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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

Addendum

Summary

Pursuant to the report of the Special Committee on Peacekeeping Operations and its Working Group on the 2008 substantive session (A/62/19) and the recommendations therein, the matrix contained in the present report provides an overview of the status of all the recommendations. The matrix is supplemental to the report of the Secretary-General (A/63/615). A short summary of each recommendation is given with a reference to the relevant paragraph in document A/62/19.



I. Restructuring of peacekeeping

- 1. Requests the Secretary-General to ensure a clear chain of command, accountability, coordination and maintenance of an adequate system of checks and balances** 31

At the field level, operational authority has been delegated to the special representatives of the Secretary-General and heads of mission for all mission components, including the military, police and administration. The special representative continues to report to the Secretary-General through the Under-Secretary-General for Peacekeeping Operations. The chain of command is reflected in the "Authority, command and control in peace operations policy" (February 2008), as well as the directives of special representatives and force commanders. At the Headquarters level, the Under-Secretary-General for Field Support reports to and receives direction from the Under-Secretary-General for Peacekeeping Operations on all issues that relate to United Nations peacekeeping.

- 2. Calls for the establishment of the integrated operational teams in full compliance with General Assembly resolution 61/279** 32

All seven integrated operational teams have been established in full compliance with General Assembly resolution 61/279.

- 3. Requests the Department of Peacekeeping Operations and the Department of Field Support to work in a coordinated manner to provide effective leadership and support to United Nations peacekeeping operations and to work in a coordinated manner in their relationship with Member States, in particular troop-contributing countries** 34

(a) Coordination and integration mechanisms have been established for the Department of Peacekeeping Operations and the Department of Field Support at the strategic, policy and operational levels to address cross-cutting issues, as well as crisis and emergency issues.

(b) The integrated operational teams serve as the principal entry point at Headquarters for external actors, including Member States, on mission-specific issues. On issues of a military technical nature, the Office of Military Affairs coordinates with the integrated operational teams and other partners, as appropriate.

- 4. Recommends urgent action to fill all posts, particularly those at the senior management level in accordance with the relevant provisions of General Assembly resolution 61/279** 35

Appointments have been made to all senior level posts (D-1 and above) approved under the provisions of General Assembly resolution 61/279. These include the Under-Secretary-General for Field Support, the Assistant Secretary-General for Rule of Law and Security Institutions and the Military Adviser (Assistant Secretary-General level).

II. Safety and security

- 5. Calls upon the Secretariat to give the utmost priority to enhancing the safety and security of United Nations and associated personnel in the field** 36

The Secretariat has taken measures to enhance the security of its personnel in field missions. A policy was issued in May 2008 to allow designated officials/heads of mission in United Nations peacekeeping and political operations to apply arrangements of the United Nations security management system to individually deployed military and police personnel. Moreover, the Secretariat is engaged at the strategic level in ensuring implementation of the recommendations of the report of the Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide.

- 6. In reference to the Convention on the Safety of United Nations and Associated Personnel, requests that key provisions of the Convention be included in status of forces agreements, status of mission agreements and host country agreements negotiated between the United Nations and host countries** 38

Status of forces agreements and status of mission agreements over the past several years have included references to the protective provisions of the Convention on the Safety of United Nations and Associated Personnel.

- 7. Requests that Member States be involved in United Nations boards of inquiry, that national boards of inquiry be allowed to interview United Nations Headquarters and mission staff as part of their investigations, and that the Secretariat report thereon to the Special Committee at its substantive session in 2009** 40

In accordance with established United Nations policy, a board of inquiry is not a judicial body; it is an internal management tool meant to assist the head of mission. However, on request by a national board of inquiry, United Nations staff and experts on mission are made available by the Organization on a voluntary basis without prejudice to its privileges and immunities, in accordance with the Convention on the Privileges and Immunities of the United Nations and the Organization's practice in cooperating with national judicial investigations and proceedings. Prior to a Member State's request for formal testimony by any of the aforementioned staff categories, the State would first be required to seek a waiver of the applicable privileges and immunities from the Secretary-General through the Office of Legal Affairs.

- 8. Urges the expeditious completion of United Nations boards of inquiry to ascertain the circumstances and responsibilities related to death and disability** 41

A new policy directive and standard operating procedure on boards of inquiry was adopted in May 2008 which significantly reduces the scope of such boards to the most serious types of occurrence, in particular those related to death and disability. They simultaneously prescribe specific and tight time frames for the whole Board of Inquiry process. The establishment of the Board of Inquiry Unit at Headquarters and the launch of the related electronic database permitted the Department of Field Support to clear the backlog of Board of Inquiry cases and shortened timelines for processing Board of Inquiry reports at Headquarters and for follow up with relevant Member States and Secretariat bodies.

		<i>Paragraph in A/62/19</i>
9.	<p>Requests that, when there is an incident in a peacekeeping mission, constant communication with concerned Member States be initiated from the outset and maintained through to the conclusion of the investigation of the incident; findings of boards of inquiry should immediately be shared with concerned Member States and lessons learned and field-risk assessments should also be shared</p> <p>The Department of Peacekeeping Operations usually receives information about an incident in one of its missions within 24 hours. The permanent mission of the Member State(s) concerned is then immediately notified. However, to protect the integrity of the process and the interests of the parties involved, the Board of Inquiry conducts its proceedings and prepares its report to the head of mission in camera. A Board of Inquiry report, which has no legal standing, is an internal United Nations managerial document and as such is not normally shared with outside entities. Nevertheless, whenever such reports are of special interest to a troop- or police-contributing country, they may be given the findings for official use of that State under the established procedure protecting legal interests of the Organization, other Member States and individuals involved.</p>	42
10.	<p>Liaison arrangements of United Nations field operations should be improved at appropriate levels, especially tactical and operational levels in the field, so as to establish immediate responses to safety and security issues as required</p> <p>At the operational level, the joint operations centre and joint mission analysis centre ensure coordination of information between all components of the mission.</p>	43
11.	<p>Calls upon the Department of Peacekeeping Operations to ensure that United Nations peacekeeping personnel are deployed in accordance with agreed concepts of operation and deployment arrangements</p> <p>The Force Generation Service of the Department of Peacekeeping Operations works closely with the Department of Field Support and the troop-contributing country to ensure that deployments are in accordance with the concept of operations. The Service is participating in the “Lean six sigma” project of the Department of Field Support to review procedures and processes for deploying contingents.</p>	44
12.	<p>Reiterates its request to the Department of Peacekeeping Operations and the Department of Safety and Security to improve the quality of the local security personnel employed and to present a thorough policy for screening and verification before hiring, which includes criminal and human rights violations of the candidates, as well as links to security companies</p> <p>All national staff applications are monitored and background checks are conducted on all selected applications at the mission level.</p>	46
13.	<p>Reiterates its request that clear guidelines and procedures be put in place to facilitate information-sharing regarding safety and security issues as well as security management in peacekeeping operations</p> <p>The policy on cooperation between the Department of Peacekeeping Operations and the Department of Field Support identifies bodies and procedures to ensure information-sharing at the Headquarters and field levels. In the missions, the military and police components participate in the security management team, which supports the designated official/head of mission in making decisions related to safety and security.</p>	47

		<i>Paragraph in A/62/19</i>
14.	<p>Requests the Secretariat to report on steps taken to ensure that all individual military and police officers deployed in United Nations peacekeeping missions are under United Nations security arrangements, including, as applicable, the United Nations security management system and urges the development and implementation of appropriate security arrangements as a matter of priority</p> <p>DPKO issued on 1 May 2008 instructions on the application of the arrangements of the United Nations security management system to individually deployed military and police personnel in missions led by the Department of Peacekeeping Operations and the Department of Political Affairs.</p>	48
15.	<p>Reiterates its request that the Department of Peacekeeping Operations, in cooperation with the Department of Safety and Security, develop an effective mechanism for undertaking periodic risk analyses in peacekeeping missions and at headquarters, to be conducted at every stage, especially prior to the establishment of a mission</p> <p>The establishment of a valid country-specific security plan by the designated official and the security management team is based on the preparation of a specific threat assessment of the duty station at every stage, including predeployment of a mission. The Inter-agency Security Management Network is currently developing a security risk management model, which is to be included in the new edition of the <i>Field Security Handbook</i>.</p>	49
16.	<p>Requests the Department of Peacekeeping Operations to present a progress report to the Special Committee before its 2009 substantive session on the use of advanced monitoring and surveillance technologies in peacekeeping operations and continues to request the Secretariat to develop appropriate modalities for the use of advanced monitoring and surveillance technologies with due attention to legal, operational, technical and financial considerations, as well as the consent of the countries concerned with regard to their application in the field</p> <p>The Special Committee was briefed on progress on 18 November 2008. The procurement process of an unmanned aerial system for the United Nations Organization Mission in the Democratic Republic of the Congo is being examined. The system would allow the mission to react quickly to serious security incidents against the local population and United Nations personnel. Implementation of the system would entail a holistic approach embracing tasking, information management and training. It would require the acceptance of the host country to use the advanced technology.</p>	50
17.	<p>Recommends that the Secretariat improve the collection and processing of data from field missions, which could allow more thorough and detailed analysis of all types of fatalities and serious injuries of peacekeeping personnel in the field, and provide a report annually to Member States</p> <p>The consistent collection, processing and analysis of data from field missions on all types of fatalities and injuries is steadily improving and work continues to that end. The Secretariat will provide annual in-depth analysis of data relating to fatalities and serious injuries prior to the meeting of the Special Committee.</p>	51

- 18. Stresses the need for the Secretariat to improve relevant policies and procedures to enhance the existing mechanism to manage crisis situations in peacekeeping operations in a well-coordinated and effective manner** 52

A comprehensive revision of the joint Department of Peacekeeping Operations and Department of Field Support standard operating procedures on Headquarters crisis response in support of Department of Peacekeeping Operations led field missions has been completed. The process of finalizing the joint Department of Peacekeeping Operations and Department of Field Support standard operating procedures on crisis management in Department of Peacekeeping Operations led field missions has begun.

- 19. Requests the Secretariat to develop security procedures with regard to setting up United Nations positions in peacekeeping missions** 53

A country-specific security plan approved by the designated official and the security management team is prepared for each mission and reviewed as necessary. The security risk management model will be included in the new edition of the *Field Security Handbook*. (See also response under item 15 above.)

III. Conduct and discipline

- 20. Requests that the United Nations take appropriate measures to prevent unsubstantiated allegations of misconduct from damaging the credibility of any United Nations peacekeeping mission, troop-contributing country or United Nations peacekeeping personnel and requests that the United Nations ensure that steps are taken to restore the image and credibility of any United Nations peacekeeping mission, troop-contributing country or United Nations peacekeeping personnel when allegations of misconduct are ultimately found to be legally unproven** 58

All allegations of misconduct received by the United Nations are assessed and investigated with a view to either substantiate the allegation or exonerate the alleged perpetrator(s). The subject of the investigation, as well as the sending country, is informed of the results. Both the local population and new United Nations personnel are routinely informed about the United Nations policy on protection from sexual exploitation and abuse, as well as the risks of making false allegations.

The United Nations, in consultation with the troop- or police-contributing country, will publicly provide information on allegations, as appropriate. Revised Intranet and Internet websites with regularly updated information on these issues will soon be launched.

- 21. Requests the Secretariat to proceed with the implementation of the revised model memorandum of understanding in respect of existing as well as new memorandums of understanding** 59

In July 2008, all troop-contributing countries were informed that the provisions on sexual exploitation and abuse contained in the approved revised model memorandum of understanding were now in full force.

		<i>Paragraph in A/62/19</i>
22.	<p>Calls on the United Nations to continue to implement its policy of zero tolerance of sexual exploitation and abuse in United Nations peacekeeping operations and suggests that it would be useful for data on allegations of sexual exploitation and abuse received by the Office of Internal Oversight Services to be reported in a disaggregated manner according to the type of serious misconduct allegation</p> <p>The United Nations zero tolerance policy is implemented continuously and routinely by all senior managers in the United Nations, spearheaded by the Secretary-General himself. Since May 2008, the Office of Internal Oversight Services has provided statistics that enable better analysis of the occurrence of sexual exploitation and abuse. Dialogue with the Investigations Division of the Office on improved reporting is ongoing.</p>	63
23.	<p>Looks forward to the early implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (General Assembly resolution 62/214, annex)</p> <p>Guidance documents to assist in the implementation of the victim assistance strategy are being drafted. Implementation will start in the course of 2009.</p>	64
24.	<p>Takes note of the Secretary-General's report on the comprehensive review of the welfare and recreation needs of all categories of peacekeeping personnel (A/62/663) and requests a further comprehensive report on welfare and recreation, detailing all the implications of the proposals made, for consideration by the appropriate Main Committee of the General Assembly at its sixty-third session</p> <p>A further comprehensive report on welfare and recreation will be available to the General Assembly during the spring of 2009.</p>	65
25.	<p>Requests the Secretariat to take the necessary measures to improve the situation concerning housing peacekeeping personnel in appropriate accommodation, pursuant to the contingent-owned equipment manual</p> <p>Following the recommendation by the Working Group on Contingent-Owned Equipment in 2008, the Secretariat presented to the General Assembly a list of items that should be provided by Member States for the welfare of contingents and formed police units. The General Assembly approved the list, which will be used during memorandum of understanding negotiations to ensure that agreed equipment is deployed by the Member States.</p>	67

IV. Strengthening operational capacity

A. Military capacities

- 26. Requests the Secretary-General to appoint the Military Adviser urgently and to ensure that the military function within the Department of Peacekeeping Operations is appropriately and adequately staffed and structured to carry out its functions** 70

The Military Adviser, Lt. Gen. Chikadibia Isaac Obiakor, was appointed on 18 May 2008.

- 27. Requests that Member States be kept informed in a timely manner of the progress in recruitment of staff for senior positions in the Office of Military Affairs** 72

The Military and Police Advisers Community serving the permanent missions in New York has been regularly briefed on progress regarding recruitment to senior posts.

- 28. Recognizes the need for the Chief of Staff of the Office of Military Affairs to be at an appropriate grade to enable him or her to direct the work of the branch chiefs** 73

The level of the post of Chief of Staff was raised to D-1 by the General Assembly with effect from 1 July 2008.

- 29. Requests the Secretariat to study and review, in consultation with troop-contributing countries, the requirements for the generation of military police units and personnel coming from the countries that provide troops to a particular mission** 74

The military police component, for any mission, will be generated in accordance with the force requirements and in coordination with the relevant troop-contributing country.

B. Police capacities

- 30. Reaffirms its support for the inclusion of the Police Adviser as a permanent member of the senior management team of the Department of Peacekeeping Operations, with direct access to the Under-Secretary-General for Peacekeeping Operations on strategic and operational policing matters** 75

The Police Adviser continues to be a member of the Department of Peacekeeping Operations and Department of Field Support senior management team enjoying unfettered access to the Under-Secretary-General for Peacekeeping Operations on strategic and operational matters, while reporting through the Assistant Secretary-General of the Office of Rule of Law and Security Institutions on day-to-day matters.

		<i>Paragraph in A/62/19</i>
31. Recognizes the need for the Police Division to be adequately staffed to carry out its function and for this matter to be considered in conjunction with the review of the whole organization of the Department of Peacekeeping Operations and the Department of Field Support		76
<p style="margin-left: 40px;">A comprehensive analysis of the Police Division has been conducted by a review team, providing recommendations on how the Division could perform mandated tasks more effectively and efficiently.</p>		
32. Looks forward to receiving the report on the comprehensive review of all aspects of the Standing Police Capacity's first year of operation no later than July 2008		77
<p style="margin-left: 40px;">A comprehensive report on the Standing Police Capacity's first year of activities was prepared by a panel of experts and is expected to be completed in January 2009.</p>		
C. Rapid deployment		
33. Recommends that, in order to overcome the contingent-owned equipment and sustainability shortfalls faced by some troop-contributing countries, the Department of Peacekeeping Operations and the Department of Field Support continue to facilitate various enabling arrangements, including through other Member States and bilateral arrangements		80
<p style="margin-left: 40px;">Canada, the Netherlands, Sweden, the United Kingdom of Great Britain and Northern Ireland and the United States of America have each provided equipment to the United Nations for use by former contingents of the African Union Mission in the Sudan now part of the African Union-United Nations Hybrid Operation in Darfur (UNAMID).</p> <p style="margin-left: 40px;">Several UNAMID troop- and police-contributing countries are now working bilaterally with the aforementioned Member States, as well as with France, Germany and Italy, to acquire additional equipment to assist them in meeting their operational requirements in UNAMID.</p>		
34. Decides to reconvene its informal open-ended working group on enhanced rapidly deployable capacities to prepare, assisted by the Secretariat where necessary, a comprehensive report on feasible options for enhanced rapidly deployable capacities, for consideration by the Special Committee at its next substantive session		81
<p style="margin-left: 40px;">The Department of Peacekeeping Operations is awaiting the outcome of the work of the Special Committee's working group.</p>		
D. Integrated planning		
35. Reiterates the need for full implementation of the integrated mission planning process and calls for periodic briefings by the Secretariat on the current status of the implementation at appropriate moments; guidelines for the integrated mission planning process should be completed as quickly as possible		82
<p style="margin-left: 40px;">The Special Committee was briefed on the integrated mission planning process on 21 November 2008. The guidelines are to be completed by mid-2009. They will seek to capture innovations in integration taking place at the field level as best practices for application in other missions.</p>		

		<i>Paragraph in A/62/19</i>
36.	Requests the Secretary-General to designate an appropriate high-ranking official, within existing posts, to oversee the integrated mission planning process within the Secretariat and to galvanize all relevant departments and steer the process in order to ensure that this key tool is properly utilized	83
<p>The Assistant Secretary-General for Operations in the Department of Peacekeeping Operations oversees the integrated mission planning process.</p>		
37.	Reiterates the need for the Secretariat to identify qualified candidates from troop-contributing countries for senior mission leadership posts	84
<p>The process of identification, selection and offering of qualified candidates is the responsibility of Member States. Based upon these nominations, the Secretariat continues to identify the best qualified candidates for senior posts. The senior mission leaders course offered by the Department of Peacekeeping Operations should also help to identify current and potential mission leaders.</p>		
V. Strategies for complex peacekeeping operations		
A. Peacebuilding issues and the Peacebuilding Commission		
38.	Underlines the importance of effective coordination between the Department of Peacekeeping Operations, the Peacebuilding Support Office, United Nations funds, programmes and agencies and non-United Nations partners in peacebuilding efforts	93
<p>The Department of Peacekeeping Operations partnerships team has, over the past year, facilitated the signing of a partnership programme with the United Nations Development Programme (UNDP) in October 2008 and a partnership framework with the World Bank in July 2008. The Department chairs an inter-agency steering group to enhance integration and coordinates with all partners on a daily basis on mission-specific matters.</p>		
39.	Recommends that the Department of Peacekeeping Operations, taking into account the work of relevant United Nations bodies such as the Peacebuilding Commission and the Peacebuilding Support Office, further explore opportunities for partnerships in post-conflict situations with international financial institutions such as the World Bank and the International Monetary Fund, as well as regional arrangements, such as the European Union, with a view to establishing effective cooperation	95
<p>A United Nations-World Bank partnership framework was signed in July 2008 and a joint after-action review with the European Union has been conducted on operational cooperation between the United Nations Mission in the Central African Republic and Chad (MINURCAT) and the European Union led Force (EUFOR).</p>		

- 40. Encourages regular exchange and interaction among United Nations partners and with Member States to increase the sharing of knowledge and best practices on all issues related to peacebuilding** 97

The Department of Peacekeeping Operations regularly participates in the lessons learned working group of the Peacebuilding Commission to support knowledge-sharing on peacebuilding issues. The Department's best practices and after-action reviews on partnership issues have been circulated via the website of the Peacekeeping Best Practices Section and distributed to United Nations partners. The Department also provides training and briefings on peacebuilding issues to senior mission leaders and participates in World Bank and European Union staff training programmes.

- 41. Requests the Department of Peacekeeping Operations to ensure that lessons learned from experience gained in the transition from peacekeeping operations to integrated offices are applied elsewhere** 98

The Department of Peacekeeping Operations has actively pursued opportunities to learn lessons from the transition of peacekeeping operations to integrated offices, in particular in Burundi and Sierra Leone. Information on these exercises can be downloaded from the Department's Intranet from Headquarters and the field. The Department has also worked with United Nations agencies and the Peacebuilding Support Office to catalogue best practices on such transitions.

B. Disarmament, demobilization and reintegration

- 42. Reiterates the need for the Department of Peacekeeping Operations to design and implement disarmament, demobilization and reintegration programmes in partnership with the national Government, other United Nations actors, the World Bank, donors, regional arrangements and non-governmental organizations** 99

All the disarmament, demobilization and reintegration programmes in peacekeeping missions are implemented in close partnership with the national Government. Donors are informed of latest developments and implementation is coordinated with United Nations entities and the World Bank in countries where it is active in this field. The Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations is developing a strategy to enhance its links with regional arrangements, especially the African Union, and its cooperation with non-governmental organizations.

- 43. Requests the Department of Peacekeeping Operations to ensure that disarmament, demobilization and reintegration programmes are tailored to the specific context, are carried out within a broad peacebuilding strategy, including institution-building, and are consistent with the host country's national strategies** 100

Adapting disarmament, demobilization and reintegration programmes to the specific country context is a fundamental guiding principle. It is also clearly acknowledged that disarmament, demobilization and reintegration must be harmonized with various ongoing national processes.

- 44. Requests the Department of Peacekeeping Operations, together with other United Nations partners, to ensure that all new disarmament, demobilization and reintegration programmes are developed in line with the integrated disarmament, demobilization and reintegration standards and requests a briefing on progress made in the implementation of integrated disarmament, demobilization and reintegration standards and programmes, as well as on the activities of the inter-agency working group on these issues** 101

The few disarmament, demobilization and reintegration programmes developed since the inception of the integrated disarmament, demobilization and reintegration standards in December 2006 have been developed in accordance with the standards. An informal briefing on developments concerning disarmament, demobilization and reintegration was given to the Special Committee on 8 October 2008.

- 45. Encourages the inter-agency working group to further develop integrated disarmament, demobilization and reintegration standards on assessment, planning and the implementation of social and economic reintegration programmes** 102

As part of the work of the inter-agency working group on disarmament, demobilization and reintegration, UNDP and the International Labour Organization have taken the lead in developing further guidance materials on social and economic reintegration for the integrated disarmament, demobilization and reintegration standards.

- 46. Stresses the importance of ensuring that all women and children associated with armed forces and groups are systematically included in disarmament, demobilization and reintegration programmes, taking into account their specific needs and rights, especially those of girls, with a particular emphasis on reintegration and education, and reiterates the importance of including special measures in the disarmament, demobilization and reintegration programmes to ensure the early release of children from armed groups and to prevent their re-recruitment** 103

In accordance with the integrated disarmament, demobilization and reintegration standards, all disarmament, demobilization and reintegration programmes are required to systematically take fully into account women and children associated with armed forces and groups. The Department of Peacekeeping Operations continues to work closely with the United Nations Children's Fund (UNICEF) and other child protection agencies to ensure the early and unconditional release of children associated with armed forces and groups and has participated in the development of the Principles and Guidelines on Children Associated with Armed Forces or Armed Groups (the Paris Principles). It should be noted that such advice is provided to Government interlocutors, who are normally the final decision makers on the parameters of the programmes.

VI. Security sector reform

- 47. Recognizes the need for clear field mechanisms for the coordination and implementation of security sector reform** 110

There are clear field mechanisms for coordination and support of security sector reform in Burundi, the Democratic Republic of the Congo, Liberia and Timor-Leste. The Department of Peacekeeping Operations has recently worked with the United Nations Mission in the Sudan to establish a Security Sector Advisory and Coordination Cell, at the request of the authorities.

- 48. Recognizes the need to establish a security sector reform unit in the Office of Rule of Law and Security Institutions on the basis of capacity approved by the General Assembly, encourages the Secretariat to elaborate guidelines and to provide advice for the implementation of an integrated approach to security sector reform in peacekeeping missions through consultations with Member States, and stresses the importance of lessons learned and best practices** 111

In the 2007-2008 budget for the support account for peacekeeping operations, Member States approved five security sector reform posts to create a modest capacity in the Department of Peacekeeping Operations. The existing security sector reform capacity is in the preliminary stages of developing technical guidelines in 10 priority areas.

- 49. Requests that work on clarifying the relationship between security sector reform and disarmament, demobilization and reintegration be completed and presented to the Special Committee** 113

The Department of Peacekeeping Operations and UNDP have contracted the Geneva Centre for the Democratic Control of Armed Forces to conduct a study on the nexus between disarmament, demobilization and reintegration and security sector reform, including lessons learned from experience to date. The draft report of the study is expected to be completed in March 2009.

- 50. Reiterates the importance of incorporating gender perspectives in security sector reform programmes** 114

The Secretariat, together with the United Nations Development Fund for Women, has provided advice to field teams on gender and security sector reform. Lessons learned and best practices in this area will be developed and gender issues will be incorporated into technical guidelines and training modules.

VII. Rule of law

- 51. Requests that, where mandated, the Department of Peacekeeping Operations to continue to ensure that rule of law and transitional justice are integrated into the strategic and operational planning of peacekeeping operations** 116

The Criminal Law and Judicial Advisory Section of the Department of Peacekeeping Operations participates in mission planning in coordination with organizations of the United Nations country team engaged in rule of law issues, to ensure that justice and corrections issues are fully understood and integrated at the earliest stage within the wider strategic mission objectives.

- 52. Encourages the Secretariat to implement lessons learned where appropriate and to continue to report on its implementation and efforts in this regard** 117

The Criminal Law and Judicial Advisory Section has developed important guidelines and manuals on lessons learned over the past years and continues to disseminate this material to mission components. The Section has also developed a comprehensive training programme on the management of prison support programmes in United Nations peace operations, open to United Nations corrections advisers and senior national prison staff. The Section further operates an Internet-based interactive forum, which links Headquarters and field staff for knowledge transfer and holds over 1,000 relevant guidance documents.

- 53. Requests the Secretariat to brief Member States whenever relevant guidance material related to operational rule of law issues is initiated and to provide all information on progress** 118

The package of guidance material developed to date will soon be complemented by a directive for justice components in United Nations peacekeeping operations, defining objectives, principles, core functions and focus areas, as well as the partners with whom justice components must work in order to achieve their objectives.

- 54. Calls upon the Department of Peacekeeping Operations, within its responsibility as a lead entity and where mandated in peacekeeping operations, to ensure cooperation and coordination among all relevant mission components in the context of rule of law and underlining the importance of a holistic and coherent United Nations approach** 119

The Department of Peacekeeping Operations has contributed significantly to several inter-agency processes designed to bring greater coherence to the efforts of the United Nations system in respect of rule of law. In 2008, a strategic plan for rule of law was developed to contribute to a more coherent and strategic approach for United Nations rule of law assistance by maximizing synergy and complementarity while minimizing overlap and duplication in a number of key areas.

VIII. Gender and peacekeeping

- 55. Encourages the Department of Peacekeeping Operations to support local women's peace initiatives and the involvement of women and women's groups in all activities related to peace processes and conflict resolution** 121

The Department of Peacekeeping Operations continues to expand outreach and support to women's organizations in post-conflict countries, in partnership with UNDP, including support for national consultations leading to the development of national action plans for the implementation of Security Council resolution 1325 (2000).

Paragraph in A/62/19

- 56. Emphasizes the need for regular and comprehensive training of United Nations staff and related personnel in gender-sensitive approaches in the context of their responsibilities and mandate and, where appropriate, for responding to cases of sexual and gender-based violence in a culturally sensitive manner and for the deployment of United Nations gender advisers to United Nations missions** 123

The Department of Peacekeeping Operations is reviewing training materials for peacekeepers on the protection of women and girls from sexual violence. Training workshops have been organized and a broad, comprehensive gender training strategy is under development. Gender advisers are appointed to all multi-dimensional peacekeeping missions.

- 57. Urges the Department of Peacekeeping Operations to develop a comprehensive strategy to increase the participation of women in all aspects at all levels of United Nations peacekeeping operations, pursuant to General Assembly resolution 59/164 and Security Council resolution 1325 (2000)** 125

The Field Personnel Division of the Department of Field Support is taking a number of initiatives to improve the gender balance of international staff in peacekeeping operations, including the use of positive discrimination in cases of equally qualified candidates. Outreach activities and human resource action plans are implemented to target the recruitment of female candidates. The Department of Peacekeeping Operations continues to engage with troop- and police-contributing countries for increased deployment of female uniformed personnel.

IX. Children and peacekeeping

- 58. Recommends the inclusion, where appropriate, of specific child protection provisions in mandates of peacekeeping operations and the deployment, on a case-by-case basis, of child protection advisers in all relevant peacekeeping operations, in accordance with Security Council resolution 1612 (2005)** 127

The Department of Peacekeeping Operations agrees with this recommendation to the Security Council concerning peacekeeping operation mandates.

- 59. Requests that the Department of Peacekeeping Operations further elaborate the role and responsibilities of child protection advisers within peacekeeping missions and outline clear modalities for cooperation with United Nations agencies, funds and programmes, to ensure a comprehensive strategy of prevention and response with respect to all forms of violence against children** 128

The Department of Peacekeeping Operations is in the process of preparing a policy on child protection, in close consultation with UNICEF and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict with a view to finalizing the policy by early 2009.

- 60. Recommends the designation of a focal point in the Department of Peacekeeping Operations to liaise with the Special Representative of the Secretary-General for Children and Armed Conflict and the Special Representative of the Secretary-General on Violence against Children, within their respective mandates, in order to further the commitment and action of peacekeeping in the area of child protection** 129

A child protection focal point has been appointed at Headquarters on a temporary basis to assist in the development of policy and guidance in the area of child protection.

X. HIV/AIDS and peacekeeping

- 61. Recognizes the need to standardize and streamline the reporting of medical data across United Nations peacekeeping missions, including repatriation and mortality data, so that they can be made available to the Department of Peacekeeping Operations periodically for planning and strategic purposes** 132

The database maintained by the Medical Services Division of the Office of Human Resources Management regarding medical evacuations, repatriation, mortality and HIV/AIDS cases from all United Nations peacekeeping missions is available to the Department of Peacekeeping Operations on request.

- 62. Reiterates the need for the Department of Peacekeeping Operations to ensure that all missions make available sufficient and accessible HIV/AIDS education, information, voluntary counselling and testing and related services for all United Nations peacekeeping personnel, with full protection of confidentiality and informed consent** 134

HIV/AIDS advisers and HIV focal points continue to expand HIV awareness and provide HIV commodities, along with voluntary counselling and testing services, to all United Nations peacekeeping personnel, in confidence.

- 63. Urges the Secretariat and troop-contributing countries to continue to work on harmonizing predeployment awareness programmes and applying United Nations guidelines on medical clearance and medical conditions that preclude deployment** 135

The Secretariat undertakes predeployment visits to Member States discussing the United Nations standards for medical facilities and the need to meet predeployment medical requirements. The standardized generic training module on HIV/AIDS awareness has been revised and updated to provide Member States with the most recent information on HIV/AIDS prevention and awareness.

- 64. Recommends that full use be made of the opportunities for peer education training programmes and that those schemes be coherent, consistent and adequately resourced** 136

HIV advisers and field teams conduct peer education and HIV counsellor training for peacekeepers and for national armed forces and police being trained and mentored in post-conflict environments.

		<i>Paragraph in A/62/19</i>
65.	Recognizes the importance of annual briefings by the Department of Peacekeeping Operations, the Department of Field Support and the Joint United Nations Programme on HIV/AIDS (UNAIDS) on the progress made in dealing with HIV/AIDS in peacekeeping operations	138
<p>Regular briefings by the Department of Peacekeeping Operations, the Department of Field Support and UNAIDS on HIV/AIDS in peacekeeping operations are provided to the Special Committee.</p>		
XI. Cooperation with troop-contributing countries		
66.	Consultations with troop-contributing countries should be held at all stages of a peacekeeping operation	142
<p>Meetings with troop-contributing countries take place at all stages of a mission: before and during deployment, during crises and during the debriefing of an outgoing head of a military component. Bilateral consultations take place on a daily basis.</p>		
67.	Calls upon the Secretariat to improve information-sharing with troop-contributing countries and to ensure that copies of the reports of the Secretary-General on specific peacekeeping operations are circulated to the troop-contributing countries in good time to allow for the holding of meetings with those countries before discussions are held among Security Council members	143
<p>The Military Adviser meets the Military and Police Advisers Community regularly and provides frequent updates during crises, in addition to bilateral meetings and meetings with groups of troop-contributing countries. Further improvements in information-sharing are being discussed. Results are expected by the end of 2008.</p>		
68.	Urges the Secretariat to consult with troop-contributing countries in a timely manner when planning any change in the tasks, mission-specific rules of engagement, operational concepts or command and control structure that have an impact on the personnel, equipment and logistics requirements and to consult with the troop-contributing countries concerned when planning a drawdown of troops in any peacekeeping operation	146
<p>The Secretariat always seeks to inform and consult with troop-contributing countries when preparing major adjustments to ongoing operations. Information is transmitted in reports of the Secretary-General and during meetings with troop-contributing countries.</p>		
69.	Looks forward to continued and improved cooperation between the Secretariat and troop-contributing countries in the coming year, including easy access to briefing material in written form	147
<p>Briefing materials will be issued after informal meetings once cleared for distribution.</p>		

- 70. Requests the Secretariat to produce predeployment threat assessments and share them with potential troop-contributing countries** 148

As the assessment team in the Office of the Military Adviser becomes established in late 2009 it will fulfil the task of contributing to predeployment assessments, in conjunction with the Situation Centre and the Department of Safety and Security.

XII. Enhancement of African peacekeeping capacities

- 71. With regard to coherent and effective coordination of support to the African Union, requests the Secretariat to continue to assist by providing an arena for such coordination and facilitating the broadening of the donor base** 149

The African Union peacekeeping support team in the Department of Peacekeeping Operations has coordinated directly with donors and has been able to assist the African Union's capacity-building efforts through a range of different targeted activities.

- 72. Reiterates its recommendation that the Department of Peacekeeping Operations continue to support the African Union in ensuring commonality of procedures for joint planning and coordination with subregional economic communities** 151

The African Union peacekeeping support team is supporting the process of standardization of procedures through long-term training projects, support to initiatives of other partners, in particular those relating to development of police and civilian capacity, and through participation in the programme of concept development training led by the African Union.

- 73. Requests that the established multidisciplinary African Union peacekeeping support team continue to serve as a coordinating point for all issues in the Department of Peacekeeping Operations related to cooperation with the African Union, and requests to be informed regularly about its functioning and mandate, particularly as relates to the question of providing the much-needed technical support for regional and subregional capacities** 152

The focus of the African Union peacekeeping support team is on long-term capacity-building in support of the 10-year capacity-building plan, for which it provides coordination on behalf of the Department of Peacekeeping Operations; however, for coordination of operational support for ongoing African Union missions, the link is directly to the respective integrated operational team.

XIII. Cooperation with regional arrangements

- 74. Reiterates that the Department of Peacekeeping Operations should continue establishing frameworks to operationalize practical cooperation and replace ad hoc arrangements with effective coordination mechanisms and measures between the United Nations and regional arrangements, as well as other donors and partners, with the objective of enhancing the efficiency and effectiveness of international peacekeeping efforts; in developing this framework, recommends that full consideration be given to lessons learned from recent experiences** 155

In addition to the information provided under paragraphs 93, 95, 97 and 98 of document A/62/19, the partnerships team has supported the holding of the European Union-United Nations steering committee meetings held in May and November 2008, in Brussels and New York respectively.

- 75. Believes that the capacity for partnership could help to avoid duplication or competition of efforts among multilateral institutions** 156

The capacity for partnership supports policy work in the area of peacebuilding and integration in support of clarity in respect of cooperation arrangements, complementarity and efficiency.

- 76. Reiterates its support for the Secretary-General's proposal to move beyond discussion of possible frameworks for cooperation and to implement concrete modalities for operational cooperation in peacekeeping within the framework of regional arrangements** 158

The after-action review of European Union-United Nations cooperation in the planning for EUFOR in the Central African Republic and Chad led to the development in June 2008 of guidelines for United Nations-European Union planning for existing and future joint endeavours between the two organizations.

XIV. Best practices

- 77. Takes note of the ongoing review by the Department of Peacekeeping Operations of technically feasible options for making guidance materials available to troop-contributing countries in the most efficient manner and looks forward to being kept informed in a timely manner of the outcome of that review** 159

The Department of Peacekeeping Operations and the Department of Field Support are creating a password-protected web page that will allow troop- and police-contributing countries access to relevant guidance materials on the website of the Division for Policy, Evaluation and Training of the Department of Peacekeeping Operations.

- 78. Takes note of the steps taken to include a best practices officer or a best practices focal point in peacekeeping missions and looks forward to receiving a progress report on this issue** 160

By late 2008, all peacekeeping missions included a best practices officer or focal point.

		<i>Paragraph in A/62/19</i>
79.	Notes the importance of developing best practice materials and integrating them into learning processes in the daily work of staff members and looks forward to being kept informed of progress in this matter	161
<p>Staff are able to integrate lessons from other missions into their daily work by consulting the policies and practices database on the peace operations Intranet. Guidance materials and best practices are also used in training for peacekeeping.</p>		
XV. Training		
80.	Takes note of the Secretariat's work on the development of a United Nations peacekeeping training strategy and requests that the strategy be provided to the Special Committee	163
<p>A copy of the United Nations peacekeeping training strategy was placed on the Special Committee's website on 19 May 2008.</p>		
81.	Takes note of the ongoing work of the Integrated Training Service of the Department of Peacekeeping Operations concerning the development of a set of minimum training standards and training modules and requests submission of a detailed progress report in a timely fashion before its next substantive session	164
<p>Updated training material and minimum training standards will be available for dissemination in early 2009.</p>		
82.	Continues to support the efforts of the Department of Peacekeeping Operations to provide peacekeeping training centres and national training focal points with the necessary guidance for training United Nations peacekeeping personnel	166
<p>A strategy for providing training support to Member States and peacekeeping training centres and institutions was developed over the course of the year, in consultation with key stakeholders.</p>		
83.	Notes the recognition process by the Integrated Training Service of courses conducted by peacekeeping and training institutions using the standardized training modules and that this process has been suspended, and stresses the need to develop in a timely manner an effective mechanism through which this activity can resume and to expand and to speed up the recognition process	168
<p>The recognition process has been reviewed and a new policy and standard operating procedures have been formulated.</p>		
84.	Looks forward to the further improvement of the standardized training modules used in the training of potential senior mission leaders; in this regard, participation of selected or pre-selected personnel should be given higher priority for new courses	169
<p>In addition to the internal assessments conducted after each standardized training module, an external consultant has been engaged to provide recommendations for improvement. The consultant's recommendations are being incorporated into the next senior mission leaders course scheduled for mid-2009.</p>		

		<i>Paragraph in A/62/19</i>
85.	An integrated mission planning process training package should be put in place as quickly as possible and be made an integral part of the United Nations senior mission leadership training	170
<p>The senior mission leaders courses and the senior leadership induction programme include modules on mission integration and mission planning.</p>		
86.	Notes the steps taken by the Secretariat to enhance predeployment training capacity for police personnel and to facilitate bilateral training assistance as and when requested by Member States and looks forward to receiving more information on this issue	171
<p>A generic curriculum for predeployment training for United Nations police was developed as part of UNAMID training and has now been widely shared with all police-contributing countries. The Integrated Training Service will continue to provide support to police-contributing countries in order to standardize predeployment training.</p>		
87.	Calls for the finalization of the first specialized training modules for police and their dissemination to Member States and peacekeeping operations in the six official languages and the distribution of the standardized training modules, to be supplemented with the Department of Peacekeeping Operations train the trainer courses	172
<p>When finalized in early 2009, standardized training modules for United Nations police will be available in the two working languages of the United Nations. The first train the trainer course for United Nations police using the new materials is expected to be held in early 2009. Priority will be given to Africa and Asia.</p>		
88.	Takes note of the ongoing work in the development of the senior mission administrative and resource training and looks forward to receiving a progress report in this regard	173
<p>The Special Committee received an informal briefing on the senior mission administrative and resource training on 9 December 2008. Upon finalization of the revision of the six e-learning modules, the training programme will target approximately 120 mission staff between 2009 and 2011.</p>		
89.	Calls on the Secretariat to urgently develop training standards and operating guidelines for formed police units, in close consultation with Member States	174
<p>Guidance and doctrine for formed police units is under development. Training for the units will be based on that guidance and will be developed in close cooperation with the Police Division of the Department of Peacekeeping Operations, police-contributing countries and experts in the various subject matters.</p>		
90.	Continues to call upon the Secretariat to further improve the quality of standardized training modules on the prevention of sexual exploitation and abuse in peacekeeping operations and upon Member States to utilize them	175
<p>Training material on the prevention of sexual exploitation and abuse is being updated and improved based on best practices. It will be provided to Member States.</p>		

		<i>Paragraph in A/62/19</i>
91.	<p>Requests the Department of Peacekeeping Operations to continue to provide information, training materials and training modules on issues related to preventing the spread of HIV/AIDS, to be used during predeployment of peacekeeping personnel</p> <p>Training material on HIV/AIDS is being updated and improved. It will be provided to Member States.</p>	176
92.	<p>Encourages the Integrated Training Service to further evaluate the option of web-based training modules for all personnel employed in peacekeeping missions</p> <p>By early 2009, the majority of training guidance, materials and other information provided by the Department of Peacekeeping Operations for the predeployment training of military and police personnel will be available to Member States and peacekeeping training institutions through the website of the Division for Policy, Evaluation and Training. In early 2009, the Integrated Training Service will launch an online interactive forum allowing Member States to exchange information, hold discussions, seek solutions to challenges and offer observations on training-related issues.</p>	177
93.	<p>Encourages the Secretariat to further contribute to the development of online peacekeeping programmes that are available in all United Nations official languages and are easily accessible to candidates from troop-contributing countries</p> <p>To assist peacekeeping training centres and institutions to advance their programmes or enhance their knowledge, skills and resource capacities, the Integrated Training Service facilitates interaction between them and with Member States. Training programmes are developed in English and the aim is to have them available in both of the two working languages of the United Nations.</p>	178
94.	<p>Urges the Department of Peacekeeping Operations and the United Nations Institute for Training and Research (UNITAR) to work together to promote the existing e-learning programmes and to strive to ensure that the training material of the two organizations is complementary; furthermore, encourages continued wide participation of African, Latin American and Caribbean peacekeepers</p> <p>The UNITAR peacekeeping distance learning programme, which used to be delivered by the UNITAR Programme of Correspondence Instruction, is now delivered by the Peace Operations Training Institute, which operates as an independent not-for-profit organization and is no longer affiliated with the United Nations.</p>	179
95.	<p>Encourages the Secretariat to translate peacekeeping training materials into all official languages of the United Nations</p> <p>When the standardized training material for peacekeeping has been updated, it will be translated into the two working languages of the United Nations.</p>	180
96.	<p>Reiterates its request for the Department of Peacekeeping Operations to develop a comprehensive gender training strategy and looks forward to receiving information on this issue</p> <p>Training materials and training courses on gender issues are being updated and improved.</p>	181

XVI. Personnel

- 97. Believes that appropriate representation in the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions should also take into account the contributions by Member States and urges the Secretary-General to ensure a fair representation of troop-contributing countries when selecting personnel for such staff positions** 184

The primary consideration for selection for positions in the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions remains that outlined in Article 101, paragraph 3, of the Charter of the United Nations, that is the necessity of securing the highest standards of efficiency, competence and integrity, with due regard being paid to the importance of recruiting the staff on as wide a geographical basis as possible. Both departments also continue to give due regard to the need to increase representation from troop-contributing countries and to increase representation of female staff, in accordance with applicable General Assembly resolutions.

- 98. Requests the Secretariat to urgently accelerate the recruitment of personnel to fill the high number of vacancies in peacekeeping missions** 185

Despite continued efforts to accelerate the recruitment of personnel in peacekeeping missions, high vacancy and turnover rates continue to be observed. To address the underlying issues contributing to difficulties in recruiting and retaining staff, the Secretary-General has proposed a number of human resource reform proposals. The General Assembly is expected to continue consideration of these at the main part of its sixty-third session.

- 99. Encourages the Secretary-General to take steps to employ staff in the Department of Peacekeeping Operations and the Department of Field Support who are competent in using the Secretariat's working languages** 186

Competency in using the Secretariat's working languages is given due consideration when selections are being made. It is also understood that staff who have ongoing contact with peacekeeping missions can be more effective if they are conversant in the working language of that operation.

- 100. Urges the Department of Peacekeeping Operations and the Department of Field Support to make further efforts in recruiting staff and experts on mission with language skills that are relevant to the particular mission area where they are to be deployed in order to address specific requirements of peacekeeping operations; good command of the official language spoken in the country should be taken into account as an additional asset during these processes** 187

Recruitment guidelines for field missions include post-specific language skills as an evaluation criterion for selection of the most suitable candidate. Targeted recruitment campaigns have also been undertaken to identify qualified candidates.

- 101. Concerned that the United Nations death and disability claims process for peacekeeping personnel is overly cumbersome, lengthy and lacking in transparency and noting that discrepancies exist between the compensation benefits provided to experts on mission and those provided to contingent members, recalls section X of General Assembly resolution 61/276 and requests the Secretary-General to ensure its full and timely implementation** 190

In accordance with the request of the General Assembly in paragraph 9 of section X of its resolution 61/276, a report outlining streamlined administrative and payment arrangements and procedures for the payment of compensation of death and disability cases will be presented to the General Assembly for its consideration during its resumed sixty-third session.

XVII. Finance

- 102. Expresses concern over the significant amounts of outstanding reimbursements that the United Nations currently owes to troop- and police-contributing countries, which may adversely affect the capacity of this important tool for United Nations peacekeeping, notes that there are still contributors that have not yet been reimbursed for their participation in various ongoing and closed missions, going back more than a decade, and urges the Secretariat to continue to look into practical modalities to address this exceptional circumstance and to inform Member States at the earliest opportunity** 193 and 194

Urges the Secretariat to ensure the rapid processing and payment of reimbursements to troop- and police-contributing countries for their peacekeeping contribution

Determination of the amounts to be reimbursed to troop- and police-contributing countries for standard troop and formed police units costs and for contingent-owned equipment is made on a quarterly basis. The amounts are determined for each mission individually, based on the cash on hand at the end of each quarter in the account of the mission. As the accounts of missions are currently segregated, payments for troops, formed police units and contingent-owned equipment are deferred for cash-poor missions.