, integrated operational teams, the Department of Political Affairs and other entities in the United Nations Secretariat, as well as United Nations agencies, funds and programmes;

(b) Providing inputs to strategic planning for specific operations and missions and providing operational support to justice, corrections and rule of law components of Department-led operations, in addition to missions led by the Department of Political Affairs as requested and feasible, in coordination with relevant entities within the United Nations Secretariat, United Nations agencies, funds and programmes, in such areas as programme implementation, budgeting, reporting, building institutional partnerships and staffing;

(c) Conducting periodic reviews of the work of justice, corrections and rule of law components of Department-led operations and missions led by the Department of Political Affairs as requested and feasible;

(d) Developing, updating and distributing guidance materials, procedures, training materials and lessons learned and best practices materials in areas related to the strengthening of legal, judicial and prison systems;

(e) Facilitating the sharing of analytical reports, best practices tools and guidance materials through the maintenance of the electronic Rule of Law Community of Practice;

(f) Serving as the designated lead entity for strengthening legal and judicial institutions in peacekeeping contexts and executing its global lead role in the area of corrections.

### **Disarmament, Demobilization and Reintegration Section**

8.17 The Disarmament, Demobilization and Reintegration Section is headed by a Chief, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.18 The core functions of the Disarmament, Demobilization and Reintegration Section are as follows:

(a) Developing and updating guidance for the implementation of disarmament, demobilization and reintegration, in particular in a peacekeeping context;

(b) Providing operational advice and support to disarmament, demobilization and reintegration and other associated components of Department-led operations and missions led by the Department of Political Affairs as requested and feasible, in coordination with the Department of Political Affairs and other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes, in such areas as strategic planning, budgeting, reporting, building institutional partnerships and staffing;

(c) Monitoring, evaluating, capturing and disseminating lessons learned and best practices on disarmament, demobilization and reintegration programmes, in particular in peacekeeping operations;

(d) Planning new disarmament, demobilization and reintegration programmes in Department-led operations, in coordination with other components of the Office of Rule of Law and Security Institutions, integrated operational teams, the Department of Political Affairs and other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes.

### **Security Sector Reform Unit**

8.19 The Security Sector Reform Unit is headed by a Chief, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.20 The core functions of the Security Sector Reform Unit are as follows:

(a) Providing advice on security sector reform issues to Department-led operations, missions led by the Department of Political Affairs and other United Nations field presences, as requested and feasible, in coordination with partners in the United Nations Secretariat and United Nations agencies, funds and programmes, and leading planning processes related to the design and implementation of security sector reform support to national authorities, in accordance with its designation as lead entity;

(b) Serving as focal point and technical resource capacity on security sector reform for the United Nations system and national and international partners;

(c) Developing United Nations guidance, standards and practices and identifying lessons learned on security sector reform in consultation with Member States, including the provision of a repository of materials on security sector reform;

(d) Developing rosters of experts to meet United Nations security sector reform requirements at Headquarters and in the field and delivering training on

security sector reform to United Nations personnel, external partners and national actors.

### **Mine Action Service**

8.21 The Mine Action Service is headed by a Director, who is accountable to the Assistant Secretary-General for Rule of Law and Security Institutions.

8.22 The Mine Action Service comprises the Office of the Director, the Programme Management and Oversight Section and the Policy, Information and Resource Management Section.

8.23 The core functions of the Office of the Director are as follows:

(a) Providing overall strategic and policy direction to United Nations mine action, as it relates to inter-agency coordination processes and mine action programmes and activities;

(b) Leading efforts to mobilize adequate voluntary contributions and to carry out donor liaison;

(c) Providing oversight and management of the Voluntary Trust Fund for Assistance in Mine Action and peacekeeping assessed funds for mine action.

8.24 The Programme Management and Oversight Section is headed by a Chief, who is accountable to the Director of the Mine Action Service.

8.25 The core functions of the Programme Management and Oversight Section are as follows:

(a) Providing technical guidance to Department-led operations on mine action, including the preparation and management of peacekeeping budgets;

(b) Coordinating inter-agency operational activities on mine action, including demining, mine risk education, victim assistance and advocacy, in close cooperation with United Nations agencies, funds and programmes and other partners;

(c) Establishing and managing mine action coordination centres in peacekeeping, complex emergency and rapid response contexts, with implementation provided through the United Nations Office for Project Services.

8.26 The Policy, Information and Resource Management Section is headed by a Chief, who is accountable to the Director of the Mine Action Service.

8.27 The core functions of the Policy, Information and Resource Management Section are as follows:

(a) Coordinating inter-agency collaboration and the development of common policies and strategies on mine action issues;

(b) Coordinating the receipt of contributions and ensuring timely and accurate donor reporting on voluntary contributions for United Nations mine action;

(c) Coordinating and managing inter-agency public information and advocacy efforts.

**Section 9**  
**Final provisions**

9.1 The present bulletin shall enter into force on 1 January 2010.

9.2 The Secretary-General's bulletin of 15 May 2000, entitled "Organization of the Department of Peacekeeping Operations" (ST/SGB/2000/9) is hereby abolished.

*(Signed)* **BAN** Ki-moon  
Secretary-General

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