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Agenda item 52

**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 request of the Special Committee on Peacekeeping Operations (see [A/61/19/Rev.1](#), para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2014 substantive session ([A/68/19](#)). The matrix is supplemental to the report of the Secretary-General ([A/69/642](#)). A summary of each recommendation is given, as well as reference to the relevant paragraph in the report of the Special Committee.



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I. Introduction

- 23 **The Special Committee ... requests the Secretariat to provide, at the start of its substantive session in 2015, an informal briefing, especially with regard to operational field issues, including the Secretariat's assessment of developments in ongoing United Nations peacekeeping operations.**

The Secretariat intends to provide informal briefings on operational field issues at the beginning of the substantive session of the Special Committee.

In this regard, in October 2014 Heads of Military Components, the United Nations Disengagement Observer Force, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, (MINUSCA) and the United Nations Stabilization Mission in Haiti (MINUSTAH) provided an informal briefing to the Special Committee. Furthermore, in November 2014, United Nations Heads of Police Components in MINUSCA, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) provided an informal briefing to the Special Committee on operational field issues related to police-military cooperation, transitions and re-hatting, protection of civilians and transnational organized crime.

II. Safety and security

- 36 **The Special Committee ... requests the Secretary-General to include, in his annual report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations, a report on serious incidents of targeted attacks against the United Nations in peacekeeping operations, including an assessment of identifiable trends in such serious incidents as well as specific measures taken by the Secretariat and each mission to prevent the recurrence of, and to address and mitigate, these threats.**

A report on serious incidents of targeted attacks against the United Nations in peacekeeping operations, which also takes into account trends, has been provided in the body of the Secretary-General's 2014 report to the Special Committee ([A/69/642](#)).

- 38 **The Special Committee stresses the need for missions to provide timely information to United Nations Headquarters about incidents involving the safety and security of United Nations personnel, as well as United Nations contractors deployed in peacekeeping missions, including incidents that may also constitute violations of status-of-forces agreements. The Special Committee also stresses the need for Member States to be informed in a timely manner about such incidents involving United Nations personnel they have contributed to peacekeeping missions.**

With the co-location of the Peacekeeping Situation Centre and the Department of Safety and Security Communications Centre within the United Nations Operations and Crisis Centre Watch Room, the Department of Peacekeeping Operations is able to access and verify information related to safety and security on United Nations personnel in a more efficient manner. The Situation Centre has also undertaken efforts to ensure that Joint Operations Centres are able to alert mission leadership and Headquarters on urgent developments, including safety and security incidents, through the establishment of a mandatory around-the-clock watch capacity, in accordance with the revised Policy and Guidelines on Joint Operations Centres.

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- 42 **The Special Committee recalls the Secretary-General's comprehensive report on all processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers (A/66/598). The Special Committee underlines the need for clear demarcation of the applicability of the laws of the host Government and the troop- and police-contributing countries with respect to crimes committed against United Nations peacekeepers, and the imperative of uniformed applicability of the respective laws to the military and the police components of the peacekeeping mission. The Special Committee requests a briefing, prior to the next substantive session, to further clarify all United Nations internal policies, rules and procedures on internal investigations of misconduct against United Nations peacekeepers.**

In January 2014, the Safety and Security briefing to the Special Committee addressed the subject of United Nations internal policies, rules and procedures on internal investigations of misconduct against United Nations peacekeepers.

Two reports have been submitted to the Special Committee on the applicable legal obligations and relevant rules and policies. The Office of Legal Affairs of the Secretariat also advises on the standard operating procedures and other guidance governing the United Nations Boards of Inquiry and the terms of reference of other United Nations bodies investigating attacks or crimes against United Nations peacekeepers.

- 46 **... the Special Committee requests the Secretary-General to include, in an annex to the next annual report on the implementation of the recommendations of the Special Committee, information and assessments related to policy developments, taking into account all relevant aspects and based on the relevant lessons learned from the operation of unarmed unmanned aerial systems in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo.**

The requested report on unarmed unmanned aerial systems in MONUSCO has been provided in the form of an annex to the Secretary-General's report (A/69/642).

- 46 **The Special Committee requests that the Secretariat provide all the necessary means to peacekeeping missions where this technology is fielded to ensure that these capabilities are integrated effectively into mission operations and the confidentiality of all data gathered by such assets is preserved as detailed in the specific procedures.**

In addition to ongoing efforts, a special panel (the Expert Panel on Technology and Innovation in United Nations Peacekeeping) has been tasked with identifying technologies that could assist United Nations peacekeeping to become more effective and efficient. All modalities of the introduction of new technologies will be taken into account, including confidentially. As requested, the Panel will provide an informal briefing on its findings.

- 47 **In this regard, the Special Committee requests the Secretariat to update on the impact of the United Nations Operations and Crisis Centre, Joint Operations Centres and Joint Mission Analysis Centres on these issues, in advance of the 2015 regular session.**

The United Nations Operations and Crisis Centre/Peacekeeping Situation Centre has made concerted efforts over the years to strengthen guidance and support to mission Joint Operations Centres and Joint Mission Analysis Centres in order to enhance collection and processing of information, as well as encourage more streamlined and expedient information-sharing within a mission, between missions and with United Nations Headquarters. This has been done through the deployment of new information management and analysis tools for the Joint Operations Centres and Joint Mission Analysis

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Centres, as well as mission support visits and updates of relevant policy and guidelines (see para. 78 below). Co-location of the Peacekeeping Situation Centre and the Department of Safety and Security Communications Centre as part of the United Nations Operations and Crisis Centre has allowed for greater flow of information and verification of incidents across these Departments.

- 48 **The Special Committee notes the implementation of the new Security Level System and emphasizes the importance of a structured assessment process to address safety and security risks. The Special Committee requests that updates on the security situation in existing missions, including any changes in the security level, be provided on a regular basis during scheduled meetings, or upon the request of troop- or police-contributing countries; encourages the timely implementation of a structured security risk assessment process for uniformed contingent personnel; and requests a briefing on progress before its next substantive session in 2015.**

The Security Level System methodology, rather than a stand-alone tool, is now incorporated into the new security risk management process being developed by the Inter-Agency Security Risk Management Network as the general threat assessment. Although it uses the same functionality as before, the Security Level System is just one step in a process, and therefore does not provide an assessment of risk on its own. The security risk management process is a methodology used within the United Nations Security Management System and applies to entities falling under that system. Contingents and formed police units do not fall under the System; although an internal Department of Peacekeeping Operations policy dated 2010 has made the Network security risk management process for risk assessment internally applicable to all mission components, including military contingents and formed police units. Civilian personnel, including military observers, staff officers and individually deployed military and police personnel are automatically included in the Network security risk management policy and are also included in the internal Department of Peacekeeping Operations policy. The Security Level System is still indicative of the level of danger in a specific security level area (of which there can be multiples in a country), but it no longer provides an aggregated result for a country. Briefings on the security situation in existing missions including any changes in the security level are provided during meetings with the troop- and police-contributing countries. Further details will be provided in the upcoming informal briefing on safety and security.

- 49 **The Special Committee requests that the Secretariat continue its efforts to improve the information of and communications with concerned Member States whenever there is an incident in a peacekeeping mission that negatively affects operational effectiveness or results in serious injury to or death of United Nations peacekeeping personnel, from the beginning to the conclusion of the investigation of the incident.**

The Peacekeeping Situation Centre continues to fulfil its role in promptly notifying Member States as soon as information is received concerning casualty or serious injury of uniformed United Nations personnel serving in a field operation led by the Department of Peacekeeping Operations, in accordance with standard operating procedures.

The Department of Peacekeeping Operations, particularly, the Office of Military Affairs, Police Division, and the integrated operational teams in the Office of Operations, hold regular informal consultations with concerned troop- and police-contributing countries and make every effort to respond to any inquiry made by Member States. In case of sudden changes in the operational environment, the Department proactively engages with the concerned troop- or police-contributing country to inform the situation on the ground through emergency meetings with the troop- and police-contributing countries as well as phone calls and meetings between senior representatives of the Permanent Missions and the senior official of the Department.

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- 51 **... the Special Committee requests the Department of Peacekeeping Operations to present, before its next session, an update on the assessment of the causes of such deviations and, where appropriate, proposals regarding ways to remedy the situation and to ensure that the United Nations peacekeeping personnel are deployed in accordance with the agreed concepts of operation and deployment arrangements.**

Stretched deployments may be dictated by, among others, the constantly changing environments to which peacekeeping must respond. Missions are regularly assessed, in particular through the conduct of strategic assessments, technical assessment missions and military capability studies. Predeployment visits are conducted for new troop- and police-contributing countries and informal briefings on findings are given to concerned troop- and police-contributing countries. Necessary actions are taken to implement the findings of the reviews in order to mitigate identified risks. Such actions may include appropriate reconfigurations, the generation of force multipliers and enablers as well as the use of quick reaction forces.

- 53 **The Special Committee acknowledges the human rights due diligence policy on United Nations support to non-United Nations security forces and encourages the Secretariat to develop standard operation procedures to implement the policy in peacekeeping missions.**

The following field missions have developed mission-specific standard operating procedures to implement the human rights due diligence policy: the United Nations Mission in South Sudan (UNMISS), the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Mission in Liberia (UNMIL), MONUSCO and the United Nations Assistance Mission in Somalia (UNSOM). MINUSMA and UNAMID are currently finalizing their standard operating procedures as well. Furthermore, the Human Rights Due Diligence Policy Review Group at the Headquarters level is developing a guidance note that provides practical tools for missions and United Nations country presences to implement and apply the policy.

- 54 **The Special Committee stresses the importance of contingency planning and recommends that, whenever possible, planned crisis response exercises be conducted in the missions and at Headquarters, and requests the Secretariat provide, during the 2015 regular session, an update on developments in this area, with a particular focus on casualty evacuation exercises and how effectively they are meeting mission requirements.**

Beginning in late 2013, the Departments of Peacekeeping Operations, Field Support, Political Affairs and Safety and Security convened a working group, chaired by the United Nations Operations and Crisis Centre to develop a common policy on crisis response for peacekeeping operations and special political missions. Taking into account other initiatives, such as the roll-out of the Organizational Resilience Management System, the launch of the Inter-Agency Standing Committee transformative agenda and the development of the "Human Rights Up Front" action plan, the scope of the working group was later widened to include non-mission settings in order to ensure consistency and strengthen United Nations crisis management.

It should be noted that there has been considerable progress in the development of a joint Department of Peacekeeping Operations, Department of Field Support, Department of Political Affairs and Department of Safety and Security crisis management policy during 2014. Although developments faced slight delays as new interested parties joined, a draft document on the crisis management policy is scheduled for circulation by late 2014.

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III. Conduct and discipline

- 61 **The Special Committee requests an update on progress in the development of the Integrated Conduct and Discipline Framework, before the next substantive session in 2015.**

An informal briefing will be provided prior to the Special Committee at its substantive session and an update on progress has also been provided in the next report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations.

- 64 **The Special Committee requests the Secretary-General to include, in his annual report, a numerical summary of requests for information and responses.**

Between 1 January and 30 September 2014, 120 requests were sent to Member States for action to be taken related to allegations on all forms of misconduct, with 85 responses received. More detailed information on requests and responses, specifically related to allegations of sexual exploitation and abuse will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse. This will be issued in February 2015, covering the full 2014 calendar year.

- 65 **The Special Committee welcomes the steps taken by the Conduct and Discipline Unit, in cooperation with relevant offices in the Secretariat, to enhance policies and procedures for screening personnel, in order to identify individuals previously found to have committed any form of misconduct, to prevent such individuals from future United Nations service or employment, in any capacity, and requests the Secretariat to continue its efforts to strengthen this programme.**

In the past year, an information-sharing agreement was implemented, formalizing the processes by which United Nations Volunteers candidates who have previously served in United Nations peacekeeping and/or special political missions are being vetted against misconduct records contained in the Misconduct Tracking System. Two database interfacing projects also became fully operational in 2014, allowing for the screening of all individually selected military and police peacekeeping personnel against records of prior misconduct. Work with partners is continuing on further databases interface projects which, when completed, will allow for the screening of military contingent members and formed police units.

- 68 **The Special Committee requests an update on the measures taken for protection from sexual exploitation and abuse before its next substantive session.**

An informal briefing will be provided prior to the Special Committee at its substantive session and a detailed update will also be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

- 69 **The Special Committee calls for the continued 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] and requests an update on progress in implementation, including information on assistance provided to victims, before its 2015 substantive session.**

An informal briefing will be provided prior to the Special Committee at its substantive session and a detailed update will also be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

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IV. Strengthening operational capacity

- 74 The Special Committee requests an update briefing on new capabilities and the military capability studies process. The Special Committee encourages the Secretariat to continue its work on a comprehensive capability-driven approach, in close cooperation with troop- and police-contributing countries, and to report back to the Committee, before its next substantive session, on the progress achieved.**

In early 2014 the Under-Secretaries-General for Peacekeeping Operations and Field Support established the Uniformed Capabilities Development Steering Group at the Director level, co-chaired by the Office of Military Affairs and the Policy, Evaluation and Training Division, to develop and implement an agenda to advance a capability-driven approach. The Steering Group has examined the current and expected uniformed needs of peacekeeping missions and identified priority work streams that form the Department of Peacekeeping Operations/Department of Field Support uniformed capability development agenda. The agenda will be taken forward by individual project teams mandated by the Steering Group to work across Offices of both Departments to ensure a coherent, coordinated approach in each area. The Steering Group will continue to meet regularly to monitor progress, provide strategic direction, and modify the agenda as developments in the field may require.

Furthermore, the Office of Military Affairs is defining specific steps required for the improvement of operational readiness of military units involved in peacekeeping operations. Such an improvement is likely to result in enhanced performance in the field. Member States will be fully consulted as the success of this endeavour will hinge on the collective and consistent effort of troop-contributing countries and collaboration among various United Nations entities.

- 76 The Special Committee looks forward to the development of the United Nations military unit manuals by a wide range of troop-contributing countries, in close coordination with the Secretariat. The Special Committee looks forward to periodic updates on the progress achieved.**

The Office of Military Affairs leads a Department of Peacekeeping Operations/Department of Field Support effort of defining 11 standards for various military units, with the strong support of Member States. In early September, all Chairs of the 11 working groups submitted the drafts to the project team. Currently, editing and alignment work is in progress on these drafts to ensure that they are consistent not only with each other but also with United Nations policies. Simultaneously, a consultation process within the United Nations system-wide and with the field missions is ongoing for inputs and comments. Apart from drafting manuals, a final conference has also been planned to be held in New York on 2 December 2014 with the aim of providing the Chairs with an opportunity to explain to military advisers the work conducted by their respective working groups. In addition, the implementation plan of the project will be discussed during the conference. Overall, progress has been made and the manuals are likely to be finalized by early 2015.

- 78 The Special Committee requests an update on Joint Operations Centres and Joint Mission Analysis Centres before its 2015 session.**

Since the last report, updated policy and guidelines on Joint Operations Centres have been approved and promulgated. A review of the policy and guidelines on Joint Mission Analysis Centres is ongoing, for adoption later in the year by the leadership of the Departments of Peacekeeping Operations and Field Support. The United Nations Operations and Crisis Centre/Peacekeeping Situation Centre has helped to develop new tools for information processing; deployed staff to MINUSMA and MINUSCA to support the start-up of mission Joint Operations Centres and Joint Mission Analysis Centres and the

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issuance of reporting directives; collaborated with the Force Generation Service and the Field Personnel Division to review terms of reference and recruitment processes for personnel of the Joint Operations Centres and Joint Mission Analysis Centres; and held a workshop for Chiefs of the Joint Mission Analysis Centres. The Centre also organizes annual training courses for officers of the Joint Operation Centres and Joint Mission Analysis Centres, with the support of the Nordic Defence Cooperation.

- 80 The Special Committee encourages the Secretariat to ensure cohesion in the capability-driven approach and to support different initiatives, including the agreed use of modern technology consistent with the basic principles of peacekeeping, to enhance, among other things, situational awareness and force protection.**

In June 2014, the Departments of Peacekeeping Operations and Field Support convened the Expert Panel on Technology and Innovation in United Nations Peacekeeping, tasked with recommending ways in which technology and innovation can enhance operational effectiveness and efficiency. The Panel will provide the Departments with its recommendations by the end of the year. Some initiatives to modernize peacekeeping are already under way, such as the use of UAVs unarmed unmanned aerial vehicles in MONUSCO and the use of different technical sensors mounted on tactical unmanned aerial vehicles and helicopters, as part of the All Source Information Fusion Unit in MINUSMA. The use of technology by military and police components is being considered by the Uniformed Capabilities Development Steering Group, which will examine how the recommendation of the Expert Panel may affect the Departments' uniformed capability development agenda.

- 83 The Special Committee encourages the Secretariat to work in close cooperation with Member States, to identify all factors that may cause delays or prevent troop-contributing countries from contributing military helicopters and that affect utilization rates in missions, in order to improve the supply of military helicopters to peacekeeping missions. In this regard, the Special Committee requests the Secretariat to make recommendations to address these matters to the General Assembly for its consideration, as appropriate, and prior to the end of 2014.**

The Departments of Peacekeeping Operations and Field Support will work to prepare proposals to improve the supply of military helicopters drawing on various elements, including (a) military capability studies to continue the revision of mission air assets requirements (civilian and military) and the military aviation statement of unit requirements; (b) a survey of troop-contributing countries, both current and potential, to identify constraints in the United Nations regulatory regime; (c) consultations with troop-contributing countries to establish standard reimbursement rates and structures; and (d) possible employment of inter-mission cooperation framework, as appropriate.

- 83 ... Areas to consider in taking these steps should include reimbursement rates, contractual matters, utilization arrangements, force-generation planning and associated availability arrangements and troop-contributing country capabilities. The Special Committee reiterates its requests that periodic briefings on progress and recommendations be presented on a regular basis.**

The Departments of Peacekeeping Operations and Field Support will provide an informal briefing to the Special Committee.

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- 84 **... the Special Committee notes the importance of regular updates by the Secretariat, through a periodic gap report, on the impact of existing gaps on mandates.**

A review of the gap list was conducted based on actual deployment of military and police capabilities, a mission survey and military capability studies. The review indicated that only limited assets remained on the gap list, while key enabling capabilities were needed to enhance mission effectiveness. In this regard, a note was developed and shared with the Member States in January 2014, advising on critical capabilities required to enhance effectiveness and performance in United Nations peacekeeping operations. The Secretariat will continue to update Member States through briefings and consultations on critical capabilities required in general or for specific missions and the impact of the lack of those capabilities in mandate implementation.

- 85 **... noting that capability gaps constitute a critical issue which should be dealt with in a coherent manner, the Special Committee requests the Secretariat to provide, in regular briefings, an assessment of how capability gaps affect the implementation of mandates.**

In early 2014, the Departments of Peacekeeping Operations and Field Support circulated a list to Member States reflecting an analysis of critical capability gaps most required for the effective implementation of mandates. The Departments continue to work with Member States to generate capacities to meet these gaps using this analysis as the basis. An update on military capacities and force generation will be included in an informal briefing to the Special Committee.

- 86 **The Special Committee ... requests the Secretariat to continue its evaluation of the [United Nations Standby Arrangements] System and other options to address these gaps, in consultation with all Member States. The Special Committee requests a briefing on the findings of the evaluation in advance of its next substantive session.**

An update will be provided in the informal briefing on military capabilities.

- 87 **The Special Committee encourages the Secretariat, in consultation with troop-contributing countries, to assess the practice of inter-mission cooperation, including recent experiences and lessons learned, and to evaluate advantages and disadvantages of this practice, with a view to streamlining standing operating procedures and improving the effectiveness of such cooperation. In this regard, the Special Committee requests a briefing by September 2014.**

An informal briefing will be provided in order to share key lessons learned from the recent inter-mission cooperation experiences. The Secretariat is in the process of reviewing guidance documents relevant to inter-mission cooperation.

- 92 **... The Special Committee requests the Police Division to introduce inclusive initiatives involving the larger membership in improving police capacity-building and stresses the importance of addressing capacity gaps by examining staffing and recruitment issues within the Division, in a timely manner, in order to ensure efficiency and transparency in the work of the Division. The Special Committee requests a comprehensive briefing before the end of 2014.**

The efforts of the Police Division to recruit and deploy personnel with the required skillsets and equipment are informed by the needs of missions to effectively implement their mandates and are also based on identified staffing needs to address capacity gaps at Headquarters in supporting and backstopping the evolving needs of field missions. The Police Division welcomes the additional support pledged by seven Member States during the summit on United Nations peacekeeping, held in 2014, and

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continues to sustain its efforts to seek the assistance of Member States and legislative bodies in securing specialist posts and capabilities. These include programme management and specialist areas to enhance the operational capability and training of formed police units, including the operationalization of standby arrangements. They also comprise individual police officers, such as qualified female and French-speaking personnel, as well as senior police leaders for the police component of missions. Additionally, they encompass skilled thematic experts in such specialized areas as transnational organized crime, cross-border and riverine policing, capacity-development and operational planning. The Police Division's Specialized Team Package resulted in the selection, recruitment and deployment of police officers with specialized skills in community-oriented policing, immigration and forensics, as well as addressing sexual and gender-based violence to MINUSTAH and UNMIL. A comprehensive informal briefing on these staffing and capacity efforts, including those referenced in paragraphs 94 to 97 of the report of the Special Committee (A/68/19) will be provided to the Special Committee prior to the substantive session.

93 ... The Special Committee looks forward to implementation of the framework in missions and requests Police Division to expedite the next phase through continued inclusive and consultative dialogue with all Member States. The Special Committee requests an update by September 2014.

Phase one of the Strategic Guidance Framework for International Police Peacekeeping considered the fundamental question "What is police peacekeeping?" It resulted in the promulgation, in February 2014, of the Department of Peacekeeping Operations/Department of Field Support Policy on United Nations Police in Peacekeeping Operations and Special Political Missions, and the recognition by the Security Council, in its resolution 2167 (2014), of the inclusive and consultative processes undertaken by the Police Division in its development. The Policy identifies the four core competencies of a police peace operation as administration, capacity-building and development, command and operations. The guidelines on administration will be drafted after the relevant consultations and the other three are under development. In December 2014 or early 2015, a meeting with the Member States will examine concerns and suggest improvements in the areas of United Nations police logistics, procurement, finance, information and communications technology, records management, conduct and discipline, human resources management, staff welfare, induction and training. This guidance development effort represents considerable advancement in the Police Division's aim of establishing a common standard for all relevant actors involved in the predeployment and induction training and police peacekeepers' activities on the ground.

94 ... The Special Committee requests a briefing, before the end of 2014, on the recruitment process, the criteria for selection and the timelines thereof and further efforts aimed at improving the existing capabilities.

A briefing will be provided to the Special Committee on the matter. To enhance the operational efficiency and effectiveness of United Nations police through professional and accountable field personnel and transparent recruitment procedures, the Police Division, with the Departments of Management and Field Support, developed a new human resources management system, called HERMES. The system streamlines the recruitment, selection and deployment processes and captures information on required skill sets, vacancy management, candidates, assessments and performance. These efforts have resulted in a greatly improved recruitment process, including the consistent and correct implementation of selection criteria. Moreover, it is now possible to closely monitor each phase of the recruitment process, resulting in a decreased timeline and increased transparency.

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- 95 The Special Committee takes note of the efforts and the development of the Standing Police Capacity and the Justice and Corrections Standing Capacity in order to respond quickly to the needs of missions in the field, and requests a briefing on the coordination between them.**

The new Chief of the Standing Police Capacity assumed her duties in August 2014. Coordination efforts with the Justice and Corrections Standing Capacity are ongoing and are set out in further detail in an informal briefing prior to the substantive session of the Special Committee. The Standing Police Capacity and Standing Justice and Corrections Capacity continue to engage in a number of areas, including joint planning for mission start-up, mutual assistance on cross-cutting issues that arise during the planning and deployments to mission and, when feasible, supporting deployments through either technical remote assistance or other means available. For example, prior to deployments of the two Capacities to MINUSCA, joint planning was undertaken, and upon completion of the deployments, joint after-action reviews were conducted. In the case of UNMISS, the Standing Police Capacity provided a planning officer for deployment to support a request to the Standing Justice and Corrections Capacity to provide assistance to the Rule of Law and Security Institutions Support Office of the Mission. Joint trainings are also conducted.

- 96 ... The Special Committee requests the Secretariat to provide, before its next substantive session, a briefing on the development of that initiative and on the implementation of the revised policy on formed police units in United Nations peacekeeping operations in all relevant fields, including in-mission assessment, identifying the provision of adequate resources, and on practical steps taken to enhance the efficacy of formed police units on the ground.**

The Police Division launched the Formed Police Unit Standby Arrangement in December 2013 and continues to follow up with Member States who expressed an interest in the initiative. The Revised Policy on Formed Police Units in United Nations Peacekeeping Operations resulted in the revision of the Guidelines for Formed Police Units on Assignment with Peace Operations, intended to be finalized by December 2014. In line with the relevant Policy, the Standard Operating Procedure for the Assessment of Operational Capabilities of Formed Police Units to be deployed in Peacekeeping Operations was also issued. The Police Division has further elaborated a standardized training curriculum for predeployment training of formed police units, to be finalized in December 2014. At the operational level, the Police Division continues to monitor the implementation of monthly operational readiness inspections of formed police units in the field. These efforts aim to strengthen the performance of the units. An informal briefing will be provided prior to the substantive session of the Special Committee.

- 97 The Special Committee recognizes the growing need to build institutional police capacity in post-conflict environments and notes the ongoing work undertaken by Member States, the International Criminal Police Organization (INTERPOL) and the Secretariat. In this regard, the Committee emphasizes that the process should be carried out in consultation with and driven by Member States. The Special Committee requests a briefing on the subject by the end of 2014.**

During the annual conference for United Nations Heads of Police Components, the Police Division convened a session with Member States and INTERPOL on capacities to address transnational threats. The Security Council, in its resolution 2117 (2013), requested peacekeeping missions to work together with INTERPOL and the sanctions committees, where required, to develop host-State capacities. An informal briefing will be provided prior to the substantive session of the Special Committee.

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- 100 The Special Committee welcomes the development of the United Nations police standardized training curriculum on investigating and preventing sexual and gender-based violence, and requests the Secretariat to provide a briefing on the implementation of this training to the United Nations police in missions.**

For the sixth year, a delegation consisting of host-State police and police-contributing country representatives, United Nations field police officers from 11 missions and one Headquarters staff member, attended the International Association of Women Police annual training conference, held in Canada in October 2014. During the conference, a United Nations Gender Toolkit training-of-trainers workshop was held, which resulted in the certification of 28 police trainers (22 Anglophone and 6 Francophone). The course covered basic aspects related to gender mainstreaming, conflict-related sexual violence and sexual and gender-based violence broadly. To further operationalize the training curriculum, a project has been developed to strengthen the capacities of United Nations police officers in these areas through the development of an online e-learning course and the integration of the standardized training curricula on investigations of sexual violence into the in-mission training programme of field missions. An informal briefing will be provided prior to the substantive session of the Special Committee.

- 101 ... The Special Committee requests a briefing, before the end of 2014, on the challenges and achievements of the West African Coast Initiative in strengthening national capacities and cross-border cooperation for tackling organized crime and drug trafficking, and in particular the results of the establishment of transnational crime units.**

The 2009 West African Coast Initiative was reviewed in 2013. The revised concept looks at implementing programmatic activities in member States of the Economic Community of West African States (ECOWAS), building on previous efforts undertaken in the Initiative's original concept of the pilot States. United Nations police components have supported specific police-related elements that fall within the mandates of United Nations peacekeeping and Special Political missions in Côte d'Ivoire, Guinea-Bissau and Liberia, and the former operation in Sierra Leone. Components assisted in the establishment of transnational crime units, a key element of the Initiative, in Guinea Bissau, Liberia and Sierra Leone and are setting up a unit in Côte d'Ivoire. In the two missions with established transnational crime units and United Nations police components, officers are involved in mentoring, supporting and strengthening the capacity of host-State police and other law enforcement officers undertaking counter-transnational organized crime operations. United Nations police officers deployed to respective missions often share lessons learned with a view to strengthening regional cooperation. Operational coordination between States on police and law enforcement matters falls under the authority of respective Member States. Advice is offered on the use of INTERPOL databases and networks. Further information will be provided during the informal briefing on police.

- 102 The Special Committee requests a briefing on the position of Criminal Information Analysis Officer, particularly as it relates to the provision of strategic advice to senior police leaders and enhancing the efficiency of United Nations police in missions.**

Reflecting the need for meaningful interpretation of police-related data, the Police Division established the position of Criminal Information Analysis Officer. This position is designed to support the ongoing police information analysis needs of all United Nations police components. The post is also the focal point of the Department of Peacekeeping Operations for its newly established Uniformed Capabilities Development Steering Group's project team on transnational threats. The informal briefing to be provided prior to the substantive session of the Special Committee will address this issue.

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103 The Special Committee requests a briefing from the Secretariat on the role of the Police Division in the new joint global focal point arrangement for police, justice and corrections areas.

The Police Division will participate in the global focal point arrangement, along with criminal justice, correction and United Nations Development Programme (UNDP) counterparts. In line with the Secretary-General's request (Policy Committee decision No. 2012/13), a joint research team from the Netherlands Institute of International Relations, the Stimson Center and the Folke Bernadotte Academy carried out an assessment of the arrangement between November 2013 and June 2014. The independent progress review on the United Nations Global Focal Point for Police, Justice and Corrections presents a comprehensive analysis and assessment of the early results of the global focal point concept, while at the same time identifying areas requiring improvement. Reflecting the perspectives of Member States, United Nations Headquarters and field staff and other stakeholders, the report examines how the Department of Peacekeeping Operations and UNDP have made progress on working arrangements at Headquarters to better support police, justice and corrections activities in the field. An informal briefing will be provided prior to the substantive session of the Special Committee.

V. Strategies for complex peacekeeping operations

123 ... the Special Committee notes the Department of Peacekeeping Operations/Department of Field Support paper on the role of peacekeepers in early peacebuilding. The Special Committee looks forward to the further implementation and updating of the strategy, in close consultation with all Member States, particularly troop-contributing countries and police-contributing countries, the Peacebuilding Commission, field missions and all other relevant actors in the United Nations, and encourages the Department of Peacekeeping Operations and the Department of Field Support to continue to take stock of the experiences, lessons learned and needs on the ground, faced by peacekeepers in their role in early peacebuilding.

The early peacebuilding strategy remains a key tool for planning and implementing mission activities that are related to peacebuilding, for example, those with a focus on the extension of State authority and the enhancement of national capacities. In Haiti, for example, MINUSTAH facilitated the organization of more than 100 municipal forums throughout the country, which included as participants government officials, parliamentarians, political, religious and civil society representatives, and helped in creating a much-needed space for dialogue and democratic participation at the local level. Meanwhile, in Liberia, coordination between UNMIL and other United Nations actors with the Government, civil society and donors resulted in improved service delivery, as well as the launch of the first justice and security hub. In Côte d'Ivoire, UNOCI supported the Ministry of the Interior and Security in developing draft laws and regulations on the organizational structure, jurisdiction and functioning of the national police, as well as the legal status of police personnel. In the Democratic Republic of the Congo, as part of the implementation of the International Security and Stabilization Support Strategy, MONUSCO along with the Government undertook joint assessments to identify priority areas and develop programmes aimed at supporting local solutions to the conflict.

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- 127 **... The Special Committee urges the Secretary-General to continue efforts to clarify roles and responsibilities for critical peacebuilding tasks and requests consultations with Member States on the progress and status of these efforts.**

United Nations rule of law and security institution activities follow the prioritization framework outlined in the Department of Peacekeeping Operations/Department of Field Support early peacebuilding strategy. In this regard, United Nations police components increasingly support the reform of host-State police institutions and build relevant capacities through a community-oriented approach that forms part of the larger rule of law response.

- 129 **The Special Committee underlines the importance of the Integrated Assessment and Planning Process as a mechanism designed to help coordinate and prioritize the activities undertaken by the United Nations, and the need for all actors engaged in peacekeeping and related peacebuilding efforts to coordinate closely, in particular with host countries. The Special Committee further encourages that the Secretariat, in this context, provide the Committee of Thirty Four, troop- and police-contributing countries and the Peacebuilding Commission, when appropriate, as well as other key stakeholders, with an early assessment of peacebuilding challenges in peacekeeping missions, including an assessment of capabilities, force and personnel generation and logistic resource requirements, in order to coordinate and prioritize peacekeeping and peacebuilding activities, as applicable, in mandated missions. The Special Committee requests a briefing from the Secretariat on the implementation of the policy at its next session.**

The Policy on Integrated Assessment and Planning, which was approved in April 2013, provides the minimum and mandatory requirements for the conduct of assessments and planning when a multidimensional peacekeeping or field-based special political mission is considered or deployed alongside the United Nations country team composed of United Nations agencies, funds and programmes. It applies to the entire United Nations system in assessments and throughout the mission's life cycle. The minimum requirements include: (a) the joint conduct of a strategic assessments and all assessments that may have implications for the entities involved; (b) the articulation of a common United Nations vision, priorities and responsibilities; (c) the establishment of integrated mechanisms for joint analysis, planning, coordination; and (d) the conduct of integrated monitoring and reporting on the implementation of integrated plans, including integrated strategic frameworks. The Policy serves to ensure that the United Nations system develops a common understanding of the situation; agrees jointly on responses to the key priorities for peace consolidation; and monitors and reports jointly on progress towards those priorities. In this regard, integrated planning by missions and country teams has helped to improve the quality and coherence of United Nations responses, for example, in the areas of protection of civilians, electoral and rule of law support, improved coordination with governments, support to the political process, dialogue and national reconciliation and transition planning. An informal briefing will be provided prior to the substantive session of the Special Committee on the implementation of the Policy.

- 137 **The Special Committee recommends that the Department of Peacekeeping Operations, drawing on the work of relevant United Nations bodies and entities such as the Peacebuilding Commission, the Peacebuilding Support Office, and United Nations agencies, funds and programmes and their growing link with regional and subregional organizations and international financial institutions, and, taking into consideration their comparative advantages, explore partnership opportunities that support peacekeeping operations' mandated peacebuilding tasks.**

An informal briefing will be provided prior to the substantive session of the Special Committee.

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- 142 **The Special Committee encourages the Secretariat to continue ongoing efforts requested in paragraph 112 of the 2011 report of the Committee (A/65/19), with respect to the socioeconomic impact of peacekeeping operations within mission mandates and established United Nations rules and regulations. In this regard, the Special Committee requests the Secretary-General to provide information on best practices and, where appropriate, proposals, developed in consultation with Member States, in particular the troop-contributing countries, for consideration in the appropriate intergovernmental bodies and also requests a briefing on this issue at its next session.**

In 2014, the United Nations and the World Bank, through their multi-donor Partnership Trust Fund, conducted a joint project to assess the economic impact of the deployment of MINUSMA, with the goal of maximizing the peacebuilding benefits of the Mission to the communities and local economy as well as to decrease any negative consequences of military build-up in the northern regions of the country.

In 2013-2014, the Departments of Peacekeeping Operations and Field Support undertook a survey of good practice to capture mission innovations regarding enhancing socioeconomic impacts on local communities, especially in the areas of physical and communications infrastructure, economic impacts, environmental impacts, and national staff hiring and capacity-building. Among other positive impacts, the survey of practice found that peacekeeping mission radio stations served as an important source of impartial information and platform for discussion and debate among political actors and community members. In addition, infrastructure built or maintained by the mission for mandate implementation purposes has also helped to improve the lives of local populations. An informal briefing will be provided prior to the substantive session of the Special Committee.

- 143 **... the Special Committee requests the Secretariat to provide an update at its next session on the steps being taken to make the peacebuilding roles of peacekeeping missions more effective. The Special Committee suggests that representatives of other actors involved in peacebuilding, including UNDP and the World Bank, be invited to participate at this briefing.**

An informal briefing, with the participation of development and peacebuilding partners, will be provided prior to the substantive session of the Special Committee.

- 151 **The Special Committee notes the importance of the reintegration of ex-combatants and the linkages between the disarmament, demobilization and reintegration processes and peace processes and, in this regard, requests that the further development of strategies continues to be undertaken in close consultations with Member States, the Peacebuilding Commission and other relevant actors.**

The Chief of the Disarmament, Demobilization and Reintegration Section of the Office of Rule of Law and Security Institutions gave a presentation to cover the overview requested at the 2013/14 substantive session.

- 158 **... The Special Committee takes note of the increasing demands placed on the Security Sector Reform Unit in respect of supporting United Nations missions in the field and, in this regard, encourages the United Nations Secretariat, funds, agencies and programmes to explore ways to enhance the capacity of the SSR Unit.**

The Department of Peacekeeping Operations intends to propose the establishment of the new post of Principal SSR Officer (D-1) in the SSR Unit, Office of Rule of Law and Security Institutions in the peacekeeping support account budget for 2015/16. The post has not previously been proposed in any

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budget. This new post will lead the Department efforts to respond to Security Council resolution 2151 (2014), the Special Committee on Peacekeeping Operations' recent direction in the area of security sector reform (A/68/19) and the recommendations of the Secretary-General outlined in his report (A/67/970-S/2013/480). Specifically, the Principal SSR Officer will lead, represent and provide direction on strengthening integrated planning and operational security sector reform support in peacekeeping missions, and in engagement on security sector reform with New York-based political processes in relation to peacekeeping operations, at a level commensurate with the complexities and risks involved. The Principal SSR Officer will also lead the development of strategic partnerships in the area of security sector reform with multilateral and regional partners, while also ensuring quality control and accountability in the delivery of security sector reform mandates by heads of SSR components in peacekeeping operations.

- 161 **The Special Committee takes note of the United Nations system-wide integrated technical guidance notes on security sector reform. Stressing the need for regular consultations with Member States, the Special Committee continues to encourage the Secretariat to update the guidance notes and to elaborate guidance on other aspects of security sector reform and underlines the importance of the implementation of the guidance notes, including the development of training modules, on the basis of lessons learned and best practices. The Special Committee requests the SSR Unit to provide a briefing on such guidance, as well as on its activities, at its next session.**

In 2014, the first integrated technical guidance notes training module was developed and subsequently launched in UNOCI. Three additional integrated technical guidance notes are currently being developed, and should be finalized in 2015. These are on: children and security sector reform; monitoring and evaluation and security sector reform; and transnational organized crime and security sector reform. More details will be provided in the informal briefing.

- 164 **The Special Committee requests that the SSR Unit provide further analysis of the performance of the United Nations roster of senior security sector reform experts at its next session.**

With the increase in number and complexity of security sector reform mandates, peacekeeping operations and related Member States have increasingly turned to the United Nations Roster of Security Sector Reform Experts for highly specialized civilian expertise. It has provided critical capacity in an effective and cost-efficient way and has assisted in enhancing national ownership by providing experts with requisite regional background and enhancing representation from the global south. As requests for specialized security sector reform experts have continued, however, the SSR Unit has not had the requisite capacity to respond to such requests. Important opportunities have been missed, as was recently recognized by the Office of Internal Oversight Services in its 2014 report on the performance of the SSR Unit. Information on recruitment will be included in the informal briefings to the Special Committee.

- 172 **... the Special Committee further requests that future updates continue to report on the extent to which the Justice and Corrections Standing Capacity has been able to meet demand for capacity in the rule-of-law sector.**

The Justice and Corrections Standing Capacity assists United Nations peacekeeping operations and special political missions in implementing their justice and corrections-related mandates by providing assistance in start-up, draw-down and other critical phases of peace operations. In the financial year 2013-2014, the Standing Capacity reached a deployment rate of 78.1 per cent, and of 70.1 per cent for the current budget year (2014-2015, up to 24 October 2014). During 2013 and 2014, the Standing Capacity provided assistance to the start-up of UNSOM, MINUSMA and MINUSCA. It further provided support to UNMISS, the United Nations Support Mission in Libya, MINUSTAH, the

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United Nations Integrated Peacebuilding Office in Guinea-Bissau, MONUSCO, UNOCI, the United Nations Integrated Peacebuilding Office in the Central African Republic and the United Nations Assistance Mission in Afghanistan. Demand for assistance continues to outstrip the availability of the Standing Capacity officers. Additional requests for assistance from UNMISS, MINUSTAH, MONUSCO, UNAMID and UNSOM could not be met.

174 The Special Committee notes the importance of the ongoing development of guidance material for operational rule-of-law issues, and requests the Secretariat to brief Member States whenever the development of such material is initiated and to provide regular information on progress.

Since the last session of the Special Committee, the Criminal Law and Judicial Advisory Service of the Office of the Rule of Law and Security Institutions has issued the following operational guidance material: Policy of the Justice and Corrections Standing Capacity (December 2013); Standard Operating Procedures for Government-provided Personnel on Assignment with United Nations Peacekeeping Operations and Special Political Missions (Departments of Peacekeeping Operations, Field Support and Political Affairs) (April 2014); and Guidelines on the Taking, Publication and Distribution of Images or Persons in Custody (May 2014). Under the umbrella of the Global Focal Point for Police, Justice and Corrections, the following materials have been developed jointly with partners: Resource Note on Sector Planning for Police, Justice and Corrections in Post-Crisis and Transition Situations (Department of Peacekeeping Operations, UNDP) (April 2014); and Prison Evaluation Checklist in Post-Conflict Settings (Department of Peacekeeping Operations, United Nations Office on Drugs and Crime (UNODC), UNDP) (June 2014). Ongoing development of guidance materials, to be completed by mid-2015, includes: revised policy on corrections components in United Nations peacekeeping operations; review of the interim standard operating procedures on detention in United Nations peacekeeping operations; informal review and consultations on the implementation and way forward for the United Nations Rule of Law Indicators. An update on the work of the Service will be included in the informal briefings to the Special Committee.

175 The Special Committee urges the Secretary-General to continue efforts to clarify roles and responsibilities within the rule-of-law sector, based on the comparative advantages of relevant parts of the United Nations system, and requests consultations with Member States and the relevant United Nations bodies.

Briefing sessions to Member States on the status of the implementation of the global focal point arrangement were held in May 2014, prior to the issuance of the report on the independent progress review mentioned above. A comprehensive update on the progress of the global focal point arrangement will be presented to the Special Committee at the forthcoming session. The Secretary-General decided, on 11 September 2012, that the Department of Peacekeeping Operations and UNDP would serve as global focal point within the United Nations system for the police, justice and corrections areas in post-conflict and other crisis situations. The global focal point is a mechanism for joint United Nations operational support at the country level. Its aim is to improve Headquarters assistance to United Nations field presences in the areas of knowledge, personnel, advisory support and partnerships. The Department of Peacekeeping Operations and UNDP staff retain their respective reporting lines, and Department of Peacekeeping Operations police, justice and corrections capacities remain accountable to the Under-Secretary-General for Peacekeeping, and ultimately to the General Assembly and the Security Council. In responding jointly to country-level requests with timely and quality police, justice and corrections assistance, the Department and UNDP link up with rule of law capacities of relevant United Nations entities, including the Office of the United Nations High Commissioner for Human Rights (OHCHR), UNODC, the United Nations Entity for Gender Equality and the Empowerment of Women

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(UN-Women) and others. Both organizations have agreed to co-locate a portion of their respective rule of law teams in a single location at United Nations Headquarters. UN-Women and OHCHR have also co-located representatives to support this arrangement. A three-year strategic work plan for the global focal point (2013-2016) is currently being rolled out.

179 ... The Special Committee requests periodic updates on the use of the indicators and an assessment of how they have supported national justice strategies to strengthen the rule of law and assisted rule-of-law planning and assistance in peacekeeping contexts.

A review to examine lessons learned following the implementation thus far of the United Nations Rule of Law Indicators has been initiated by **the Office of Rule of Law and Security Institutions** of the Department of Peacekeeping Operations, jointly with OHCHR and UNDP. The review aims to identify the best way forward to enhance the tool's utility for peacekeeping settings, and ensure its cost-effectiveness and long-term sustainability for national and international counterparts to measure change over time in key rule of law dimensions. An update on the review findings will be presented to the Special Committee at its upcoming session. Experience from the first round of implementation of the tool to date in Haiti, Liberia and South Sudan suggests a need to adjust the methodology and simplify its implementation. The review will offer an analysis and make concrete and actionable recommendations on the opportunity and requirements to proceed with the implementation of a second round in each of these three countries. It will also offer options for implementation of the tool in other settings. Finally, it will assess the need to refocus or adjust the tool to enable it to be better adapted to national requirements. The assessment will include a documentary review and interviews with key United Nations and external interlocutors in the field and at Headquarters. Field research will be conducted through remote interviews with counterparts in countries where the tool has been or is being implemented.

180 ... The Special Committee takes note of the work of the Department of Peacekeeping Operations in developing a concept to support national authorities in establishing temporary prison facilities in the immediate aftermath of conflict or in response to natural disasters, when required, and requests the Secretariat to provide information on the elaboration of the concept prior to its next session.

The Criminal Law and Judicial Advisory Service of the Department of Peacekeeping Operations, in cooperation with the United Nations Office for Project Services, has provided input to the development of technical guidelines for the design of temporary prison facilities. The Service also continues to facilitate the exchange of lessons learned among peace operations regarding the establishment of temporary prison facilities. The concept is being implemented on a case-by-case basis, applying a country-specific approach.

187 The Special Committee continues to emphasize that it is a responsibility of the senior mission leadership to ensure gender mainstreaming in peacekeeping missions and, in this regard, calls upon the Department of Peacekeeping Operations to finalize and adopt its senior management checklist on gender mainstreaming. The Special Committee reiterates its call for the enhanced implementation and promotion of gender perspectives by all categories of personnel in multidimensional peacekeeping activities.

The gender checklist for senior managers is currently being disseminated in peacekeeping missions. At the same time, the checklist is undergoing revisions in parallel to the updating process for the Department of Peacekeeping Operations/Department of Field Support 2010 policy on gender equality. The updated version of the checklist will be made available in the first quarter of 2015.

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- 188 The Special Committee requests the Department of Peacekeeping Operations to provide written information to the Committee on the implementation of the training strategy and its impact in the field.**

The 2009 gender training strategy provides a consistent approach to gender training materials and practice in peacekeeping operations and attempts to institutionalize training on women, peace and security. As a result of the strategy, a more harmonized approach to gender messaging has taken place in both induction and in-mission training. An online course on women, peace and security for the Departments of Peacekeeping Operations and Field Support will be piloted at the end of 2014, after having been validated by gender advisers in the field. Gender focal points who represent the Department of Peacekeeping Operations/Department of Field Support Gender Task Force at Headquarters have been trained in gender mainstreaming practices and gender focal points in the field are provided with ongoing training on women, peace and security. Gender advisers from Department of Peacekeeping Operations/Department of Field Support missions were provided a week-long training on reporting and analysis to better equip them to provide timely accurate information. The efficacy of all the training at Headquarters and the field is currently being researched. A questionnaire is being shared with the gender advisers and focal points on the impact of training. The impact assessment of training products on gender will be available by spring 2015.

- 193 The Special Committee welcomes the update of the training programmes for military, police and civilian peacekeeping personnel, which now include operational guidance on protecting women and girls from sexual violence, and urges the Department of Peacekeeping Operations to ensure the effective use of the operational guidance on the prevention of, protection from and response to sexual violence in conflict. The Special Committee requests information on the implementation and impact of the operational guidance in the field.**

Specialized training materials for military components to address conflict-related sexual violence have been developed based on Department of Peacekeeping Operations/Department of Field Support guidance on conflict-related sexual violence and the Departments' guidelines for military components on the protection of civilians. The materials address conflict-related sexual violence at the strategic, operational and tactical levels, and include scenario-based country-specific packages to address such violence. The materials are currently being piloted with Member States and in peacekeeping missions. In addition, a two-day training-of-trainers on the dynamics of sexual and gender-based violence and conflict-related sexual violence has been included in the United Nations Police Gender Toolkit. During the reporting period, 28 police officers from 21 countries were certified.

- 194 The Special Committee welcomes the initiative to develop and pilot preventive mechanisms on sexual violence, with a view to its use in all relevant field missions, as appropriate, and looks forward to a presentation of the initiative to the Committee for its consideration.**

Missions continue to identify signs of impending or ongoing incidents of conflict-related sexual violence for inclusion in early warning networks and arrangements, where relevant. An informal briefing will be provided by to the Special Committee.

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- 195 The Special Committee appreciates the ongoing efforts of the Department of Peacekeeping Operations and the Department of Field Support to implement the Guidelines on Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations, in accordance with the implementation strategy, including through the existing gender advisers and the designation of military gender advisers and an associate expert on gender in the Office of Military Affairs. The Special Committee requests information from the Department of Peacekeeping Operations and in particular the Office of Military Affairs, on the implementation of and level of compliance with the Guidelines, and their impact on the work of the military component in the various peacekeeping missions.**

The Office of Military Affairs conducted a survey in all peacekeeping missions' military components and at the Department of Peacekeeping Operations to review the implementation of the Department of Peacekeeping Operations/Department of Field Support Guidelines on Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations. Prevailing gaps and challenges were identified as well as some good practices and best practices. As a result, the Office has developed a gender action plan to implement the Guidelines more effectively across the Office and all military components. The Office of Military Affairs gender action plan 2014-2018 has been approved, officially launched and disseminated to all Heads of Military Components. To support this intensive focus on gender in military, the Office has assigned a full-time military gender adviser. Moreover, the Office is working on the gender training modules piloted in UNIFIL and efforts are in place to finalize the training module in 2015.

- 196 The Special Committee underlines the importance of the mandate and commends the work of the Special Representative of the Secretary-General on Sexual Violence in Conflict in carrying out her mandate in accordance with relevant Security Council resolutions. The Special Committee requests the Department of Peacekeeping Operations and peacekeeping missions to provide all necessary cooperation and support to the Special Representative of the Secretary-General on Sexual Violence in Conflict, including through the full and timely channelling of information from the field to Headquarters, and coordinate closely with other relevant United Nations actors, including UN-Women, in support of their respective mandates. The Special Committee renews its invitation to the Special Representative to provide a briefing to the Committee on her work, prior to its next substantive session, and requests the Department of Peacekeeping Operations to invite the Special Representative to provide briefings at mission-specific meetings organized by the Department with troop- and police-contributing countries, as appropriate.**

The Departments of Peacekeeping Operations and Field Support continue to support and cooperate with the Office of the Special Representative, providing the necessary support to the Office to fulfil its political mandate. All code cables regarding sought-after information and field missions of the Special Representative's team of experts are coordinated with and processed by the Departments with the respective missions. The respective missions provide the necessary administrative and logistical support to these field visits. The Office of the Special Representative participates in various forums to address the conflict-related sexual violence mandate, such as mission planning exercises and the annual meeting of women's protection advisers, and their expertise is solicited through the development of relevant guidance and training. The Department of Peacekeeping Operations is developing modalities to invite the Special Representative to mission-specific meetings organized by the Department with troop- and police-contributing countries, as appropriate. An informal briefing on gender, sexual violence and conflict will be provided by to the Special Committee.

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- 198 **... The Special Committee requests the Department to provide written information on the impact, best practices, lessons learned and challenges in the implementation of the policy, to contribute to its review before the next substantive session of the Committee in 2013.**

Outstanding activity: an overview of the implementation of the child protection policy will be provided by end 2014, accompanied by a full report in 2015 — subsequent to a study on lessons learned, initiated mid-2014.

- 200 **The Special Committee invites the Special Representative of the Secretary-General for Children and Armed Conflict to brief the Committee prior to its next substantive session and requests the Department of Peacekeeping Operation to invite the Special Representative to provide briefings at mission-specific meetings organized by the Department of Peacekeeping Operations with troop- and police-contributing countries, as appropriate.**

An informal briefing will be provided to the Special Committee. The Department of Peacekeeping Operations is also developing modalities to invite the Special Representative of the Secretary-General for Children and Armed Conflict to mission-specific meetings organized by the Department with troop- and police-contributing countries, as appropriate.

- 219 **... The Special Committee encourages the Secretariat to pursue efforts in close consultation and with the participation of the missions to address their needs for further operational guidance on the protection of civilians and requests an update in this regard before its next session.**

The Departments of Peacekeeping Operations and Field Support have initiated a review of the Operational Concept for the Protection of Civilians in United Nations Peacekeeping, in close consultation with missions. In addition, the Departments continue to support the development of mission-specific comprehensive protection of civilian strategies in line with existing guidance on the protection of civilians. At the time of reporting, seven peacekeeping operations had developed such strategies or were in the process of developing them. In cases where protection situations unforeseen in the strategy evolved, the Departments further supported the formulation of protection-related standard operating procedures, in response to requests made at the mission level.

Furthermore, guidance for military components of United Nations peacekeeping operations is being finalized and should provide further guidance to planners, commanders and units on how to enhance the implementation of the protection of civilians mandate.

- 222 **... The Special Committee requests an update prior to its next substantive session on how these training materials are being implemented as part of predeployment and in-mission training, including an assessment of whether any further training needs or gaps should be addressed.**

The Integrated Training Service has developed two specialized training materials on the protection of civilians. The first is the operational-level specialized training material which is for mission leadership use as part of in-mission training for all peacekeeping missions with a protection of civilians mandate. The second is for the tactical level and is used for predeployment training by troop- and police-contributing country personnel deploying to United Nations peacekeeping missions with a protection of civilians mandate. Representatives from all major troop- and police-contributing countries have been trained on this specialized training material at a global training-of-trainers course organized in Austria. The materials have also been made available to troop- and police-contributing countries through the United Nations Peacekeeping Resource Hub. The Departments of Peacekeeping Operations and Field Support currently do not have any mechanism in place to assess whether these materials are being used by Member States during predeployment training.

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- 223 **The Special Committee takes note of work by the Secretariat to gather lessons learned and practices on protection of civilians and encourages the Secretariat to explore ways to enhance the sharing of best practices and lessons learned across peacekeeping missions and to update Member States periodically on the work done.**

The Departments of Peacekeeping Operations and Field Support facilitated the dissemination of lessons learned through the Policy and Practice Database, including on the work of Community Liaison Assistants and Community Alert Networks in the Democratic Republic of the Congo. The Secretariat has also facilitated interconnectedness between protection of civilians advisers across the six missions where they have been deployed, and will continue the institutionalization and professionalization of this function through the systematic exchange of lessons and good practices.

- 232 **... The Special Committee requests the Secretariat to avail itself for consultations, at the request of existing and potential contributing countries, to discuss, inter alia, predeployment threat assessments, concepts of operations and rules of engagement for existing and new missions, in order to assist them before they present their pledges to those missions.**

In 2013 and 2014, the Department of Peacekeeping Operations held multiple formal and informal meetings with potential troop- and police-contributing countries within the context of establishing MINUSMA and MINUSCA, with the aim of sharing the threat assessments and concept of operations for the new missions. The Secretariat will remain available for any request from existing and potential troop- and police-contributing countries for information and consultations.

V. Triangular cooperation between the Security Council, the Secretariat and the troop- and police-contributing countries

- 233 **The Special Committee renews its call on the Secretariat to consult with the troop- and police-contributing countries in a timely manner when planning any change in military and police tasks, mission-specific rules of engagement, operational concepts or command and control structure or early peacebuilding tasks that would have an impact on the personnel, equipment, training and logistics requirements, so as to enable troop- and police-contributing countries to contribute their advice during the planning process and to ensure that their personnel have the capacity to meet the new demands.**

The Department of Peacekeeping Operations regularly engages with Member States, including the troop- and police-contributing countries, at all levels during various planning processes that take place throughout the life cycle of a mission. In particular, the holding of a formal meeting with the troop- and police-contributing countries prior to the mandate renewal has become a standard practice, which is complemented by ad hoc informal meetings with the troop- and police-contributing countries, in which the Secretariat provides updates on the situation on the ground and on the planning for and concept of future operations of the mission. The relevant troop- and police-contributing countries are also consulted when the Department conducts strategic reviews of the missions. The Department will continue to make maximum efforts to include all stakeholders, particularly the troop- and police-contributing countries, in the consultation processes of various mission planning processes.

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- 240 **The Special Committee stresses the importance of regular updating, as often as necessary, of the operational documents by the Secretariat, so as to ensure consistency with mandates of the Security Council and of informing troop- and police-contributing countries about those updates, and requests the Secretariat to adopt a mission-specific approach to planning, as appropriate, and, consequently, to inform them.**

The Secretariat routinely updates operational documents, such as military and police concept of operations as well as mission concepts, to ensure consistency with the mandates authorized by the Security Council. Subsequently, changes in those operational documents are reported to the Security Council and troop- and police-contributing countries through the reports of the Secretary-General, as well as formal and informal meetings with the troop- and police-contributing country. To further enhance information-sharing and consultation, the Office of Military Affairs, Police Division, and the integrated operational teams hold regular informal consultations with and respond to any inquiry made by Member States in a timely manner.

- 241 **The Special Committee welcomes the weekly Situation Centre briefing to Member States, including the valuable contribution of various United Nations agencies. The Special Committee calls upon the Secretariat to ensure that mechanisms are in place to enable timely responses to operational questions raised by Member States in that forum. The Special Committee also calls upon the Secretariat to disseminate notification of these briefings to members of the Committee in a timely manner.**

The United Nations Operations and Crisis Centre/Peacekeeping Situation Centre continues to provide weekly briefings to military advisers and police advisers of Member States on key operational and security developments, among others, within and impacting upon United Nations peace operations. Invitations for the briefing are issued the day prior to the briefing, which take place on the same day and location each week. The United Nations Operations and Crisis Centre/Peacekeeping Situation Centre endeavours to respond in a timely manner to any questions raised, or may provide a more comprehensive follow-up by inviting relevant officers to present on topics of wider interest in subsequent weekly briefings.

- 242 **The Special Committee urges the Secretariat to ensure the timely dissemination to members of the Special Committee, Department of Peacekeeping Operations/Department of Field Support policy papers, guidance and training documents, manuals and regulations, and reiterates its request to the Secretariat to ensure, by the end of 2014, that such documentation is consolidated, updated and incorporated into a single, protected database where the information is easily accessible.**

The Departments of Peacekeeping Operations and Field Support are working with the United Nations Dag Hammarskjöld Library to make their official guidance and training materials available to Member States on the Library repository by January 2015. The repository is a recently established online platform, available in the six official languages and houses various United Nations materials, including resolutions, Secretary-General's reports, publications, and so forth.

- 243 **The Special Committee believes that predeployment visits for military contributions and assessment visits for formed police units are an important step in the process of force generation. To make better use of the current practice, the Special Committee continues to recommend that the Policy Directive and Standard Operating Procedures of the Department of Peacekeeping Operations for such visits be improved and measures taken to ensure that they are adequately performed.**

The Policy Directive and Standard Operating Procedures on Predeployment Visits are being revised and updated by the Force Generation Service with a view to improving the process and adapting it to the latest regulations changes across the Secretariat. The goal is to have the documents approved by

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January 2015. Meanwhile, a new policy directive and standard operating procedures on assessment and advisory visits are being created to adapt the Office of Military Affairs processes to the latest trends in force generation. The aim is to have these new documents approved by February 2015.

- 244 **The Special Committee takes note of General Assembly resolution 67/287 and notes the establishment of the Office for the Peacekeeping Strategic Partnership and the initial functions established for the Office. The Special Committee reiterates the importance of effective coordination, consultation, and dialogue between the Office and troop- and police-contributing countries for the effective execution of its work, and that the relevant intergovernmental bodies, including the Committee of Thirty Four, should be consulted and regularly updated on any further developments related to the Office, including during the review of its mandate and functions.**

In line with the General Assembly resolution 67/287, the Office for the Peacekeeping Strategic Partnership has continued to assist field missions to improve mandate delivery, enhance safety and security of uniformed personnel, and identify lessons learned and made recommendations for best practices.

To date, the Office has reviewed the UNAMID, MINUSMA and MONUSCO uniformed components to enhance their capability and mandate delivery. In this regard, according to established methodology, troop- and police-contributing countries, relevant offices of the Secretariat (Department of Peacekeeping Operations, Department of Field Support, Department of Safety and Security), and regional and subregional organizations (i.e., African Union, ECOWAS, European Union) are consulted prior to any field mission review to ensure their timely inputs. Mission review briefings are delivered to the leadership of the Departments of Peacekeeping Operations and Field Support as well as troop- and police-contributing countries to ensure full coordination and consultation of recommendations, as appropriate.

The Office will provide a regular update on its annual activities to the Special Committee during an informal briefing.

- 245 **The Special Committee stresses the need for the Secretariat to continue to enhance its outreach efforts to troop- and police-contributing countries in order to improve their understanding of internal United Nations processes, including the handling of communication among capitals, mission headquarters and the Secretariat, the awareness of vacancies and the United Nations recruitment process.**

To increase understanding and awareness of the process, the Department of Peacekeeping Operations conducts several outreach activities, including briefings, workshops and seminars, throughout the year.

To provide Member States with an additional channel of communication with the Secretariat, the Department of Peacekeeping Operations has a focal point who manages all issues related to seconded personnel. The focal point meets with Member State representatives regularly to provide information and ensures that Member States are informed of recruitment campaigns. This has assisted many Member States in raising their understanding and awareness of the recruitment process and campaigns.

Partly as a result of these efforts, there have been a number of notable improvements such as a 25 per cent increase in the participation of Member States in phase one of the 2014 military and police recruitment campaign compared with phase one of the 2013 campaign (65 troop- and police-contributing countries nominating compared with 49 in 2013). Another improvement is the increase in nominations of female candidates, which has increased female representation in the seconded officers group.

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VII. Developing stronger United Nations field support arrangements

- 262 The Special Committee requests the Secretariat to take into consideration the results achieved so far in the deployment of individual service packages in current missions in the development of subsequent service packages, and to provide updates on this process in the informal briefings.**

This will be included in the informal briefing to the Special Committee on the global field support strategy.

- 267 The Special Committee underlines the importance of the informal briefings and, in order to enable meaningful discussions with all Member States, in particular troop- and police-contributing countries, requests the Secretariat to continue to provide informal quarterly briefings on the strategy in all its operational aspects. With regard to the global field support strategy, the Special Committee notes that briefings are an important part of the consultative process but do not constitute an approval process.**

The Secretariat will continue to provide informal quarterly briefings on the strategy in all its operational aspects.

- 270 The Special Committee reaffirms the importance of providing high-quality field service to Member States, in particular troop- and police-contributing countries, and requests the Secretariat to continue to improve its responsive service culture.**

The Department of Field Support has continued its efforts to deliver high- quality services to field missions with less cost and with fewer personnel. In 2013/14, operational costs across United Nations-led missions were some \$500 million less, or 20 per cent lower, than in 2009/10, despite similar levels of uniformed deployment. Shared services have enabled economies of scale in finance, human resources and transport. Through regular reviews of mission staffing, civilian personnel costs have been contained through the elimination of more than 3,000 support jobs in United Nations-led missions since 2008/09, in addition to similar reductions on the substantive side. As a result, spending per deployed peacekeeper has dropped 16 per cent in 5 years. The large-scale client survey recently conducted across field missions indicated that more than 60 per cent of civilian and uniformed personnel were generally satisfied with the quality of support services, and most recognized recent improvements.

VIII. Best practices and training

- 271 The Special Committee looks forward to receiving a briefing on the United Nations lessons learned process, its application within Headquarters and missions, the lessons learned tools that are available, such as the Policy and Practice Database and guidance and training materials, and on the continued efforts of the Secretariat to ensure the success of the process.**

An informal briefing will be provided to the Special Committee.

- 272 The Special Committee requests the Department of Peacekeeping Operations to continue developing peacekeeping training by exploring, in consultation with Member States, in particular troop- and police contributing countries, and in cooperation with other relevant partners as appropriate, potential new models of cooperation in peacekeeping training development and delivery to make the best use of the capabilities of troop- and police-contributing countries in the field of peacekeeping training and to brief the Special Committee, during the next session, on possible improvements in this area.**

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The subject of developing potential new models of cooperation in peacekeeping training development and delivery will be addressed extensively by the ongoing Training Architecture Project, which has the overarching objective of developing a more coordinated approach to peacekeeping training. This coordinated approach will allow for a clearer division of labour, better tracking of training, better distribution of material, and the identification of efficiencies. Furthermore, it will ensure the maintenance of standards and contribute to operational readiness. A more detailed update on this topic will be provided during the informal briefing prior to the next substantive session.

- 273 **As part of the development of the ongoing peacekeeping Training Architecture Project, the Special Committee encourages the Department of Peacekeeping Operations to consider the peacekeeping training conducted by all Member States, United Nations system organizations and other relevant peacekeeping training organizations, as appropriate. On the basis of the recommendations of the Project, the Special Committee looks forward, at its next substantive session, to a briefing by the Department on progress in promoting coherence in peacekeeping training, including through the allocation of resources to peacekeeping training, to determine how Member States can best support these efforts.**

Work on the Training Architecture Project started in March 2014, in consultation with major troop- and police-contributing countries and key contributors through Permanent Missions in New York as well as other stakeholders and relevant offices in the Secretariat. Additional consultations were also conducted through meetings and seminars with regional organizations such as the African Union and the European Union. As a result, five focus areas were defined and later discussed extensively with the representatives of the troop- and police-contributing countries during regional workshops as well as during the annual conference of the International Association of Peacekeeping Training Centres. The information gathered during these meetings and bilateral consultations is currently being analysed and consolidated and the first draft of the project report is expected to be ready by early 2015. The project will be tied to the review of peace operations and will make recommendations in regard to training development and delivery, partnerships, regional training, evaluation and communications/information management. A more detailed update will be provided during the informal briefing prior to the next substantive session.

- 275 **The Special Committee encourages the Department of Peacekeeping Operations to enhance and regularly update with current materials the website of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, entitled “Peacekeeping Resource Hub: Policy, Lessons Learned and Training for the Peacekeeping Community.” The Special Committee stresses the need for this website to enhance global peacekeeping capacity by providing the peacekeeping community with timely access to relevant training standards, materials and tools, as well as relevant guidance documents, and in this regard encourages mission leaders to contribute lessons from the field and post-mission reports. The Special Committee further urges that the internal United Nations Policy and Practice Database be made accessible to Member States, in particular troop- and police-contributing countries, and to relevant peacekeeping community members. The Special Committee stresses the need for these documents to be translated into the six official languages of the United Nations, as necessary. The Special Committee notes with regret that this website continues to be available only in one official language, and requests the Secretariat to provide a briefing before the end of 2014 on the steps taken to make the website available in the six official languages of the United Nations.**

In response to the Special Committee’s request, the Departments of Peacekeeping Operations and Field Support are working with the Dag Hammarskjöld Library to make their official guidance and

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training materials available to Member States on the Library repository by January 2015. The repository is a recently established online platform available in the six official languages and houses various United Nations materials, including resolutions, Secretary-General's reports, publications, and so forth. The Departments are also working to translate additional official guidance and training materials into the official United Nations languages, as required and resources permitting. At the same time, the Departments will also enhance training and guidance-related content on its official United Nations peacekeeping website and establish links to the repository. A briefing on training and best practices will be provided to the Special Committee in its informal session.

277 The Special Committee looks forward, at its next substantive session, to an update on the follow up to the actions points emanating from the recommendations of the training needs assessment.

Examples of follow-up actions taken or under way include: (a) the establishment of the Standing Committee on Training and Learning, a managerial-level advisory group that reviews the application of training policies across the Departments, advises on priorities in the allocation of resources, and engages with partners to ensure complementarity; (b) the commencement of a review of the global peacekeeping training architecture; (c) the development of an introductory guide to the Departments for new Headquarters staff; (d) the development and dissemination of Department of Peacekeeping Operations-Department of Field Support guidelines on the design, delivery and evaluation of training; (e) a review of the predeployment preparation of newly recruited civilian staff; and (f) the development of an e-learning course on introduction to peacekeeping, which will be accessible to all peacekeeping personnel, including Member States. Further details will be provided in a briefing prior to the next substantive session.

278 The Special Committee notes some progress in the translation of these materials into the six United Nations official languages, and requests a briefing on the progress and timetable of this translation effort, prior to the next substantive session.

In addition to previously translated material, translation into the United Nations official languages of the specialized training materials for staff officers as well as on child protection and United Nations civil-military cooperation is currently under way. A briefing will be provided prior to the 2015 session.

278 The Special Committee continues to acknowledge that the predeployment training of contingents and individual uniformed personnel remains a national responsibility, but that the provision of standardized peacekeeping training materials is the responsibility of the Department of Peacekeeping Operations. The Special Committee requests an update on the status of such materials, including mission specific training materials, and on any projects that are being developed or implemented by the Department regarding these materials.

The Integrated Training Service has developed a number of peacekeeping training materials over the years for predeployment training and has made these available to troop-and police-contributing countries. Most recently, materials include specialised training materials for military staff officers at Force headquarters and brigade/sector headquarters; on United Nations civil-military cooperation; on United Nations protection of civilians at the operational level and at the tactical level; on United Nations child protection; and on United Nations military experts on mission. The core predeployment training material is currently being reviewed and updated and a new version will be ready by June 2015. In regards to mission-specific training material, the Integrated Training Service has developed infantry battalion specialized training material for UNMISS, UNAMID and MONUSCO. In collaboration with the Police Division, the Service is developing specialised training material for United Nations formed police units, which will be ready by March 2015.

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- 279 **The Committee requests the Secretariat to continue to further facilitate capacity-building efforts through the application of the “train-the-trainers” concept and the best use of peacekeeping training institutions worldwide and available resources, including through focused, mission-specific scenario training aimed at addressing challenges encountered in previous experiences in missions, especially through the lessons-learned concept.**

The Integrated Training Service continues to conduct train-the-trainers courses for Member State instructors, primarily to familiarize them with newly developed specialized training materials. Recent trainings on the protection of civilians were held in Austria, Bangladesh, Chad, Ethiopia, Nigeria and Rwanda. Child protection trainings were held in Austria and Sweden, drawing global participation, while a regional training was held in China for staff officers. Lessons learned, best practices and case studies from the peacekeeping missions are utilized during the courses to make the content more interesting, realistic and useful for the participants. The Service continues to encourage Member State peacekeeping training institutes to utilize its training materials during their predeployment training.

- 280 **The Special Committee underlines the importance of strengthening in-mission induction courses on gender sensitivity and on child protection. The Special Committee requests the Department of Peacekeeping Operations to ensure the provision of adequate and updated gender-sensitivity and child protection training materials to national and regional peacekeeping training centres.**

The Department of Peacekeeping Operations launched the first specialized training materials on child protection, in April 2014, with a focus on identifying, addressing and better preventing violence against children. As a follow up to this, the Department conducted a global training-of-trainers course on the newly developed material for troop- and police-contributing countries in Sweden in August 2014. The Departments of Peacekeeping Operations and Field Support, in collaboration with UN-Women, United Nations Action and the Special Representative of the Secretary-General on Sexual Violence in Conflict, are working to update the predeployment training materials on sexual violence in conflict. These materials take into account the changing operational environments into which military peacekeepers are deployed as well as new guidance from the Departments. In addition, scenarios are being developed to address the current situation of conflict-related sexual violence in the Central African Republic. The new stand-alone specialized training materials on sexual violence in conflict have since been tested in a first workshop that was held in MINUSCA.

Furthermore, all troop-contributing countries have been provided with the latest training modules on child protection for the United Nations military, as well as with the core predeployment training material on child protection.

- 281 **The Special Committee welcomes the initiative to provide up-to-date material and to share best practices through the Peacekeeping Training Community of Practice website (<http://pktpop.unlb.org>). The Committee recognizes the increased usage of the website and requests that the development of policy papers, guidance and training documents, manuals and regulations be consolidated, updated and incorporated into a single, protected database for easy access to information.**

The Departments of Peacekeeping Operations and Field Support are working with the United Nations Dag Hammarskjöld Library to make their official guidance and training materials available to Member States on the Library repository by January 2015. The repository is a recently established online platform available in the six official languages and houses various United Nations materials, including resolutions, Secretary-General's reports, publications, and so forth.

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- 281 The Special Committee also requests an annual update on the status of the project and its usage by the various peacekeeping training centres.**

A briefing on training and best practices will be provided to the Special Committee at its informal session.

- 283 The Special Committee notes the findings of the initial independent evaluation of the Senior Mission Administration and Resource Training (SMART) programme. Acknowledging the recommendation by the Secretariat for a longer-term assessment to occur over the next two years, the Special Committee requests an update on this programme prior to the substantive session in 2015.**

A review of the SMART programme is ongoing and should be finalized by 1 May 2015. The review addresses the content of the programme, the selection of the participants, its funding and impact. The programme's main objective is to help staff at the level of section chief and higher to meet a prescribed level of competence in administrative support functions, equipping them to fulfil managerial and fiduciary responsibilities and building a culture of accountability for decision-making. In the longer term, SMART also aims to contribute to career development and cross-over points for multidisciplinary appointments, and to prepare staff for potential appointment to higher levels. A further update will be provided upon the completion of the review.

- 284 The Special Committee notes the sustained increase of the police dimension in a number of missions, and further stresses the need to address shortfalls in the standing force requirement for police personnel in peacekeeping operations, particularly for police officers with specialized expertise. The Special Committee requests the Department of Peacekeeping Operations to appraise the measures taken to address the additional training needs and inform the Special Committee before its next substantive meeting.**

In order to match the requirements of police specialized expertise, the Police Division has adjusted its recruitment policy and is reaching out to Member States with a view to better identifying officers with the required specialized skills. The Integrated Training Service has been actively involved with the Police Division in delivering specific training allowing the creation of the relevant expertise in key areas. For example, a training-of-trainers on the prevention of sexual and gender-based violence, protection of civilians and the prevention of sexual exploitation and abuse was held for 48 former police unit trainers in India, including 17 female officers. Police officers also participated in the trainings-of-trainers on protection of civilians in Nigeria and Rwanda, and were the primary target audience for a predeployment training-of-trainers in Colombia. In addition, the Police Division is working with the Integrated Training Service and the Peacekeeping Best Practices Section to develop a police-specific training package on child protection. A further update will be provided in the briefing prior to the substantive session.

The Integrated Training Service has initiated a training architecture project aimed at leveraging the various international peacekeeping training capacities, capabilities, tools and resources in a more coordinated and coherent way. The Police Division will correlate its efforts with this initiative to streamline the guidance development process with the existing training activities undertaken by United Nations Headquarters, missions, Member States, and other stakeholders to strengthen United Nations police abilities and maximize its comparative advantage. An informal briefing will be provided prior to the substantive session of the Special Committee.

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IX. Personnel

- 293 **The Special Committee requests the Secretary-General to take appropriate measures for the selection of the best qualified candidates for positions at senior and policymaking levels, with due consideration for geographical diversity, as a means to strengthen the peacekeeping partnership.**

Appropriate measures for the selection of the best qualified candidates for positions at the senior levels include the continuous refinement of the tools for succession planning and analysis of the leadership landscape. The Senior Leadership Appointments Section of the Department of Field Support produces monthly data reports for the use of senior officials, which include the expiration of appointment dates, gender and geographic distribution. In addition to the monthly reports, the Section also prepares a quarterly internal publication aimed at providing information on the senior leadership of United Nations field missions, facilitating forecasting, profiling upcoming leadership vacancies in the field and tracking progress in the appointment of female candidates for leadership positions in the field. Other measures include robust implementation of standard operating procedures that enable the Department of Field Support to support the Department of Peacekeeping Operations in profiling senior mission leadership positions, developing competitive interview processes and providing general support to the recruitment and on-boarding processes.

- 294 **The Special Committee welcomes the efforts made by the Department of Field Support to address the issue of the number of vacancies in peacekeeping missions, and reiterates its requests to the Secretariat to accelerate the recruitment and approval process of personnel, including senior mission leadership. The Special Committee recalls General Assembly resolutions 63/250, 65/247 and 65/248, and reiterates its requests to the Secretary-General to swiftly implement the decisions on contractual arrangements and harmonization of conditions of service, as a means of dealing with the vacancy issue in peacekeeping operations.**

During 2013, the vacancy rate among senior leadership positions in the field (Heads and Deputy Heads of Mission) decreased from 7 per cent (4 of 56 positions) at the beginning of the year, to 4 per cent (2 of 59 positions) at the end of the year. (NB: During 2013, the total number of leadership positions increased from 56 to 59). This decrease was the result of continuous efforts to succession plan (see the succession planning tools mentioned above) and the implementation of measures designed to accelerate the recruitment and approval of senior appointees, such as the design of standard operating procedures, standard templates, integrated in-briefings and information sessions for offices involved in the recruitment of such personnel.

- 295 **The Special Committee welcomes the efforts made by the Secretariat to improve the recruitment and selection process for appointments of military and police specialists in the Department of Peacekeeping Operations, including by improving transparency throughout, and continues to urge the Secretariat to expedite this process. The Special Committee requests the Secretariat to circulate, on a yearly basis, a list with such vacancies in specialist areas to Member States in a timely and transparent manner.**

A list of upcoming vacancies for posts earmarked for military and police seconded officers is circulated to all Member States at least once annually. Beginning in 2013, the vacancy announcements have been circulated twice per year in order to improve the recruitment timelines, the transparency of the process, and to minimize any time lapse between outgoing and incoming incumbents. The first 2014 military and police recruitment campaign was circulated on 3 June, with a deadline of 1 September. The second 2014 military and police recruitment campaign is planned for late November. The improved

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recruitment process has resulted in: decreased vacancy rates for seconded officer posts; shorter recruitment timelines; an increase in the number of troop-and police-contributing countries that are nominating candidates; and a significant increase in the number of female candidates for seconded officer posts.