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

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

In its resolution [67/301](#) of 16 September 2013, the General Assembly requested the Secretary-General to submit a report to the Special Committee on Peacekeeping Operations at its 2014 session. The present report, prepared pursuant to that request, highlights key developments in United Nations peacekeeping since the issuance of the previous report ([A/67/632](#) and Add.1) and issues for consideration by the United Nations Secretariat and Member States.

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I. Strategic context

1. United Nations peacekeeping remains one of the most effective mechanisms created by the international community to collectively assist countries transitioning from conflict to peace. On 21 January 2013, the Security Council unanimously adopted resolution [2086 \(2013\)](#), co-sponsored by all 15 members of the Council, which recognized the importance of multidimensional peacekeeping. That resolution highlighted the fact that multidimensional peacekeeping brought comparative advantages in early peacebuilding, including by drawing strength from international legitimacy and political leverage derived from a Council mandate, and using a mix of civilian, police and military capabilities under a unified leadership.

2. To date, there have been 68 operations on five continents of which 15 are presently deployed. Representing only 0.4 per cent of world military expenditure, current United Nations peacekeeping operations are the second largest deployment of military forces in the world. These diverse missions are supported by contributions of 85,207 military personnel and 12,807 police personnel, from over 119 countries, and 5,128 international civilian staff, from over 161 countries. United Nations peacekeeping is therefore a large and complex effort which relies upon the collective political and practical support of Member States.

3. Today, there are several factors impacting the work of United Nations peacekeeping operations. First is the changing nature of conflict environments where peacekeepers increasingly confront complex and unconventional threats. In Mali, for example, for the first time, a United Nations peacekeeping operation has been authorized to function alongside a parallel military force conducting counter-terrorism operations. Such contexts create new challenges for the United Nations with respect to fostering reconciliation, protecting civilians and supporting the re-establishment of State authority. Peacekeeping personnel must be adequately trained and fully equipped to operate effectively and safely in new settings. In this type of operational context, coherent political support from Member States is critical.

4. Second, the engagement of the United Nations with regional partners continues to deepen and diversify, particularly in Africa. From the re-hatting of European Union (EU) troops in Chad to the re-hatting of African Union (AU)/Economic Community of West African States (ECOWAS) troops in Mali, and from the African Union-United Nations Hybrid Operation in Darfur (UNAMID) to the joint United Nations-African Union efforts to support the operations of the African Union Mission in Somalia (AMISOM) and establish benchmarks for a potential deployment of a United Nations peacekeeping operation in Somalia, the roles of the United Nations and regional partners continue to evolve to meet new challenges. Regional partners have shown more of an appetite for engaging on peace and security issues and the United Nations must redefine its cooperation with those organizations. More flexible operational arrangements and intensified strategic engagement, together with enhanced command and control arrangements, as well as new technology, skills and methods, are needed to meet collective peace and security goals. Crisis management efforts in Mali and the Democratic Republic of the Congo demonstrate the important political and operational roles of regional partners. With potential United Nations peacekeeping engagements in other settings, including the Central African Republic and Somalia, a strong and flexible basis for partnership will remain critically important in the coming period.

5. Third, the global financial climate continues to require optimal use of resources entrusted to the United Nations. The investment of the membership in United Nations peacekeeping has proved to be a sound one and never more so than today. While the overall budget of United Nations peacekeeping for 2013/14 stands at approximately US\$ 7.5 billion, the per capita costs for peacekeeping are expected to be more than 15 per cent lower in 2013/14 than in 2008/09, when measured in terms of the number of deployed uniformed personnel. Indeed, excluding the deployment of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the growth in mandated deployments in the United Nations Mission in the Republic of South Sudan (UNMISS), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the United Nations Support Office for the African Union mission in Somalia (UNSOA), the total peacekeeping budget for 2013/14 is 5 per cent, or \$325 million, less than that of the previous year.

6. To enhance effectiveness, periodic mission reviews, as well as military personnel and civilian staffing reviews, assist in regularly adapting mission priorities and configurations to evolving conditions, challenges and opportunities on the ground. In some cases, the Security Council has called for missions to assess which tasks could be handed over to national authorities or United Nations partners.

II. Key operational developments in 2013

7. The authorization of new missions and reinforcement of others by the Security Council in 2013 points to the continuing relevance of United Nations peacekeeping to international peace and security challenges.

8. In the Democratic Republic of the Congo, MONUSCO continued its reconfiguration in line with Security Council resolution [2098 \(2013\)](#) of 28 March 2013 and the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region. The Mission's substantive activities focus on protecting civilians, stabilizing conflict-affected areas and supporting the implementation of key reforms. MONUSCO will proceed with transferring some of its tasks to the United Nations country team, including in the areas of capacity-building, elections and demining support. The Mission continues to support the Government in restoring State authority in the Kivus, including through tackling armed groups by using the Force Intervention Brigade and other units of the MONUSCO force, as well as a reinvigorated disarmament, demobilization and reintegration process. An unarmed, unmanned aerial surveillance system will become fully operational in early 2014. While initial progress has been made in addressing specific armed groups, many State institutions remain fragile, notably at the local level and in areas affected by conflict. Therefore, the return of State authority and the rule of law in conflict areas, as well as assistance in a major reform of the security sector, will remain priorities for MONUSCO.

9. Two years after independence, South Sudan continues to face myriad political, security and development challenges, including pervasive ethnic strife. Politically, only limited progress has been achieved in the implementation of agreements with the Sudan, while agreement on the contested border and the final status of Abyei remains outstanding. In view of the prevailing political and security situation and as

the country prepares for the next elections, UNMISS will realign its footprint to centre efforts on areas most in need of the protection of civilians. This will likely entail an increase in engineering, surveillance and mobility needs as the Mission seeks to construct operating bases and “security roads” in high-risk areas, particularly Jonglei, and strengthen its early warning and rapid reaction capacity.

10. The operating conditions for UNISFA remain both difficult to predict and contingent upon the resolution of outstanding issues involving the Sudan and South Sudan. The referendum on the final status of Abyei, proposed for October 2013 by the African Union High-level Implementation Panel for the Sudan and South Sudan has not been held. In the meantime, the Ngok Dinka community unilaterally organized its own referendum, which has exacerbated tensions. Notwithstanding initial disagreements between the Governments of the Sudan and South Sudan on the exact delineation of the centre line of the Safe Demilitarized Border Zone, the Joint Border Verification and Monitoring Mechanism has undertaken several aerial monitoring patrols and missions aimed at marking border-crossing corridors. In accordance with Security Council resolution [2104 \(2013\)](#) of 29 May 2013, the troop strength of UNISFA has been increased to the current authorized strength of 5,326 troops.

11. In the Sudan, progress towards the achievement of a comprehensive and sustainable solution to the Darfur conflict has largely been absent. Military clashes between the Government and non-signatory movements continue, while tribal conflicts, militia activities, banditry and criminal acts add to growing insecurity. In this context, the readiness and self-sustainment capabilities of military contingents are of vital importance. Safety and security is a major concern. Since the beginning of 2013, 14 peacekeepers have been killed in five hostile acts. In 2014/15, the African Union-United Nations Hybrid Operation in Darfur (UNAMID) will continue to focus on protecting civilians, facilitating unhindered access for humanitarian assistance, promoting human rights and strengthening governance and the rule of law in Darfur. In line with Security Council resolution [2113 \(2013\)](#) of 30 July 2013, by February 2014, the Secretariat will, in close consultation with the African Union and other partners, review the progress of UNAMID towards achieving its mandate and present to the Council options for and recommendations on improving the Mission’s effectiveness.

12. In West Africa, several countries are facing significant cross-border threats, including illegal trafficking of drugs, people and weapons. These threats risk undermining hard-won gains, not least those achieved by United Nations peacekeeping over the past decades. Recognizing that a regional approach is key to securing the investments made in the subregion, the Mano River Union, with support from the United Nations Office for West Africa (UNOWA) and the peacekeeping and special political missions in the region, developed a transnational security strategy endorsed by ECOWAS, which will require the support of the United Nations and donors.

13. The good offices of the United Nations Operation in Côte d’Ivoire (UNOCI) will be actively used to support political dialogue and reconciliation, protection of civilians, security sector reform, and disarmament, demobilization and reintegration, and other priorities aimed at improving the political and security environment, as the country heads towards its next national elections in 2015. In addition, UNOCI will drawdown and reconfigure its military component to 7,137 personnel by June

2014 and will concentrate resources in high-risk or sensitive locations. Further, UNOCI will be gradually handing over security responsibilities to the Government and will conduct an analysis of its comparative advantages vis-à-vis United Nations partners and refine strategic benchmarks that measure progress towards long-term stability in Côte d'Ivoire in order to prepare for transition planning.

14. The United Nations Mission in Liberia (UNMIL) will continue to support the political process, constitutional reform and the strengthening of security institutions, while continuing its military drawdown, reaching its residual force by July 2015, subject to and consistent with conditions on the ground, which will be kept under close review. UNMIL will continue to assist the Government of Liberia in building national institutions to enable them to maintain stability independently of the Mission. It will further proceed with progressively handing over security responsibilities to national authorities. As part of prudent planning and as indicated in recent reports of the Secretary-General, contingency options are being developed for emergency security support for UNMIL once it reaches its residual strength, including in the context of inter-mission cooperation.

15. In April 2013, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was authorized. The subsequent conduct of presidential and legislative elections in 2013 constituted an important step forward on the road to peace and stability. MINUSMA has also played a key role in the dialogue process with armed groups, including the negotiations on the preliminary agreement of 18 June and its implementation. In addition to continuing its engagement in support of inclusive dialogue and reconciliation, MINUSMA is currently focusing on supporting the stabilization of the security situation in the north, protection of civilians and human rights, the re-establishment and extension of State authority, especially in the north, improved governance and security sector reform. The year 2014 will see the build-up of the Mission's outstanding military and civilian capabilities and the concomitant extension of its operations across the northern region. This will prove crucial as the country continues to face significant terrorist threats and as French military forces decrease their presence.

16. The United Nations Stabilization Mission in Haiti (MINUSTAH) remains committed to working with the Government to ensure a stable environment and constructive political dialogue. Continued delays in the senatorial elections could lead to Parliament's becoming non-functional by January 2014 amid an increasingly polarized political environment. Key humanitarian priorities remain to be addressed, including cholera, food insecurity and vulnerability to natural disasters. Following the extension of the Mission's mandate to 15 October 2014, MINUSTAH will reduce its military uniformed strength by a further 15 per cent to achieve an overall 50 per cent reduction of the Mission's footprint by 2016. The substantive areas of the Mission's work are now aligned with the core objectives of its consolidation plan while also providing greater focus on support to the Government's cholera response.

17. The situation in the Syrian Arab Republic remains a cause of instability across the Middle East, impacting peacekeeping missions in the region. Clashes between the Syrian Arab armed forces and armed members of the opposition affect operations of the United Nations Disengagement Observer Force (UNDOF) and the Observer Group Golan, posing significant risks to the safety and security of United Nations personnel on the ground. Against this backdrop, the commitment of

countries contributing troops to UNDOF and the United Nations Truce Supervision Organization (UNTSO) will remain a key factor in maintaining a credible presence on the Golan. The Department of Peacekeeping Operations has enhanced the self-defence capabilities of UNDOF and increased the Mission's force strength, within the parameters set forth in the Protocol to the 1974 Disengagement of Forces Agreement.

18. In southern Lebanon, the United Nations Interim Force in Lebanon (UNIFIL) continues to engage the parties through the established liaison and coordination arrangements so as to prevent a resumption of hostilities. The Mission has taken numerous measures aimed at averting or mitigating any potential incident or rise in tensions across the Blue Line, including incidents that could be prompted by regional developments. Although the situation in the Syrian Arab Republic and tensions elsewhere in Lebanon have not yet had a direct effect on UNIFIL, additional demands have been placed on the Lebanese Armed Forces (LAF). As a result, some LAF troops have been temporarily redeployed from the UNIFIL area of operations to elsewhere in Lebanon, including just north of the Litani River.

19. In Kosovo, the Belgrade-Pristina dialogue and implementation of key agreements will require continued engagement of international actors, including the United Nations Interim Administration Mission in Kosovo (UNMIK), EU, the Organization for Security and Cooperation in Europe (OSCE) and the North Atlantic Treaty Organization (NATO). The period 2014/15 will be important in advancing the full implementation of the landmark agreement of 19 April 2013. In line with its mandate, UNMIK will use its presence to prevent tensions, contain the potential for violence and sustain the political progress achieved in the EU-led dialogue, as well as broader reconciliation efforts between communities.

20. In Cyprus, the expected resumption of the five-year long settlement talks may open a critical phase in negotiations. In addition to its substantive and administrative support to the negotiations process, the United Nations Peacekeeping Force in Cyprus (UNFICYP) will continue to help maintain stability in the buffer zone and facilitate confidence-building measures and contacts between the two sides. As requested by the Security Council, UNFICYP will also remain engaged in contingency planning to ensure preparedness and to support the implementation of a possible agreement.

21. In Somalia, the security situation will continue to pose a threat to peace and stability in the country and beyond. Despite progress made in 2013, the ongoing challenges to the peace process risk hampering efforts to strengthen the Somali national security forces and opening the door to the revival of inter-clan conflict and the resurgence of Al-Shabaab. In this context, drawing from the recommendations of a joint African Union-United Nations mission for the review of AMISOM and the establishment of peacekeeping operations-related benchmarks, the Security Council adopted resolution [2124 \(2013\)](#) of 12 November 2013, in which it decided to increase the troop strength of AMISOM by 4,395 troops for up to 24 months. In the same resolution, the Council also approved provision by UNSOA, through a United Nations trust fund, of targeted non-lethal logistic support to front-line units of the Somali National Army engaged in joint operations with AMISOM. The Council also took note of the Secretary-General's intention to deploy a United Nations guard unit to strengthen security at the United Nations Assistance Mission in Somalia (UNSOM) compounds, and of the revised benchmarks for the deployment of a

United Nations peacekeeping operation presented by the Secretary-General, and requested progress against them to be kept under continuous review.

22. The crisis in the Central African Republic is complex and stems from long-standing sociopolitical, structural and governance challenges. In resolution [2121 \(2013\)](#) of 10 October 2013, the Security Council expressed its intention to consider options for supporting the African-led International Support Mission in the Central African Republic (MISCA). In the same resolution, the Council raised the possibility of transforming MISCA into a United Nations peacekeeping operation, conditions on the ground permitting. Finally, to enhance the safety and security of United Nations personnel and premises in the capital and beyond, the Council has approved the establishment of a United Nations guard unit.

III. Delivering on mandated roles

23. Peacekeeping remains, above all, a political instrument, which works to expand political space for the implementation of peace agreements achieved by peacemakers. It does this through support to elections, women's political participation, parliamentary support, constitutional reform and dialogue processes, as well as through regular dialogue with national authorities, and business and civil society leaders, civic education, and efforts to promote good governance.

24. With the establishment of MINUSMA, protecting civilians under imminent threat of physical violence is now a key area of focus for nine peacekeeping operations, representing about 95 per cent of deployed peacekeeping personnel and the peacekeeping budget. In 2013, the Department of Peacekeeping Operations completed the Comparative Study and Toolkit on Coordination Mechanisms in United Nations Peacekeeping Missions. Implementing the protection of civilian mandates in a coordinated and expedient manner requires dedicated coordination and advisory functions, both at headquarters and attached to senior mission leadership.

25. Specialized capacity and focus are also required on conflict-related sexual violence through the deployment of women's protection advisers, currently in place in five missions. The recent appointment of a risk mitigation adviser in MINUSMA, embedded within the office of the Force Commander, will inaugurate a pilot project aimed at enhancing protection of civilians and risk mitigation by the military, including through joint operations. Protection advisers have also contributed to in-mission training efforts, most notably in MONUSCO and UNMISS, with a focus on military and mission-specific protection of civilian tools and processes.

26. Mission-specific strategies for protection of civilians have now been drafted in seven peacekeeping missions. UNIFIL and UNMIL have also produced initial drafts, while MINUSMA will be developing a protection-of-civilians strategy in 2014. Specific support to the African Union has been provided for the development of the AMISOM protection-of-civilians strategy. In line with the Special Committee's request in its 2012 report ([A/66/19](#)), it will be important to continuously review and update existing guidance and training in light of experiences in the field.

27. Guidance on child protection will be updated in 2014, while specific guidelines on child protection for the military have already been included in the United Nations Infantry Battalion Manual. Guidance on conflict-related sexual

violence is being mainstreamed throughout military doctrine. Furthermore, a policy on mainstreaming the conflict-related sexual violence mandate by peacekeepers is in the process of being developed.

28. Peacekeeping operations continue to prioritize the implementation of women, peace and security mandates through ongoing provision of advisory, training, advocacy, monitoring and reporting activities. In its resolution [2122 \(2013\)](#) of 18 October 2013, the Security Council expressed its aim to strengthen the role of women in all stages of conflict prevention, resolution and recovery and called for a significant implementation shift with regard to its resolution [1325 \(2000\)](#). Progress to date on this has been slow and results have been fragmented. A global study on the implementation of Council resolution [1325 \(2006\)](#) will be undertaken in 2014 and will feed into the high-level review to be convened by the Council in 2015.

29. Following a request of the Special Committee, a draft Department of Peacekeeping Operations/Department of Field Support forward-looking gender strategy has been developed, taking into account new actors in the United Nations gender architecture. The strategy highlights the added value that the Department of Peacekeeping Operations and the Department of Field Support bring to women, peace and security mandates by integrating gender in the work processes of key mission civilian components as well as in the military and the police.

30. United Nations peacekeeping operations are engaged in a range of initiatives to strengthen women's access to justice. In Haiti, for example, MINUSTAH is educating women victims and community leaders on legal mechanisms for addressing sexual and gender-based violence. In South Sudan, UNMISS is focusing on women's employment at the highest levels in all sectors of the judicial system, and in Darfur, UNAMID is helping female law students prepare for legal certification exams. In Liberia, UNMIL is preparing a training manual for the security sector, including a module on gender issues for corrections personnel. Further, in December 2012, the United Nations guidance note on gender-responsive security sector reform was launched. Today, most police concepts of operations include gender perspectives in missions. In 2013/14, the Department of Peacekeeping Operations will pilot the United Nations police gender toolkit and an e-learning and face-to-face train-the-trainers course.

31. As noted by the Security Council in its resolution [2086 \(2013\)](#) of 21 January 2013, peacekeeping missions are increasingly mandated by the Council to contribute to peacebuilding and are themselves important early peacebuilding actors. Reflecting this, the re-establishment, consolidation and extension of State authority is a critical mandated task which demands national ownership and an integrated and properly sequenced approach. Through sustained engagement with national counterparts, civil society and local populations, and working in partnership with United Nations and other international partners and with support from the Peacebuilding Commission and the Peacebuilding Fund, multidimensional peacekeeping operations support efforts to strengthen national and local governance, security and accountability structures by addressing the actual needs and interests of beneficiaries. For civil affairs officers, recently developed guidelines on understanding and integrating local perceptions can foster efforts that are more responsive to the population's expectations and thereby help to build confidence among the stakeholders.

32. In keeping with a request by the Special Committee on Peacekeeping Operations to provide information on best practices and, where appropriate, proposals to enhance the socioeconomic impacts of peacekeeping missions, the Secretariat has conducted a survey of practice to identify lessons and good practices.

33. As the demand for rule of law assistance in peacekeeping operations continues to rise, the Department of Peacekeeping Operations has expanded its partnerships with Member States, in particular from the global South, to draw upon specialized capacities available in government services in the area of justice and corrections. In several operations, the Department of Peacekeeping Operations and partners have embarked on the implementation of multi-year justice and/or police national development plans with national ownership as the basis.

34. Together with the United Nations Development Programme (UNDP) and other partners, notable progress has been made in operationalizing the global focal point arrangement for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations. Under this arrangement, joint strategic and technical assessment visits have led to joint planning efforts and partnerships, the deployment of personnel, and the provision of advice on programme structures and funding streams in post-conflict and crisis settings. The consolidation of this joint effort remains contingent upon the availability of dedicated and sustainable resources and continued support of Member States and other partners for the early start of national capacity-building.

35. The Standing Police Capacity, a critical mechanism for meeting surge requirements, continues to provide swift and flexible assistance to field missions, offering support in 15 core areas. The Standing Police Capacity deployed senior leadership and support staff to the police component of the United Nations Office in Mali (UNOM) and subsequently led the transition of the work to MINUSMA. The Standing Police Capacity also supported existing missions in UNISFA, the United Nations Support Mission in Libya (UNSMIL), UNMISS, UNMIL, the United Nations Assistance Mission in Afghanistan (UNAMA), UNOCI and MINUSTAH, among others, with advisers. A peer review of the Standing Police Capacity is being conducted to identify measures to strengthen management and utilization as well as means to increase synergy with other United Nations Police Division/Office of Rule of Law and Security Institutions capacities.

36. In 2010, the General Assembly approved the establishment of the Justice and Corrections Standing Capacity to complement and operate alongside the Standing Police Capacity. The demand for this rapidly deployable assistance continues to outpace availability of the team. In 2013, 76 per cent of the working time of Justice and Corrections Standing Capacity personnel was spent deployed to field missions, including in Côte d'Ivoire, the Democratic Republic of the Congo, Guinea-Bissau, Haiti and Libya. The Justice and Corrections Standing Capacity also provided intensive support to the establishment of new operations in Mali and Somalia, averting delays in the initial deployment of corrections and justice experts. A policy to inform the work of Justice and Corrections Standing Capacity officers is under development.

37. The second report of the Secretary-General on security sector reform ([A/67/970-S/2013/480](#)) takes stock of United Nations achievements in this critical area since 2008 and outlines recommendations on how to strengthen national ownership, enhance partnerships including with regional organizations, and ensure

adequate capacity to meet the growing demand for support to national security sector reform processes. The development of system-wide guidance on security sector reform continues with completion in 2013 of a guidance note on security sector reform and transnational organized crime and a training package on defence sector reform. A guidance note on security sector reform and children is being developed. In response to requests from the Special Committee, the United Nations roster of security sector reform experts was strengthened through the addition of 10 experts, mostly from the global South. The demand for expertise persists and deployments were undertaken to Somalia, the Central African Republic, Libya and the African Union.

38. The Department of Peacekeeping Operations Mine Action Service (UNMAS) continues its efforts to rapidly deploy response teams, coordinate mine action interventions and build national capacities. In 2013, experts were deployed to Côte d'Ivoire, the Democratic Republic of the Congo, Haiti, Mali and the Syrian Arab Republic in support of United Nations peacekeeping missions and the African Union. In consultation with partners, UNMAS has developed the Strategy of the United Nations on Mine Action 2013-2018. In the next two years, UNMAS will increase its focus on explosive threat management, including risk awareness and management of improvised explosive devices and the security, management and destruction of weapons and ammunition stockpiles. Through close collaboration with the United Nations office to the African Union, UNMAS continues to develop its partnership with the African Union by supporting activities in the Central African Republic, Mali and Somalia and through the provision of pre-deployment training and strategic planning support.

39. Disarmament, demobilization and reintegration has continued to be a key task in all of the recently mandated missions and work is under way on developing approaches to disarming combatants in new threat environments, including those that involve transnational crime and terrorist networks. At the same time, standard operating procedures on disarmament, demobilization, repatriation, resettlement and reintegration for Lord's Resistance Army combatants and dependants were developed through collaboration between three United Nations missions in the greater Great Lakes region, and a sensitization campaign stretching across the Central African Republic, the Democratic Republic of the Congo and South Sudan was launched. In many operations, linkages with stabilization continue to be strengthened, notably through the increased development of reinsertion activities for demobilized ex-combatants. Longer-term reintegration remains a major challenge and is often lacking. The Inter-Agency Working Group, which is co-chaired by the Department of Peacekeeping Operations, has further expanded to include key partners such as the World Bank.

40. United Nations transitions remain high in the agenda, as a number of peacekeeping missions are planning or undergoing drawdown, reconfiguration and withdrawal processes. Government involvement and ownership are essential, as the transfer of tasks is primarily to the government with ongoing support from the peacekeeping operation, the United Nations country team and other partners. The preparation by the United Nations Integrated Mission in Timor-Leste (UNMIT) for its recent departure from Timor-Leste has been the source of numerous lessons and good practices. MINUSTAH and UNMIL continue to work with national Governments on consolidation and transition efforts.

41. In 2013, MONUSCO and UNOCI were requested to identify civilian tasks that can be handed over to the United Nations country team or national authorities, as appropriate. UNMIL was also asked to identify comparative advantages of the mission and the United Nations country team. On the one hand, it is important to recognize complementarity and identify respective comparative advantages so that missions focus on core tasks. However, United Nations country team partners are not always able to raise the voluntary funding needed to assume these new responsibilities.

42. Following the introduction of a United Nations-wide Policy on United Nations Transitions in the Context of Mission Drawdown or Withdrawal in 2013, the focus has shifted to ensuring its full implementation. A review of Security Council mandated benchmarks is currently under way to enable a better understanding of the value and limits of benchmarks in respect of informing transition processes.

IV. Partnerships

43. The international response to the crisis in Mali, and the sequential deployment through the re-hatting of the African-led International Support Mission to Mali (AFISMA) into the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), on 1 July 2013, is just one expression of the complementarity between the United Nations, the African Union and its regional economic communities. The experience in Mali has shown a greater level of complementarity between the United Nations and the African Union, following previous joint initiatives, including the peacekeeping and mediation of the African Union-United Nations Hybrid Operation in Darfur, logistic support of UNSOA to AMISOM, and the collaboration on the Sudan and South Sudan, as well as the cooperation against the threat of the Lord's Resistance Army.

44. Against this background, and building upon the established framework and mechanisms of cooperation, including the Ten-year Capacity-Building Programme for the African Union, as well as the United Nations-African Union Joint Task Force on Peace and Security, the United Nations will continue to engage in innovative approaches to the prevention of and response to crises in Africa. The United Nations Office to the African Union has been strengthened and its mandate enhanced, with a view to enhancing United Nations-African Union collaboration across the conflict spectrum. In this context, the United Nations and the African Union will jointly elaborate a strategic framework for cooperation in peace and security, in line with Security Council resolution 2033 (2012) of 12 January 2012 and General Assembly resolution 67/302 of 16 September 2013.

45. The United Nations will also continue to engage and reflect on the elaboration of innovative ways to ensure predictable and sustainable financing for regional peace support operations, such as African Union-led operations, under a United Nations mandate. The United Nations will continue to support capacity development in a number of other cross-cutting areas, such as the rule of law, particularly disarmament, demobilization and reintegration and security sector reform, and law enforcement, as well as the protection of civilians.

46. The United Nations has continued to strengthen its peacekeeping partnership with other organizations in addition to the African Union. The year 2013 marked the tenth anniversary of the Joint Declaration on United Nations-European Union (EU)

cooperation in crisis management, a cooperation that has experienced significant progress, alongside the growth of the role of the EU as a peace and security actor. EU is currently deploying targeted and complementary operations in parallel with the United Nations. In order to further improve their coherence and effectiveness, joint United Nations-EU efforts should continue to focus on the planning and conduct of parallel engagements, including through the implementation of the EU action plan to enhance support to United Nations peacekeeping. The United Nations-EU Steering Committee on Crisis Management remains an important forum within which to ensure complementarity in strategic vision and operational burden-sharing.

47. Cooperation with the North Atlantic Treaty Organization (NATO) has continued in Afghanistan and Kosovo¹ and, at the policy level, on training, lessons learned and gender issues. The United Nations has also engaged with the Collective Security Treaty Organization (CSTO), through exchanges of high-level visits and discussions on the development and potential deployment of its standby force. Finally, the United Nations has continued its dialogue with the Association of Southeast Asian Nations (ASEAN) on peacekeeping issues, including on strengthening training cooperation and exchange of policy, knowledge and doctrine.

48. The existing partnerships between the Security Council, troop- and police-contributing countries and the Secretariat — what is known as triangular cooperation — continue to strengthen. Efforts have been made to improve information exchange, increase strategic and operational consultations, and promote cohesiveness and ownership among the various stakeholders. For instance, the Secretariat closely consulted with Member States on the process of “rightsizing” missions, in, for example, MINUSTAH, UNAMID, UNMIL and UNOCI. Intensive consultations with Member States were conducted to address the security conditions in the UNDOF area of operations and in establishing MINUSMA and the United Nations Supervision Mission in the Syrian Arab Republic (UNSMIS).

49. The Organization also maintains strong partnerships with development and humanitarian actors to ensure effective and sustainable responses to post-crisis situations by leveraging expertise, reducing duplication and emphasizing the crucial link among politics, security and development. United Nations-World Bank coordination has, for example, long formed a centre of gravity around assessments and planning for post-conflict recovery. My visit with the President of the World Bank, Jim Yong Kim, to the Great Lakes and Sahel regions reflects the renewed momentum given to this partnership.

50. The Department of Peacekeeping Operations and the Department of Field Support participate in a number of inter-agency processes on cross-cutting issues. The Department of Peacekeeping Operations chairs the Integration Steering Group which endorsed, in 2013, the United Nations Policy on Integrated Assessment and Planning. The Department of Peacekeeping Operations also chairs a number of integrated mission-specific task forces, which provide a forum for joint assessments, planning, coordination, information-sharing, analysis, consultation and decision-making support.

¹ References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

V. Safety and security

51. Safety and security of peacekeeping personnel remains of the utmost priority. In 2013, accidents and illness remain the largest causes of deaths and injuries among peacekeeping personnel. However, targeted attacks are also a serious concern. Since the beginning of 2013, 27 uniformed peacekeepers have been killed in 13 instances of hostile acts, 5 of which occurred in UNAMID.

52. While the primary responsibility for the safety and security of peacekeeping personnel, assets and programmes rests with the host country, the lead for United Nations security policy and procedure rests with the Department of Safety and Security. The Department of Peacekeeping Operations and the Department of Field Support work closely with both.

A. Safety and security of military contingents and formed police units

53. Almost 100,000 uniformed personnel are deployed in the field on an enduring basis, with over 90 infantry battalions and 60 formed police units spread over massive geographical areas, and difficult terrain, often in isolated bases, and frequently under great threat. More than ever, today's conflict environments require peacekeepers with the right capabilities not only to successfully execute their mandated tasks, but also to protect themselves. It is of the utmost importance to deploy troops and units that are properly equipped and trained to respond to these security challenges. The predeployment assessment of formed police units, in accordance with the recently developed standard operating procedures, is meant to serve this purpose. Increasingly, troop-contributing countries and police-contributing countries are asked to deploy more protective equipment such as armoured personnel carriers and high-level technological assets to support mandate implementation and protect units on the ground. Unmanned, unarmed aerial systems, radars, sensors, night vision and night flying capabilities are currently required in mission areas. A working group will specify evolving requirements for equipment in new and more challenging peacekeeping contexts. Furthermore, one of the functions of the newly established Office of the Director for Peacekeeping Strategic Partnership will be to recommend measures to enhance safety and security. In high-tempo missions, emergency drills, protection coverage by armed contingents and other measures have been introduced. Policies and standards set out specific procedures related to safety and security.

54. Evolving partnerships with regional organizations with well-trained and well-equipped armed forces may — besides improving mandate implementation — also contribute considerably to the safety and security of United Nations field personnel. The Secretariat's initiative to establish a stand-by capability during the start-up of a mission and in times of crisis is also intended to enhance safety and security.

B. Safety and security of peacekeeping personnel falling under the United Nations Security Management System

55. Integration of the safety and security function is accomplished in all missions irrespective of whether the mission has been designated as "integrated" or not. In missions designated as integrated, the security function is guided by the Security

Management Team chaired by the designated official for Safety and Security who is usually the head of mission. The responsibility for senior mission leadership lies with him or her as well as on the heads of country team entities. In missions not designated as integrated, such as UNIFIL and UNDOF, Chief Security Officers from the Department of Peacekeeping Operations assume this function. In all missions, the person appointed as designated official remains accountable for the security function. Policy input and strategic advice for safety and security in the Department of Peacekeeping Operations and the Department of Field Support are provided by the Focal Point for Security in the Office of the Chief of Staff. The occupant of this position is also responsible for close liaison with the Department of Safety and Security, and sits as a member of the Inter-Agency Security Management Network, an organ of the High-level Committee on Management. In all peacekeeping missions, backstopping and day-to-day operational management of the security function are provided at the Headquarters level by the Peacekeeping Operations Support Section of the Department of Safety and Security. This section works closely with the Focal Point for Security.

56. The United Nations continues to integrate emergency preparedness plans under the organizational resilience management system approach approved by the General Assembly in its resolution [67/254](#) A of 12 April 2013. With the eventual implementation of the organizational resilience approach, missions will be better prepared to deal with all hazardous incidents with a corresponding enhancement of staff safety. A crisis management policy for peacekeeping missions is currently under development and will be supplemented by an organizational resilience simulation exercise programme.

VI. Delivery of field support

57. In light of growing demands for resources in new and expanding missions, the Department of Field Support continues to focus its delivery of support towards greater effectiveness and efficiency. The Organization has instituted multiple safeguards to ensure transparent oversight of resources. The Secretary-General's enterprise risk management policy is in place and both Departments also promulgated risk management guidelines in December 2012.

58. The global field support strategy is entering the last 18 months of its implementation timeline. The Secretariat's end-state vision presented in the Secretary-General's third annual progress report on strategy implementation ([A/67/633](#)) has been refined in the fourth progress report ([A/68/637](#)). Implementation targets across the four pillars of the strategy are in place: namely, supply chain management and modularization, the financial framework, the human resources framework and shared services. As a result, peacekeeping costs per capita have been driven steadily downward over the past several years. Air fleets have been optimized, including through the use of the wide-body B-767 long-term service agreement. Major contracts have been revised to allow for faster and more cost-effective fuel and rations supply. The introduction of the new rations standards enables provision of more variety and represents a paradigm shift in the provision of critical needs. As a result, client satisfaction has improved and the supply chain has become more resilient. More missions are receiving streamlined administrative support from remote shared services entities such as the Regional Service Centre at

Entebbe, Uganda. The Secretariat intends to progressively extend such services to all missions.

59. Global field support strategy tools and principles have been applied to recently established and transitioning peacekeeping operations. The establishment of shared-services and remote back-office entities has enabled new field operations to deploy footprints into harsh and insecure environments with lighter mission support. More rapid and better-tailored funding was available for UNMISS and MINUSMA through the use of the standardized funding model, and for UNOCI and UNSOA through the use of commitment authorities in support of expanded activities. Further, modular camps were established in Somalia, modular kits are en route to Mali and specialized support was deployed through mission support teams to 16 missions in 2012/13. The Secretariat is reviewing these recent experiences so as to ensure that global field support strategy principles and tools are used optimally in support of new and dynamic missions.

60. Despite progress under the modularization programme, the generation of rapidly deployable engineering capacities for major infrastructure projects during start-up, including both horizontal earthworks and vertical construction, remains a challenge. To address this enabling capacity challenge in the short term, modular service packages have been deployed for smaller-scale infrastructure using mission support teams from the United Nations Global Service Centre in Brindisi. In the longer term, the Secretariat will continue to explore innovative solutions to ensure that enabling capacities are available to support the rapid establishment of mission infrastructure. The bigger challenge, however, is to ensure that logistic challenges are taken into account at the earliest stages of mission planning, and that critical enablers are provided by Member States, so as to prevent those challenges from becoming a bottleneck to mandate implementation.

61. In 2013, the Bridging the Civilian Gender Gap in Peace Operations initiative was launched by the Department of Field Support, the Department of Peacekeeping Operations and the Department of Political Affairs to address the challenges in developing the careers of women within peacekeeping operations. It will focus on increased engagement and action at the senior management level, stronger accountability for achieving and maintaining gender diversity, and stronger recruitment targets and transparent processes.

62. As directed by the General Assembly, the Secretariat endeavours to settle death and disability claims within the prescribed three-month period except for cases where a longer period is required to determine the degree of permanent disability. From January to November 2013, 95 death and disability claims amounting to \$3 million were processed and paid. Out of the 38 death claims (\$2.66 million) paid, 71 per cent were processed within three months of which 58 per cent were paid within two months.

VII. Capabilities and performance

63. In paragraph 66 of its 2011 report (A/65/19), the Special Committee encouraged the Secretariat to continue its work on the development of a comprehensive capability-driven approach. Work has proceeded along three lines: standards and guidance; resources and support; and training and education.

64. On standards and guidance, in November 2013, the Department of Peacekeeping Operations and the Department of Field Support launched the United Nations military units manuals (UNMUM) project in close partnership with 55 Member States. The project builds on lessons learned from the development of pilot standards for infantry battalions, staff officers and military medical support. UNMUM will develop manuals for military contributions in 11 key areas: aviation, maritime, engineering, force headquarter support, logistics, military police, reconnaissance, riverine, signals, special forces and transport. Following conceptual development through a web-based “e-platform” and regional workshops, manuals are expected to be circulated in draft in September 2014 and finalized in mid-2015.

65. In line with a request by the Special Committee in paragraph 93 of its 2012 report (A/66/19), an overarching policy on United Nations police in peace operations, developed through five regional consultations in which police agencies from over 100 countries and regional and international organizations participated, has been validated by leading police practitioners and experts. The policy sets out the mission, core functions, sequencing and prioritization of United Nations police components in the delivery of police-related mandates. During 2014-2015, the Department of Peacekeeping Operations will develop subsidiary guidance and training modules related to operations, administration, capacity-building and command.

66. The revised medical support manual is presently in the approval process. The manual contains the policies, guidelines and standard operating procedures governing the provision of qualitative health care in United Nations field operations. The revision aims to bring the standard of medical care in line with international requirements.

67. Regarding resources and support, it is becoming increasingly self-evident that the planning of peacekeeping operations must go hand in glove with the identification and provision of enablers and force multipliers. The Department of Peacekeeping Operations has been working with Member States towards generating more Level 2 hospitals and engineering units, which are urgently needed critical enablers. The Department of Peacekeeping Operations has intensified its outreach to current contributors and has led two workshops to help emerging troop-contributing countries define a way ahead in terms of building their first offers of contributions.

68. With regard to aviation, 2012/13 has seen innovation in modalities and partnerships for generating urgently needed helicopter units. One example is the generation of a multinational utility helicopter unit jointly formed by three West African troop-contributing countries. Combined with the recent announcement of a contribution of security information assets, armed helicopters and special forces elements by a European troop-contributing country, these efforts to respond to the United Nations call for support in Mali are encouraging.

69. More broadly, there is a need to improve rapid deployment and force generation in start-up missions, including not only enablers but all uniformed capacities. This challenge must be met through a variety of means, including joint and individual contributions. The United Nations, in consultation with Member States and regional partners such as the African Union and EU, will explore how to provide United Nations peacekeeping operations with viable stand-by or rapid response capabilities, particularly by building on the growing capacities of regional partners.

70. Individual troop-contributing countries have repeatedly stepped forward to support missions in need of reinforcement, particularly through inter-mission cooperation. With the support of troop-contributing countries, inter-mission cooperation from UNOCI and UNMIL supported the establishment of the United Nations presence in Mali. For West Africa, a regional quick-reaction capability is being planned to rapidly respond to potential hotspots in Côte d'Ivoire, support UNMIL once it reaches its residual strength in mid-2015, and respond to other crises in the region.

71. Today, technology supports a wide range of tasks in United Nations peacekeeping operations beyond those undertaken by the military and police, encompassing, for example, information and communications units, medical support and analysis and reporting functions. The use of unarmed, unmanned aerial surveillance systems can improve the situational awareness, early warning capacity and safety and security of peacekeeping missions and personnel. A briefing was provided to the Special Committee in January 2013 on unmanned aerial surveillance, including legal, operational, technical and financial considerations. As requested, the Department of Peacekeeping Operations and the Department of Field Support will identify lessons from this experience in continued consultation with Member States.

72. The Police Division continues to increase its efforts to enhance the capability and training of Formed Police Units (FPUs), broaden the base of contributors, and identify capable police experts, including female and francophone officers, thematic experts, specialists in key capacity-building areas and senior leaders for missions' police components. Broadening the base of police-contributing countries increases the ability to fulfil these needs. A website for the United Nations International Network of Female Police Peacekeepers (womenspolicepeacekeepers.org) has been launched to raise awareness and support the goal of a 20 per cent deployment of female police officers by the end of 2014. The Police Division is also concentrating on national capacity-building to address organized crime, trafficking and other global threats.

73. To improve the selection of police officers and assist Member States in their pre-selection procedures, the Department of Peacekeeping Operations has begun implementing the newly developed standard operating procedures to assess the readiness of individual police experts and FPUs, including the training of relevant mission and Member State personnel responsible for conducting assessments and evaluations.

74. In response to a recommendation by the Special Committee in its 2011 report (A/65/19), the Secretariat continues to address challenges in the recruitment and selection of seconded active-duty military and police specialists serving at Headquarters. Following a business process review, it was agreed to forgo Inspira publishing and evaluation by central review bodies. As a result, a 20 per cent reduction in the recruitment timeline has been achieved. The Department of Peacekeeping Operations and the Department of Field Support are developing an e-platform that will replace the current paper-based process and provide an even faster and more transparent recruitment process.

75. In the area of training, the 2012-2013 Global Peacekeeping Training Needs Assessment (TNA) was completed and the Department of Peacekeeping Operations and the Department of Field Support are creating a standing advisory group to

enhance the coordination and prioritization of peacekeeping training. The Assessment also confirmed the importance of predeployment training that reflects common approaches and training standards and encouraged the use of the Core pre-deployment training material (CPTM) and specialized training material (STM) for uniformed personnel to ensure their continued relevance, the Integrated Training Service has commenced a review and update of the Core Pre-deployment Training Material. In addition, tactical-level training material on the protection of civilians and training material on child protection have been completed. In 2013, Mobile Training Support Teams supported the transition from UNOM to MINUSMA.

76. The investment of Member States and the United Nations in peacekeeping training has produced significant progress and a network of training institutions with specialized expertise. In order to make the best use of available resources and expertise, the Integrated Training Service is launching a project designed to examine the state of the current global peacekeeping training architecture and ways in which it could be improved.

77. With regard to police training, the Department of Peacekeeping Operations organized nine courses on investigations of sexual and gender-based violence from 2011 and 2013, certifying 202 police officers from 80 countries. Courses organized by 31 Member States have trained 8,840 investigators on sexual and gender-based violence. Among these, certified United Nations police officers trained 3,630 officers in seven field missions. In 2013, the online version of the standardized United Nations training curriculum on gender-mainstreaming policing in peacekeeping was piloted with over 75 police officers.

78. Member State-led processes are also strengthening the ways in which the Organization and Member States work in partnership to plan, manage and equip peacekeeping missions. In its resolution [67/287](#) of 28 June 2013 (para. 25), the General Assembly decided to establish the Office of the Director, Peacekeeping Strategic Partnership. The functions of the Office include: strengthening the peacekeeping partnership by assisting in identifying gaps that have an impact on the delivery of mandates by United Nations peacekeeping missions; making recommendations on systemic issues relating to United Nations peacekeeping operations; and making recommendations on how to ensure the safety, security and welfare of field uniformed personnel. The Director PSP reports directly to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The Office works in close collaboration and coordination with troop-contributing countries/police-contributing countries, the mission's senior leadership — in particular the Force Commander and Police Commissioner — and the Department of Peacekeeping Operations and the Department of Field Support leadership. Reports and recommendations from the Office will be kept confidential. The Office of the Director PSP comprises five staff members, including the Director; one senior police and one senior military expert; one logistics support officer; and one team assistant.

79. The 2014 triennial Working Group on Contingent-Owned Equipment provides an opportunity to examine key issues related to the capacities required in peacekeeping operations. The Department of Peacekeeping Operations and the Department of Field Support will contribute papers identifying some of the equipment-related capability requirements of today's United Nations peacekeeping operations.

80. In its resolution [67/261](#) of 10 May 2013, the General Assembly approved, with some provisions, the recommendations of the Senior Advisory Group. Implementation of Assembly resolution [67/261](#) provides an opportunity to update the United Nations reimbursement system and better ascertain costs associated with the deployment of military and police personnel so that the Assembly may make an informed decision on the rate of reimbursement. In its resolution [67/261](#), the Assembly also approved the introduction of two potential premium payments for enabling capacities and for units operating without caveats and performing well in circumstances of exceptional risk. Detailed proposals on how the Secretariat will implement these premiums are being developed and will be reported to the Assembly in 2014. In addition, and in line with resolution [67/261](#), the Department of Peacekeeping Operations will be developing a “compact” in consultation with Member States.

81. As the final stand-alone submission within the framework of the Civilian Capacities Initiative, the forthcoming report on civilian capacities in the aftermath of conflict will highlight progress made by the United Nations and partners in providing support to national institution-building and the key lessons learned, including some of the challenges that the Organization continues to face. The report clarifies how the United Nations will implement General Assembly resolution [66/255](#) of 16 March 2012, with a particular focus on supporting national ownership, civilian capacity development and institution-building, and broadening and deepening the pool of civilian expertise. To effectively support institution-building in the aftermath of conflict, stronger partnerships are needed among Governments and the United Nations system, including missions, agencies, funds and programmes, as well as other stakeholders. Continuation of the progress made in the last two years will depend to a large extent on strengthened South-South and triangular cooperation opportunities and the strengthening of existing structures and business processes.

82. Through a series of civilian staffing reviews — both of the Field Service category and of the civilian component as a whole — the Organization is taking steps to ensure that human resources are optimally aligned to meet the challenges of effective and efficient mandate implementation. This year, civilian staffing reviews were conducted in UNOCI, UNAMID and UNIFIL. All concluded that nationalization of posts should be prioritized and, accordingly, recommended that these missions expand efforts to build national staff capacities. Initial findings also note the potential value of outsourcing services to local vendors and improving ways to strengthen integration and cooperation with United Nations country teams. To prepare for additional civilian staffing reviews, missions have been requested to undertake a critical analysis of their civilian capacity requirements during the annual budget development process.

83. The Secretariat is undertaking activities to strengthen the programme of action introduced in the report of the Secretary-General on special measures for protection from sexual exploitation and abuse ([A/67/766](#)) and continues to strengthen organizational, managerial and personal accountability in field missions through the implementation of the four pillars of the Integrated Conduct and Discipline Framework, namely, integration, capacity-building, awareness-raising and outreach, and performance-based accountability. As a result, there have been improvements in case prioritization and timeliness of response for case referrals. Concurrently, efforts to enhance the Misconduct Tracking System to achieve effective screening of

personnel have continued, as has collaboration with the Office of Internal Oversight Services to build mission investigative capacity. Consultations with field missions are ongoing on a draft action plan for managing the risk of sexual exploitation and abuse in field missions.

84. Partnership between the Organization and Member States remains essential to preventing misconduct. In terms of enforcement, the Organization will ensure that mechanisms for reporting misconduct are available in all missions, with the appropriate confidentiality safeguards, and will promptly investigate and act upon all allegations of misconduct. The assistance of Member States is crucial, in particular in holding deployed individuals accountable for the most serious forms of misconduct, including acts amounting to a crime under national jurisdictions.

85. Since 2011, the Secretary-General has introduced two policies that reinforce the Organization's efforts to meet its obligations under the Charter of the United Nations and international law to promote and defend human rights. The human rights due diligence policy on United Nations support to non-United Nations security forces (2011) and the policy on human rights screening of United Nations personnel (2012) are distinct yet complementary to one another.

86. The human rights due diligence policy sets out the basic principles regarding respect for human rights and procedures which all United Nations entities must follow in order to guide their support to non-United Nations security forces. United Nations peacekeeping operations have made significant progress in implementing the policy since its endorsement in 2011. A review group co-chaired by senior representatives of the Department of Peacekeeping Operations, the Department of Field Support and the Office of the United Nations High Commissioner for Human Rights has coordinated engagement across the Secretariat and captured lessons learned in giving effect to the policy. The Security Council has cited the human rights due diligence policy in resolutions regarding peacekeeping in the Democratic Republic of the Congo, Mali and Somalia. To date, three peacekeeping missions have developed standard operating procedures for implementing the policy (MONUSCO, UNMISS and UNOCI), while others are in the process of integrating its principles into existing procedures and developing relevant guidance.

87. The human rights screening policy sets thresholds of prior conduct with regard to human rights that all types of United Nations prospective personnel must meet. Since its endorsement by the Secretary-General in December 2012, steps have been taken to align the Secretariat's practices with the policy. Through the Secretariat's Human Rights Screening Working Group, the Secretariat is working collaboratively to implement the initial phase of the Policy. The onus remains primarily on Member States to screen the personnel they nominate or contribute to peacekeeping. Individuals considered for United Nations service are required to sign self-attestations to the same effect.

VIII. Observations

88. Since its inception, United Nations peacekeeping has been constantly evolving. The current period is no exception. Peacekeeping continues to face a huge range of demands. United Nations missions are helping countries make the difficult transition from conflict to peace, supporting political processes aimed at

establishing inclusive and legitimate Governments, providing security and catalysing peacebuilding processes.

89. These are enormous tasks. To meet these challenges, United Nations peacekeeping relies on the support of Member States in a number of crucial areas. Most important of all is political support. United Nations peacekeeping operations are often largely political in nature in that they are truly successful when they help the parties to a conflict along a political path towards durable peace. United Nations peacekeeping operations are a reflection of international resolve. They therefore depend, above all, on the unified support and political clout of the Security Council and the broader will of the international community to advance peace processes and so influence the parties as to move them towards achieving that goal.

90. Though such political support is a sine qua non for success, it is not alone sufficient. United Nations peacekeeping operations are faced with increasingly complex mandates and unconventional and complex threats. They must have the capabilities, including limited programmatic resources, to meet these evolving demands. Yet, too often, they lack critical capabilities and consequently the mobility, information and logistic wherewithal to protect civilians, extend State authority and operate in difficult and dangerous environments. It is equally essential that the troops and police who deploy to such operations have the necessary capabilities to safely and successfully carry out these highly demanding mandates. We must help to improve their situational awareness with assets that are increasingly standard technologies used by the major contributing countries in their own operations. The Department of Peacekeeping Operations and the Department of Field Support will continue to engage with Member States with the aim of securing the necessary military, police and civilian capabilities required. This effort in 2014 will be assisted by the new Director for Peacekeeping Strategic Partnership. The Secretariat will also endeavour to continue to improve its planning processes so as to better anticipate and prepare for all contingencies.

91. The Department of Peacekeeping Operations will also pay special attention to the requirements for rapidly deployable standby forces. The capabilities of regional organizations will also continue to be an essential element of the international community's collective peacekeeping capacity, and the United Nations must redouble its already considerable engagement with the African Union, the European Union and others to ensure that our efforts are mutually reinforcing and our resources, when deployed together, are as interoperable as possible.

92. Strong partnerships are also essential to ensure that, once peace is secured, it is also sustained. Mandates to help build key rule of law and security institutions and to extend the authority of the State speak to the need to help countries sustain the early gains of peacekeeping. The Department of Peacekeeping Operations and the Department of Field Support will continue to work with a range of partners to ensure that United Nations peacekeeping can play its part effectively, based on comparative advantage. We must continue to improve the coherence of United Nations and international actors and employ the full range of tools at our disposal, including diplomacy, security assistance and technical cooperation to help strengthen the national institutions that are necessary to restoring State authority, protecting civilians, upholding the rule of law and peacefully resolving conflicts.

93. Looking forward to 2014 and beyond, this will be the real test of success for many peacekeeping operations. Success will require close cooperation across the

United Nations system, and with international financial institutions and other partners. Peacekeeping has already achieved significant efficiencies. Notwithstanding the challenges outlined above, United Nations peacekeeping must continue to ensure that it provides as efficient and cost-effective a tool as possible. The Department of Peacekeeping Operations and the Department of Field Support will continue to review missions to that end. At the same time, the evolving demands on missions will require that they be as flexible as possible. Member States will also need to consider ways to ensure that missions have the support that they need to be able to respond to often rapidly changing circumstances.
