



# General Assembly

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## Seventieth session

Agenda item 56

**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 2015 substantive session ([A/69/19](#)). The matrix is supplemental to the report of the Secretary-General ([A/70/579](#)). 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

- 19 ... the Special Committee recommends the establishment, through voluntary contributions, of a memorial wall at the United Nations Peacekeepers Memorial at Headquarters and requests that due consideration be given to the modalities involved, including the recording of the names of those who have made the supreme sacrifice.

The Department of Peacekeeping Operations and the Department of Field Support have initiated discussions with the Department of Management. An interdepartmental project team will be required to determine the appropriate location, design, cost and implementation process. Moreover, the construction of the memorial will likely require a procurement exercise in line with the Financial Regulations and Rules and of the United Nations. Construction will begin once funding for the memorial is secured from donors and the necessary procurement process is completed.

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

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

## II. Restructuring of peacekeeping

- 31 The Special Committee takes note of the report on the implementation of the integrated operational teams (A/65/669) and urges the Secretariat to ensure optimal configuration of integrated operational teams through the enhancement of their flexibility and an effective use of resources.

In June 2015, the General Assembly approved the merger of the Asia and Middle East Division with the Europe and Latin America Division to form a new Asia, Middle East, Europe and Latin America Division in the Office of Operations of the Department of Peacekeeping Operations. The four integrated operational teams (Asia, Middle East and Western Sahara, Europe and Haiti) located in the two former Divisions have been consolidated into two new integrated operational teams (Europe, Latin America and Asia and Middle East and North Africa) effective 1 July 2015. The reconfiguration of the regional divisions of the Office of Operations and the related integrated operational teams reflects the continued efforts of the Department to maintain flexibility and to scale and optimize the use of resources to meet evolving needs in providing direct support to peacekeeping operations mandated by the Security Council.

- 35 The Special Committee ... urges the Secretariat to better develop strategic communication and operational-level public information activities to ensure continued support for United Nations peacekeeping and to better respond to public perceptions of peacekeeping's role and impact on the ground.

The Public Affairs Section of the Department of Peacekeeping Operations and the Department of Field Support works with all peacekeeping missions and relevant external partners to support and implement a strategic communications approach that is mainstreamed into the policy and planning processes, supports mandate delivery, promotes situational awareness and leverages modern digital platforms. The Section helps missions to shape public perceptions of peacekeeping's role and impact on the ground through its digital outreach and campaigning activities. In 2015, the Section undertook two successful campaigns in relation to the International Day of United Nations Peacekeepers and the

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Leaders' Summit on Peacekeeping, which helped to expand departmental outreach and build brand awareness. The Section also provided guidance and training to missions on the use of digital media platforms to engage with key target audiences. At the operational level, the Section supports missions in crisis communications and media relations activities, drafts issue- and context-specific communications plans, assists with branding and reputational management issues, undertakes technical assessments and provides on-demand support for all communications activities. The Section also provides support and advice on matters relating to public information planning, staffing and procurement for missions. The Section is currently in the process of strengthening its staffing structure to better respond to the demands of the missions and the Departments.

### III. Safety and security

- 39 **The Special Committee stresses the need for missions to provide accurate and timely information to United Nations Headquarters about incidents involving the safety and security of United Nations personnel and United Nations contractors deployed in peacekeeping missions, including sickness, injury, accident and death and violations of status-of-forces agreements. The Special Committee also stresses the need for United Nations Headquarters to convey such information as soon as possible to the Permanent Missions of concerned Member States.**

An incident information system is in place between missions and United Nations Headquarters. Once a notification of casualty is received from a mission, the information will be conveyed immediately to the Permanent Mission through the relevant military adviser. If it involves the death of a peacekeeper, a letter of condolence will also be sent within 24 hours. A new notification-of-casualty software system has been proposed, and the Department of Peacekeeping Operations and the Department of Field Support continue to request its inclusion in the peacekeeping support account.

- 40 **The Special Committee requests the Secretary-General to continue to keep under review policies and procedures with respect to the safety and security of United Nations military and civilian aviation capacities.**

The policy on aviation safety of the Department of Peacekeeping Operations and the Department of Field Support was reviewed in 2015 and aligned with the Safety Management System of the International Civil Aviation Organization. The draft revised policy, which is currently undergoing the approval process, elucidates the commitment of management to safety as well as the relevant organizational structures, in terms of the various accountabilities and responsibilities.

- 43 **The Special Committee requests a briefing, prior to the 2017 substantive session, to further clarify all United Nations internal policies, rules and procedures on internal investigations of misconduct against United Nations peacekeepers.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 45 **The Special Committee requests the Secretariat to take measures to ensure that all troops and units in the field are capable of properly and effectively responding to safety and security challenges, with a strategic and holistic view on a wide range of issues, including mission leadership, the chain of command, rules of engagement, predeployment assessment and training, policies and standards and the use of protective equipment and high-level technological assets.**

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For military units, the development of standards, including the United Nations Infantry Battalion Manual and other military unit manuals, covers, inter alia, provisions to ensure the proper implementation of all relevant measures, including those on security and safety. A handbook on counter-improvised explosive devices and a military unit manual on explosive ordnance disposal are also under development to provide safety and security guidelines for military components on threats from improvised explosive devices. For police units, the Department of Peacekeeping Operations and the Department of Field Support are finalizing the guidelines on police command as part of the Strategic Guidance Framework for International Police Peacekeeping, which includes a revision of the 2010 Policy on Formed Police Units, to provide heads of United Nations police components with comprehensive guidance on safety and security measures. The United Nations Mine Action Service is taking forward a number of initiatives, including, in collaboration with experienced Member States and regional organizations, the production of a handbook on best practices and lessons learned with regard to counter-improvised explosive devices, which will increase awareness among United Nations personnel and troop- or police-contributing countries and inform current and future operations.

- 47 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.**

The Department of Peacekeeping Operations and the Department of Field Support have established a working group to consider new technologies and innovations for peacekeeping, including for the purposes of enhancing safety and security. In 2015, a number of initiatives were initiated to improve situational awareness through technology, including the enhancement of integrated incident reporting systems and the deployment of unmanned aircraft systems. A briefing on technology and innovation will be provided to the Special Committee in advance of its 2016 session. The working group is also coordinating the development of a policy framework in relation to the use of technology by peacekeeping operations, which reflects the Secretariat's commitment to ensuring clear parameters for the collection, secure storage and proper handling of data, with full respect for confidentiality.

- 47 Noting the annex to the Secretary-General's report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/69/642 and Add.1), and further noting the release of the report of the Expert Panel on Technology and Innovation in United Nations Peacekeeping, the Special Committee requests that the Secretariat consult with Member States on the way ahead, particularly for those technologies intended for information gathering in the context of safety and security of peacekeepers.**

The Department of Peacekeeping Operations and the Department of Field Support continue to work to leverage the opportunities offered by technology to overcome operational challenges, increase safety and security and enhance the effectiveness of mandate implementation. As part of its strategy to implement the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping, the Departments are enhancing dialogue with Member States and other external entities to support the development of policy frameworks, identify new technological solutions to challenges in the field and promote partnerships among and between Member States to promote a high degree of training and equipment across all troop- or police-contributing countries with regard to the use of technology. The Departments are also exploring systems for enhancing both interoperability across different contingent-owned systems and information and communications technology infrastructure to promote effective communications across all levels of technological capability.

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- 49 **... the Special Committee requests the Secretariat to provide an update on the impact of the United Nations Operations and Crisis Centre, Joint Operations Centres and Joint Mission Analysis Centres on these issues, including possible gaps, in advance of the next regular session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 50 **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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 51 **The Special Committee requests the Secretariat to improve the prompt dissemination of information to 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 Special Committee urges that findings of boards of inquiry on serious injury or death be immediately communicated to the concerned Member States.**

The Department of Peacekeeping Operations, in particular the Office of Military Affairs, the Police Division and the integrated operational teams in the Office of Operations, holds regular informal consultations with the troop- or police-contributing countries concerned and makes every effort to respond to any inquiry made by Member States. In case of sudden changes in the operational environment that negatively affect operational effectiveness or result in serious injury to or the death of United Nations peacekeeping personnel, the Department proactively engages with the troop- or police-contributing countries concerned to inform them of the situation on the ground, including through emergency meetings with those countries and meetings between senior representatives of the Permanent Missions and the senior official of the Department. Please also refer to the response to paragraph 39, above.

- 51 **The Special Committee notes that the Secretariat is revising the internal guidance document entitled “The standard operating procedure: boards of inquiry 2011”, and requests a briefing on changes to the policy before its next substantive session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 52 **The Special Committee notes with concern that some deployed troop formations continue to be stretched to cover geographical areas that exceed their capacities. Such practices not only threaten the safety and security of those troops, but also adversely affect their capacity to implement the mandate. In this regard, the Special Committee requests the Department of Peacekeeping Operations to present, before its next session, a briefing on the causes of such practices.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

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- 52 The Special Committee requests that any significant adjustments in or changes to the original concept of operations, rules of engagement or force requirements should be made in close consultation with, and with the consent of, the troop-contributing countries.**

Please refer to the response to paragraph 235, below.

- 52 The Special Committee stresses the need to ensure that temporary operating bases have the necessary force protection measures and infrastructure in place to safeguard deployed troops and that permanent facilities are established as soon as possible.**

The Department of Field Support continues to strive to provide deployed uniformed units with rigid or semi-rigid accommodation, as required by the Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions. In that regard, the organization's endeavour has been broadly successful for field missions, except for the United Nations Multidimensional Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). In terms of other missions, six have 100 per cent United Nations-compliant accommodation, while six have 90 to 99 per cent compliance. The Department will continue to address the shortfalls of accommodation, with a special emphasis on the needs of newly established missions. Permanent infrastructure is not usually established at temporary operating bases. However, force-protection measures are determined by missions on the basis of a detailed threat analysis.

- 54 The Special Committee requests an update on the implementation of the [human rights due diligence] policy in peacekeeping missions.**

Please refer to paragraph 33 of the Secretary-General's report on the implementation of the recommendations of the Special Committee ([A/70/579](#)).

- 55 The Special Committee stresses the importance of comprehensive contingency planning and recommends that, whenever possible, planned crisis response exercises be conducted in the missions and at Headquarters, and requests that the Secretariat provide, during the 2016 regular session, an update on developments in integrated crisis management, including casualty evacuation exercises, and on lessons learned and best practices.**

All peacekeeping missions conduct periodic crisis response and evacuation exercises based on scenarios developed by the headquarters of the mission and the force in question. The United Nations Working Group on Crisis Management, chaired by the United Nations Operations and Crisis Centre, is leading work to develop a United Nations policy on crisis management, which is expected to be finalized in 2016. The Department of Peacekeeping Operations and the Department of Field Support have also begun the process of reviewing and updating their standard operating procedures on crisis management for peacekeeping operations, which will be in full compliance with the new policy.

- 56 Noting with concern that accidents remain one of the primary causes of death of peacekeepers, the Special Committee notes the ongoing efforts of the Secretariat to continue to develop and implement field occupational safety policies in order to reduce the risk of death or injury to United Nations personnel. The Special Committee requests information on progress in this regard.**

Please refer to paragraph 65 of [A/70/579](#).

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## IV. Conduct and discipline

- 59 **The Special Committee requests that continued efforts be taken by Member States and the Organization to enforce the rules and regulations governing misconduct in order to preserve the image, credibility, impartiality and integrity of the United Nations....**

The 2014 report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/69/779) contained more than 40 proposals for an enhanced programme of action. In its resolution 69/307, the General Assembly welcomed those proposals and requested the Secretary-General to engage in consultations with Member States on reporting methodologies. The consultations took place at a meeting for troop- and police-contributing countries held on 17 September 2015, in which a series of new initiatives, including several recommended by the High-level Independent Panel on Peace Operations, were announced. The 2015 annual report of the Secretary-General will contain enhanced reporting that will include the nationalities of military and police personnel, the status of investigations and information on pending and completed actions.

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

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 64 **The Special Committee recognizes that enhanced transparency of communications prevents both substantiated and unsubstantiated allegations of misconduct from damaging the credibility of any United Nations peacekeeping mission or troop- or police-contributing country or United Nations peacekeeping personnel, and requests that the United Nations and Member States take all measures in this regard.**

The 2015 annual report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse will provide data on and analysis of all allegations. In addition, efforts will be reinforced to strengthen capabilities to contribute to the combined approaches for the prevention of HIV/AIDS and the mitigation of the risk of epidemics surrounding sexual exploitation and abuse.

- 67 **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 ...**

The screening of personnel is in the process of being extended to include national staff, international consultants and contractors hired at the mission level, and a technical interface is expected to be ready by the end of 2015 to screen military contingents and formed police units.

- 68 **The Special Committee requests the Secretariat to provide a briefing on the measures taken and results achieved before its next substantive session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 70 **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 to the Special Committee prior to its substantive session in 2016, 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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- 71 The Special Committee calls for the continued implementation of the Strategy and requests an update on progress in implementation, including information on assistance provided to victims, before its next substantive session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016, and a detailed update will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

## **V. Strengthening operational capacity**

- 76 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

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

Following the issuance of the previous report of the Secretary-General on the implementation of the recommendations of the Special Committee, updated Policy and Guidelines on Joint Mission Analysis Centres were approved and promulgated, in March 2015. A review of the Policy and Guidelines on Joint Operations Centres is planned for 2016. The Operations and Crisis Centre supported the start-up of mission Joint Operations Centres and the development of a business continuity plan, held a workshop for chiefs of the Joint Operations Centres, visited several missions to review progress and to support and provide feedback on the implementation of the policies and guidelines of the Joint Operations Centres and Joint Mission Analysis Centres, and supported a regional Joint Mission Analysis Centre workshop, which included Joint Mission Analysis Centre representatives from five missions to enhance cooperation across missions. The Operations and Crisis Centre also organizes annual training courses for Joint Operations Centre and Joint Mission Analysis Centre officers.

- 85 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. 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 87 In this regard, and 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.



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- 88 **The Special Committee requests a briefing on the findings of the evaluation [of the United Nations Standby Arrangements System] in advance of its next substantive session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 89 **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 on inter-mission cooperation was provided to the Special Committee on 15 December 2014.

- 90 **The Special Committee recommends that the Secretariat continue to facilitate various enabling efforts, including through multilateral and bilateral arrangements. The Special Committee calls upon the Secretariat to build on these initiatives as a means of encouraging Member States to develop mutually beneficial cooperation agreements to enlarge the base of troop-contributing countries, including through other Member States, in order to overcome shortfalls in both contingent-owned equipment and sustainability faced by some troop-contributing countries and in this way to enhance cooperation that would facilitate the enlargement of the base of troop-contributing countries.**

The newly established Strategic Force Generation and Capability Planning Cell, in coordination with the Office of Military Affairs and the United Nations Police Division, will ensure early and continuous engagement with Member States to strengthen information-sharing and to facilitate the provision of enabling capabilities through multilateral and/or bilateral arrangements. The pledges announced by Member States during the 2015 Leaders' Summit on Peacekeeping will form the basis for targeted engagement with Member States by the Department of Peacekeeping Operations and the Department of Field Support, including States offering stand-alone capabilities and those offering development support for peacekeeping overall as well as in a cooperative deployment scenario. The Logistics Support Division, as an active part of the Strategic Force Generation and Capability Planning Cell development process, as shown in the recent creation of the triangular engineering partnerships, also engages directly with Member States to identify alternative methods to correct contributors' shortfalls, in both the short and long term.

- 91 **The Special Committee also urges the Secretariat to conduct regular verification inspections of equipment and resources provided by the United Nations.**

In line with the Financial Regulations and Rules of the United Nations, all field missions regularly and systematically conduct inspections and verification of all United Nations-owned equipment and issue quarterly and annual reports.

- 92 **To facilitate effective force generation and the timely deployment of peacekeeping units, the Special Committee encourages the Secretariat to continue to recognize the multiplicity of equipment and consult with troop-contributing countries and police-contributing countries to address potential issues relating to contingent-owned equipment during negotiations on memorandums of understanding.**

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During the negotiation of memorandums of understanding, consultations are ongoing between the Department of Peacekeeping Operations and the Department of Field Support to ensure that the operational capability required by the Statement of Unit Requirements and the Statement of Force Requirements can be met by the type and quantity of contingent-owned equipment available from the contributing countries. Discrepancies, substitute equipment and, in some instances, “special-case” equipment are discussed with a view to arriving at a mutually agreeable position, with due regard to operational efficiency and effectiveness.

To ensure the predeployment readiness of formed police units, the Police Division, jointly with the Department of Field Support and the concerned missions, continued to conduct predeployment visits during which the contingent-owned equipment and personnel were inspected, followed by inspections upon arrival and throughout deployment. The Police Division continued to advocate the establishment of Contingent-Owned Equipment/Memorandum of Understanding Management Review Boards in all missions to facilitate that process. The Management Review Boards continued to consider shortfalls every six months and reported their recommendations to Headquarters, which followed up with police-contributing countries accordingly. The Police Division also prepared Statements of Unit Requirements that reflected mandated tasks and mission operational requirements, and worked closely with the missions and police-contributing countries, including during predeployment visits and negotiations on memorandums of understanding, to ensure that deployed contingent-owned equipment would meet overall requirements.

**93 In this respect, the Special Committee requests the Secretariat to continue to explore effective measures to improve rapid deployment of [military] enablers.**

The Leaders’ Summit on Peacekeeping resulted in pledges of substantial numbers of military enablers. Member States have been requested to register those pledges in the new Peacekeeping Capabilities Readiness System, which is intended to help accelerate the deployment of such capabilities in the future. It is hoped that some enablers will become part of the rapid deployment level of the System and will be available for deployment within 30, 60 or 90 days.

**94 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 2015.**

An informal briefing will be provided to the Special Committee before the end of 2015.

**95 The Special Committee looks forward to the implementation of the framework in missions and requests the 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 2015.**

Following the adoption of the Department of Peacekeeping Operations/Department of Field Support Policy on United Nations Police in Peacekeeping Operations and Special Political Missions (2014), which established the architecture within which all future guidance development could be situated, the Police Division has implemented phase two of the Strategic Guidance Framework for International Police Peacekeeping. The Departments’ Guidelines on Police Capacity-Building and Development were issued in April 2015, and the Police Division is in the process of drafting further guidelines on police operations and police command.

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- 96 **The Special Committee encourages the Secretariat to continue to improve and streamline procedures and guidance and continue to address existing gaps, in close consultation with police-contributing countries.**

To improve and streamline procedures and guidance relating to the predeployment readiness of officers and units and to address existing gaps in United Nations police capacities, the Police Division is reviewing the standard operating procedures that pertain to formed police assessment teams for formed police units and to selection assistance and assessment teams for international police officers.

- 96 **The Special Committee requests a briefing, before the end of 2015, on the recruitment process, the criteria for selection and the timelines thereof and further efforts aimed at improving the existing capabilities.**

An informal briefing will be provided to the Special Committee before the end of 2015.

- 97 **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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 98 **The Special Committee requests the Secretariat to provide, before its next substantive session, a briefing on the development of [the] initiative [on the Formed Police Unit Standby Arrangement] and on the implementation of the revised policy on formed police units 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 99 **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 2015.**

An informal briefing will be provided to the Special Committee before the end of 2015.

- 100 **The Special Committee recognizes that Member States often function on different policing models, making efforts to ensure a unified policing approach a particular challenge in United Nations field operations. In this regard, the Special Committee encourages continued efforts by the Department of Peacekeeping Operations to further streamline processes and procedures.**

The Policy on United Nations Police in Peacekeeping Operations and Special Political Missions provides guidance on community-oriented and intelligence-led policing. The United Nations Police Division is continuing to increase its effectiveness through phase three of the Strategic Guidance Framework, in which the Division will develop subsidiary manuals to support United Nations police officers in the implementation of mandated tasks. Phase three was launched in late 2015 and will run until mid-2017.

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101	<p><b>The Committee takes note of the gender mainstreaming initiative and encourages the Police Division to continue to implement initiatives to attract increased numbers of women police and, in particular, senior officers to United Nations peacekeeping.</b></p> <p>To ensure gender-sensitive international policing, the Police Division is evaluating its gender mainstreaming and balancing efforts, and is upgrading the United Nations Police Gender Toolkit. The Division has designed an all-female selection assistance and assessment team training project to prepare and evaluate female officers for mandatory United Nations police examinations prior to their deployment.</p>
102	<p><b>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.</b></p> <p>Details will be provided during an informal briefing prior to the substantive session of the Special Committee prior to its substantive session in 2016.</p>
103	<p><b>The Special Committee requests a briefing, before the end of 2015, 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.</b></p> <p>An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.</p>
104	<p><b>The Special Committee requests a briefing from the Secretariat on the role of the Police Division in the Global Focal Point for Police, Justice and Corrections Areas.</b></p> <p>An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.</p>
<b>VI. Strategies for complex peacekeeping operations</b>	
116	<p><b>The Special Committee encourages the Secretariat to continue and improve ongoing efforts to support the work and effectiveness of civil affairs officers, and requests that it be briefed on progress in this area before its next substantive session.</b></p> <p>An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.</p>
125	<p><b>... the Special Committee ... 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.</b></p> <p>An informal briefing will be provided prior to the 2016 substantive session of the Special Committee on the engagement of the Departments with early peacebuilding tasks.</p>
129	<p><b>... the Special Committee encourages the strengthening, within established mandates, of coordinated action based on a clear division of labour to support institution-building.</b></p> <p>An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.</p>

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- 131 **The Special Committee requests a briefing from the Secretariat on the implementation of the [Integrated Assessment and Planning] Process at its next session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 136 **The Special Committee encourages national Governments, the United Nations and regional and subregional organizations to broaden and deepen the pool of civilian expertise for peacebuilding in the immediate aftermath of conflict ...**

To support such efforts, the Department of Field Support continues its efforts to identify and map pools of talent for gap areas and hard-to-fill positions and to determine ways to identify more female candidates among all Member States, with particular emphasis on developing countries. The Department has created a partnership with the United Nations Office for South-South Cooperation to enhance the Office's Web of Information for Development (WIDE) online platform by connecting the Field Personnel Division partner network of approximately 1,000 institutions worldwide.

- 138 **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 to the Special Committee prior to its substantive session in 2016.

- 143 **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 ... requests the Secretary-General to provide information on best practices and, where appropriate, proposals ... and also requests a briefing on this issue at its next session.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 144 **... 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 149 **... the Special Committee requests a comprehensive review of disarmament, demobilization and reintegration conducted by the Secretariat, to be reported to the Committee at its next substantive session ...**

The Disarmament, Demobilization and Reintegration Section currently lacks the resources to undertake such a wide-ranging study and continues to seek voluntary contributions from Member States to complete that task. In this regard, the section is currently discussing several proposals to expand upon its ongoing policy and practice studies, in coordination with the United Nations University, which in 2015 produced the publication *United Nations Disarmament, Demobilization and Reintegration in an Era of Violent Extremism: Is it Fit for Purpose?*

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- 165 ... 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 ... requests the Security Sector Reform Unit to provide a briefing on such guidance, as well as on its activities, at its next session.

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 168 The Special Committee requests that the Security Sector Reform Unit provide further analysis of the performance of the United Nations roster of senior security sector reform experts at its next session.

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 172 The Special Committee calls on the Secretariat and peacekeeping operations to ensure the implementation of the commitments, contained in the Secretary-General's report on women's participation in peacebuilding (A/65/354-S/2010/466), to a United Nations approach to a rule of law that promotes women's rights to security and justice and, in particular, to the provision of immediate support for women's and girls' access to justice and law enforcement institutions.

The promotion of women's right to security and justice is a key component of policies developed by the Criminal Law and Judicial Advisory Service, including the Department of Peacekeeping Operations/Department of Field Support Policy on Prison Support in United Nations Peace Operations and Policy on Justice Components in United Nations Peace Operations. Examples of initiatives undertaken by peacekeeping operations to facilitate women's and girls' access to justice include the support provided by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) to military justice authorities in the investigation and prosecution of sexual violence in the Democratic Republic of the Congo; the assistance provided by the United Nations Mission in Liberia in the creation of a specialized court for cases involving sexual and gender-based crimes in Liberia; and the efforts of the African Union-United Nations Hybrid Operation in Darfur to help establish legal-aid desks in prisons in Darfur to ensure that detainees, including women, are provided legal assistance.

- 175 The Special Committee reiterates the need for greater clarity and specificity in United Nations peacekeeping mandates on rule-of-law issues and requests that, where mandated, the Department of Peacekeeping Operations continue to ensure that the rule of law and transitional justice are integrated into the strategic and operational planning of peacekeeping operations from the outset.

From the outset, the Criminal Law and Judicial Advisory Service participated in the strategic and operational planning of MINUSMA and MINUSCA to ensure that justice and corrections issues were reflected in their strategies, workplans and organizational structures. Efforts to promote transitional justice include the support provided by MINUSCA for the establishment of the Special Criminal Court in the Central African Republic, which will have jurisdiction to adjudicate war crimes, crimes against humanity, genocide and other serious violations of international law.

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- 176 **The Special Committee requests an assessment and review of the work and impact of the Criminal Law and Judicial Advisory Service of the Office of the Rule of Law and Security Institutions, and of the work and impact of the Justice and Corrections Standing Capacity, to be completed by January 2016.**

The Criminal Law and Judicial Advisory Service will prepare a report on its work and impact by January 2016.

- 177 **The Special Committee calls on the Department of Peacekeeping Operations and the Department of Field Support to draw upon capacities available from the Governments of Member States through secondments, in accordance with the rules and regulations of the United Nations and relevant General Assembly resolutions ... The Special Committee welcomes the establishment of the rapidly deployable rule-of-law team of experts on sexual violence ... and underlines the need for this to adequately reflect the capacities from developing countries.**

The Criminal Law and Judicial Advisory Service manages the nomination, selection, deployment and rotation of approximately 300 seconded justice and corrections officers annually and, jointly with the Department of Field Support, also manages rosters of qualified justice and corrections experts for deployment to peacekeeping operations. An Advisory Service Judicial Affairs Officer is a member of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, which assists Governments in strengthening their capacity to address impunity for sexual violence on the basis of their request and consent.

- 178 **The Special Committee notes the importance of the 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.**

The Criminal Law and Judicial Advisory Service continues to develop guidance on operational issues in the areas of justice and corrections, including the Policy on Prison Support in United Nations Peace Operations and a lessons-learned study on the Prosecution Support Cells of MONUSCO. Efforts are also under way to revise and update the Policy on Justice Components in United Nations Peace Operations. The Advisory Service updates Member States on the development of such materials in briefings and bilateral meetings and through the Department of Peacekeeping Operations newsletter, *Justice and Corrections Update*.

- 179 **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.**

Since its creation in 2012, the Global Focal Point on Police, Justice and Corrections Areas in the Rule of Law in Post-conflict and other Crisis Situations has successfully brought together United Nations peace operations, the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Office on Drugs and Crime (UNODC), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other United Nations entities under common frameworks, plans and joint teams, and has facilitated resource mobilization efforts. To date, Global Focal Point support has been provided to United Nations field actors in 19 crisis-affected situations. The joint United Nations rule-of-law programme in the Central African Republic is a particularly positive example, with tangible results in terms of the coherence of United Nations strategy and funding streams. In addition, between 1 August



Para. in A/69/19	<p>2014 and 6 October 2015, the Global Focal Point supported 18 joint visits and 10 technical experts, as well as joint planning and implementation efforts in nine countries. A number of presentations on the Global Focal Point were provided to members of the Special Committee in early 2015, and briefings were also provided to individual Member States throughout the year. An update on the Global Focal Point will be presented to the Special Committee at its next substantive session.</p>
184	<p><b>The Special Committee requests periodic updates on the use of the [United Nations Rule of Law 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.</b></p> <p>A review of the United Nations Rule of Law Indicators project was conducted by a committee comprising the Department of Peacekeeping Operations, OHCHR and UNDP between October 2014 and August 2015. The review concluded that the current instrument should not necessarily be a priority for implementation by missions in immediate post-conflict settings, taking into account the resources and time required and the fact that the instrument, as designed, measured longer-term trends rather than shorter-term impact. However, the tool can continue to be used at the discretion of host Governments, peace operations and United Nations country teams willing to take the initiative on board, as was recently done in Afghanistan. Implementation should be led by the national authorities and tailored to the particular context.</p>
185	<p><b>The Special Committee requests the Secretariat to provide additional information on its activities [to develop a concept to support national authorities to restore or establish court and prison facilities in the immediate aftermath of conflict or in response to natural disasters] ... in particular regarding the relevant concept and technical guidelines, as implemented, prior to its next session. The Special Committee calls for Member States to continue to be consulted throughout the development of this concept.</b></p> <p>The Policy on Prison Support in United Nations Peace Operations was revised and approved in September 2015. Similarly, the Policy on Justice Components in United Nations Peace Operations is currently being updated and is expected to be finalized in 2016. Both Policies provide mission personnel with guidance on the provision of support to national authorities for the restoration or establishment of courts and prisons in peacekeeping host countries. As indicated in the Policies, such support must be tailored to the specific context of the country's concerns, and must be based on national ownership and leadership. The Criminal Law and Judicial Advisory Service updates Member States on the development of such concepts in briefings and bilateral meetings and through such other means as the Department of Peacekeeping Operations <i>Justice and Corrections Update</i> newsletter.</p>
189	<p><b>The Special Committee welcomes the “open days” organized by several field missions in the past year, in cooperation with UN-Women, and calls upon the Department of Peacekeeping Operations to continue convening, as a regular practice, open days in field operations ...</b></p> <p>The Department of Peacekeeping Operations and the Department of Field Support will continue to participate in and facilitate the Global Open Day for Women, Peace and Security, in partnership with the Department of Political Affairs, UN-Women and UNDP.</p>
190	<p><b>The Special Committee continues to urge Member States and the Department of Peacekeeping Operations and the Department of Field Support to take all measures to increase the participation of women in all aspects and at all levels of peacekeeping operations by promoting gender equality and the empowerment of women in peacekeeping operations ... and calls upon the Secretariat to appoint more women to leadership positions.</b></p>

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The Department of Peacekeeping Operations and the Department of Field Support remain committed to increasing the number and level of women participating in peacekeeping missions, including at the senior leadership level. Since the launch of the senior women talent pipeline initiative, six women have been selected for positions at the P-5 to Assistant Secretary-General levels in field missions and a dozen have roster memberships in different occupational groups at various levels. Although the Security Council, in its resolution 1325 (2000), the General Assembly, in its resolution 63/250, and the Departments, in their Gender Forward Looking Strategy (2014-2018), have all stressed the importance of achieving gender parity in the field, particularly at senior levels, women represent only 25 per cent of staff at the P-5 and D-1 levels and 16 per cent at the D-2 level.

- 191 **The Special Committee requests the Department of Peacekeeping Operations to continue working in a cooperative and coordinated manner with UN-Women and all other relevant United Nations actors in order to ensure the full implementation of its mandate relating to the promotion of gender perspectives in peacekeeping operations, as well as Security Council resolution 1325 (2000) and all subsequent resolutions relating to women and peace and security, so as to optimize the effectiveness and impact of United Nations work in the area of women and peace and security.**

The Department of Peacekeeping Operations and the Department of Field Support are committed to strengthening their relationship with UN-Women at Headquarters and in the field, leveraging comparative advantages and expertise. At Headquarters, the two entities are exploring areas for potential collaboration, particularly on training and capacity-building. In the field, the peacekeeping operations in the Democratic Republic of the Congo, Liberia and Mali have ongoing programmatic partnerships with UN-Women.

- 192 **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 Senior Management Checklist on Gender Mainstreaming has been finalized and disseminated. It will be formally launched alongside other initiatives to implement recommendations stemming from the high-level review of the implementation of Security Council resolution 1325 (2000). In line with Security Council resolution 2242 (2015), the compacts of senior managers will henceforth include indicators on the implementation and promotion of gender perspectives across missions, with the expectation that those accountabilities will, in turn, be applied to all peacekeeping personnel.

- 194 **The Special Committee also notes with appreciation the dissemination of the standardized training curriculum for police officers on investigating and preventing sexual and gender-based violence, including through train-the-trainer courses, and encourages the Department of Peacekeeping Operations to continue to disseminate the training curriculum through such courses. The Special Committee encourages the Department of Peacekeeping Operations to use modern technology, as appropriate, to facilitate the dissemination of its standardized training curriculum to peacekeeping training institutions.**

The complete training package is accessible for Member States online from the Peacekeeping Resource Hub and the Peacekeeping Training Community of Practice. The training curriculum on sexual and gender-based violence investigations has certified 202 police trainers, who have cascaded the training to 12,730 officers in 38 Member States, according to the most recent tally, on 30 November 2014. The Police Division has converted the United Nations Police Gender Toolkit into a self-paced

Para. in A/69/19	<p>e-learning course, which will be launched in November 2015, after being piloted. The first e-learning module of the course was piloted in 2014 and was combined with an in-person train-the-trainers workshop, held in Winnipeg, Canada, from 26 to 28 September 2014, that certified 28 trainers from 22 Member States and 11 United Nations missions. The second, expanded e-learning module was launched in 2015 and was combined with an in-person train-the-trainers workshop, held in Cardiff, the United Kingdom of Great Britain and Northern Ireland, from 20 to 23 August 2015, that certified 23 trainers from 19 countries and nine missions.</p>
195	<p><b>The Special Committee encourages the Secretariat to include gender expertise in technical assessment missions in order to ensure that a gender perspective is taken into account in the planning of new missions and the review of existing ones.</b></p> <p>A gender perspective is taken into account in all phases of the mission planning process, including through gender advisers and technical experts participating in the integrated mechanisms envisaged in the United Nations Policy on Integrated Assessment and Planning.</p>
196	<p><b>The Special Committee reiterates its request to the Secretary-General to continue the systematic inclusion in the Secretary-General's written reports on situations of which the Security Council is seized observations and recommendations with regard to the issue of sexual violence and the protection of women and girls. In this regard, the Special Committee takes note with appreciation of the completion of the guidance on the establishment of the monitoring, analysis and reporting arrangements on conflict-related sexual violence, including rape, in situations relevant to the implementation of Security Council resolution 1888 (2009), as appropriate.</b></p> <p>Missions produce quarterly reports addressing conflict-related sexual violence issues, the contents of which are systematically reflected in the reports of the Secretary-General on those situations. In addition, annual reports are produced by missions as input into the Secretary-General's annual report on conflict-related sexual violence.</p>
196	<p><b>The Special Committee calls on the Department of Peacekeeping Operations and all relevant field missions to effectively support the swift operationalization of ... [the monitoring, analysis and reporting] arrangements [on conflict-related sexual violence], in close cooperation with all relevant United Nations actors ... [and] emphasizes that approaches to data collection and reporting should adhere to safe and ethical practices and maintain the dignity of the victim at all times, as called for in the statement by the President of the Security Council dated 23 February 2012 (S/PRST/2012/3).</b></p> <p>The Monitoring, Analysis and Reporting Arrangements are established and operational in all missions addressing conflict-related sexual violence. Collaboration is ongoing through United Nations Action against Sexual Violence in Conflict, peacekeeping missions and country teams to harmonize data collection, analysis and reporting. All efforts are made to ensure that the victim is central and the standards of OHCHR are followed for monitoring and reporting and for investigations.</p>
197	<p><b>The Special Committee requests an update on the deployment and work of women's protection advisers in all relevant field missions by October 2012.</b></p> <p>There are currently 26 international professional posts, distributed among five peacekeeping operations, dedicated to women's protection advisers. The advisers are, inter alia, advocating at the political level with respect to concerns about conflict-related sexual violence, contributing to the strengthening of protection activities and monitoring and reporting, building the capacity of mission personnel to prevent and respond to incidents of conflict-related sexual violence and supporting the</p>

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mainstreaming of conflict-related sexual violence concerns through the work of uniformed and civilian components.

**198 The Special Committee requests information on the implementation and impact of the operational guidance [on protecting women and girls from sexual violence] in the field.**

During the reporting period, the Policy, Evaluation and Training Division completed the development of specialized training materials to prevent and respond to conflict-related sexual violence for military components, to be used for predeployment and in-mission training. The Division also developed integrated training materials for military, police and civilian personnel on the prevention of and response to conflict-related sexual violence, to be used in missions to train military, police and civilian focal points on conflict-related sexual violence regarding their roles and responsibilities in addressing such violence. A module on conflict-related sexual violence was developed for the Core Predeployment Training Materials (led by the Integrated Training Service), as well as a sensitization module developed for the Force Commanders mentoring programme.

**199 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

**200 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 [on Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations], and their impact on the work of the military component in the various peacekeeping missions.**

The Office of Military Affairs has developed a policy framework to implement the Guidelines through its Gender Action Plan (2014-2018). Furthermore, the Office of Military Affairs has introduced new mechanisms to mainstream and balance gender through the establishment of the Female Military Peacekeepers Network and the Military Gender Advocate of the Year Award. Gender has become a topic within the United Nations military components, resulting in increased awareness on gender and better interaction with the local community that informs the operational planning.

**201 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 Department of Peacekeeping Operations and the Department of Field Support continue to support and cooperate with the Office of the Special Representative, providing the necessary support to the Office in fulfilling its mandate through the coordination and processing of all code cables, the coordination of and administrative and logistical support for field visits of the Office, the Team of Experts on the Rule of Law and Sexual Violence in Conflict and United Nations Action against Sexual Violence in Conflict, the sharing of all relevant reports from missions, including quarterly reports on their activities to address conflict-related sexual violence, and the extending of invitations to the Office to provide expertise to mission planning and guidance and training development processes and to the meetings of the women's protection advisers.

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- 201 **The Special Committee renews its invitation to the Special Representative [of the Secretary-General on Sexual Violence in Conflict] 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016. The Department of Peacekeeping Operations will continue to explore appropriate opportunities to invite the Special Representative to mission-specific meetings organized by the Department with troop- and police-contributing countries.

- 202 **The Special Committee recommends the inclusion, where appropriate, of specific child protection provisions in peacekeeping mandates and encourages the deployment of child protection advisers in all relevant peacekeeping operations. The Special Committee encourages the Secretariat to include child protection expertise in technical assessment missions.**

A child protection perspective is taken into account during all phases of the mission planning process, including through the participation of child protection advisers and technical experts in the integrated mechanisms envisaged in the United Nations Policy on Integrated Assessment and Planning. Child Protection Advisers are included in mission headquarters structures wherever feasible and relevant.

- 202 **The Special Committee reiterates the need to ensure continued collaboration among the Department of Peacekeeping Operations, including through its designated focal point for child protection, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Violence against Children and the Special Representative of the Secretary-General on Sexual Violence in Conflict, and relevant United Nations agencies, funds and programmes, particularly the United Nations Children's Fund, to ensure coherent and effective child protection by the United Nations system.**

The Child Protection Team of the Department of Peacekeeping Operations works in close collaboration with the Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, Sexual Violence in Conflict and Violence against Children and with the United Nations Children's Fund through such child-protection coordination mechanisms as the Monitoring and Reporting Mechanism Technical Reference Group and the Steering Committee of the principles relating to the status of national institutions for the promotion and protection of human rights on the release and reintegration of children associated with armed forces and groups. Close collaboration has led to the development of inter-agency guidance on child protection, including a new handbook on the disarmament, demobilization and reintegration of children (to be issued in December 2015) and specialized training materials on child protection for United Nations military and police personnel.

- 203 **The Special Committee ... requests a briefing during the coming year on the results on the ground of the implementation plan of the Department of Peacekeeping Operations [for the policy directive on mainstreaming the protection, rights and well-being of children affected by armed conflict] ...**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

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- 203 **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 [directive on mainstreaming the protection, rights and well-being of children affected by armed conflict], to contribute to its review before the next substantive session of the Committee in 2015.**

The Child Protection Team of the Department of Peacekeeping Operations launched a review of the child protection policy of the Department of Peacekeeping Operations and the Department of Field Support in August 2015, focusing on its applicability, implementation and impact. As the policy applies to both peacekeeping and special political missions, the review includes field visits to selected missions led by the Department of Peacekeeping Operations and the Department of Political Affairs and consultations with key child-protection stakeholders. An updated policy will not be issued until 2016, as the review will have to be informed by the consolidation of protection functions within human rights components, as recommended in the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and the subsequent report of the Secretary-General (A/70/357-S/2015/682). The Child Protection Team will use information gathered during the review to develop a best-practices study on the implementation of the policy, as requested. The study will be issued in February 2016, before the next substantive session of the Special Committee.

- 204 **The Special Committee welcomes the development of standardized training modules on child protection for all categories of peacekeeping personnel and requests the Department of Peacekeeping Operations to make them available ...**

In an effort to continue broadening the dissemination and use of such training materials, the Integrated Training Service has completed the French translation of the Specialized Training Materials on Child Protection for United Nations Peacekeepers and made all of them available on the Peacekeeping Resource Hub and Peacekeeping Training Community of Practice websites.

**The Special Committee requests the Department of Peacekeeping Operations and field missions to continue to provide all necessary support to the Special Representative of the Secretary-General for Children and Armed Conflict and the Special Representative of the Secretary-General on Sexual Violence in Conflict and closely collaborate with them on the monitoring and reporting mechanisms as key components of overall child protection efforts.**

All field missions addressing conflict-related sexual violence have established Monitoring, Analysis and Reporting Arrangements, in collaboration with the United Nations country teams. The Department of Peacekeeping Operations maintains close liaison with OHCHR and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict to ensure that information pertaining to trends and patterns of conflict-related sexual violence is provided on a regular basis and that their support and expertise is provided to address substantive and technical challenges faced by missions implementing the Arrangements. The Department's field-based Child Protection Advisers and its Child Protection Team continue to work closely with the Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict and on Sexual Violence in Conflict on the monitoring and reporting mechanism on grave violations against children in situations of armed conflict, including on the preparation of quarterly reports to the Security Council and contributions to the Secretary-General's annual reports on children and armed conflict. At Headquarters, the Monitoring and Reporting Mechanism Technical Reference Group, involving all key stakeholders, was relaunched in July 2015 to develop coherent policy and guidance on the mechanism.



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- 205 **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 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016. The Department of Peacekeeping Operations will continue to explore appropriate opportunities to invite the Special Representative to mission-specific meetings organized by the Department with troop- and police-contributing countries.

- 207 **The Special Committee urges the Secretariat and troop- and police-contributing countries to strengthen their efforts to harmonize predeployment and in-country awareness programmes, and to ensure the strict application of United Nations guidelines on medical clearance and medical conditions that preclude deployment.**

As mentioned in the Secretary-General's report on the future of United Nations peace operations (A/70/357-S/2015/682), the Medical Support Section and the Medical Services Division of the Logistics Support Division of the Department of Field Support have initiated a working group to develop and implement suitable medical standards for field operations. A proposed new structure includes an internal oversight body to regularly review the compliance of troop- and police-contributing countries and United Nations missions with the medical standards and to identify necessary corrective actions. The Medical Services Division of the Department of Management has streamlined the process for medical clearance in such a way that all United Nations Police Division staff and United Nations Military Observers are medically cleared before deployment.

- 208 **The Special Committee reiterates its requests that the Department of Peacekeeping Operations, the Department of Field Support and the Medical Services Division in the Department of Management continue to provide an annual detailed briefing to the Special Committee on the progress made in dealing with health-related issues in peacekeeping operations and, in this regard, looks forward to receiving, in advance of its next substantive session, information on the causes and rates of diseases, injuries and fatalities in the field, as well as on the status of the implementation of the system for the standardized and streamlined reporting of medical data, across United Nations peacekeeping missions, which are to include, inter alia, repatriation and mortality data.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 210 **The Special Committee recognizes the ongoing efforts of the Department of Peacekeeping Operations, the Department of Field Support and the Medical Services Division in the Department of Management to develop guidelines and policies on occupational health, as one possible means of reducing illness and injuries, and enhancing the safety and well-being of peacekeeping personnel in the field. The Special Committee reiterates its request for information on progress in this regard, including results of the implementation of occupational health guidelines in the field and any resultant decrease in illness and injury.**

A service improvement group has been set up within the Medical Services Division, which is currently reviewing the guidelines and policies on occupational health. An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.



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- 213 **The Special Committee calls for the full implementation of section XVIII of General Assembly resolution 61/276 [and] notes the policy on quick-impact projects of the Department of Peacekeeping Operations and the Department of Field Support approved on 21 January 2013....**

The implementation of section XVIII of General Assembly resolution 61/276 is ongoing.

- 216 **The Special Committee reiterates its recommendation that selection procedures for quick-impact projects be made flexible and be addressed at the field level under the control of the Special Representative of the Secretary-General. It emphasizes the need for these projects to be planned and managed in the most effective manner possible in consultation with local populations to ensure that their needs are met. The Special Committee stresses the need for expedited and flexible procedures for the implementation of quick-impact projects and the appropriate allocation of funds.**

The Department of Peacekeeping Operations and the Department of Field Support provide guidelines to assist missions in the design and establishment of effective mechanisms and procedures for the management of quick-impact projects that are appropriate for their mission context.

- 217 **The Special Committee welcomes the progress made by the Secretariat in revising the Policy Directive for Quick-Impact Projects, as requested in paragraph 142 of its 2010 report (A/64/19), taking into account all relevant aspects, and requests the Secretariat to ensure that relevant guidance provided to peacekeepers on this issue is coherent with the revised Policy Directive.**

Guidance provided by Headquarters to peacekeeping operations adheres to the 2013 Quick-Impact Projects Policy. Individual missions can develop mission-specific guidance on the management of the implementation of quick-impact projects within the parameters provided by the Policy.

- 220 **The Special Committee stresses that the success of mandates on protection of civilians in peacekeeping operations requires close cooperation between military, police and civilian components, and recognizes the important role that United Nations police components can play, where mandated, in consultation with the host State and in collaboration with other components, in supporting host States to uphold their primary responsibility to protect civilians. In this regard, the Special Committee requests the Secretariat to provide a briefing on relevant developments.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 222 **The Special Committee requests the Secretary-General to continue, on an ongoing basis, to submit proposals, including on the implementation of protection-of-civilians mandates, to improve the ability of existing peacekeeping missions to respond to situations adversely affecting civilians, including all the necessary logistical support and training required for troop- and police-contributing countries.**

The Department of Peacekeeping Operations and the Department of Field Support have completed a review of the draft operational concept on the protection of civilians in United Nations peacekeeping operations and the Framework for the Drafting of Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations, as well as other guidance, in close consultation with missions, resulting in the establishment of the consolidated Policy on the Protection of Civilians in United Nations Peacekeeping and Protection of Civilians: Implementing Guidelines for Military Components of United Nations Peacekeeping Missions. Training materials are being revised and updated. The Department of Peacekeeping Operations and the Department of Field Support continue to support the

Para. in A/69/19	<p>development of mission-specific, comprehensive protection-of-civilians strategies, and, at the time of reporting, nine peacekeeping operations had developed such strategies or were in the process of developing them. In cases in which protection situations unforeseen in the strategy evolved, the Departments also supported the formulation of protection-related standard operating procedures, in response to requests made at the mission level.</p>
224	<p><b>The Special Committee requests the Secretariat to continue consulting with Member States, including troop- and police-contributing countries, field personnel and all relevant actors on the Framework [for the Drafting of Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations] in order to continue to improve it, based on developments in the field and lessons learned, with due consideration of the full range of views of Member States. The Special Committee requests the Secretariat to provide an update on the progress made in this regard.</b></p> <p>As mentioned in relation to paragraph 222, the consolidated Policy on the Protection of Civilians in United Nations Peacekeeping was developed in close consultation with stakeholders and reflects lessons learned in the implementation of the Framework. Furthermore, guidelines for the implementation of protection-of-civilians mandates by military components have been promulgated, translated into five United Nations languages and distributed to all troop-contributing countries and field missions, and consultations have been broadly conducted with various partners, such as troop- and police-contributing countries, including through regional workshops.</p>
225	<p><b>The Special Committee recognizes the importance of evaluating and reporting by missions on all mandated tasks, including on the protection of civilians, and requests the Secretary-General to ensure that peacekeeping missions improve their reporting on all incidents related to the protection of civilians, taking into account their capacities and areas of responsibility. All relevant information should be brought to the attention of United Nations Headquarters and the Security Council in a timely manner. In this regard, the Special Committee stresses the importance of mission-specific benchmarks against which peacekeeping missions should report on the implementation of their mandates.</b></p> <p>The Department of Peacekeeping Operations and the Department of Field Support have developed a set of indicators, consulted on at Headquarters and with field colleagues, for evaluating the implementation of mandates for the protection of civilians, with an emphasis on budget and performance reports. Those indicators serve as a general set to which missions may refer when developing mission-specific performance and budget frameworks.</p>
226	<p><b>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.</b></p> <p>The Department of Peacekeeping Operations and the Department of Field Support, reflecting upon the important contributions of the report of the High-level Independent Panel on Peace Operations, are currently seeking to strengthen operational guidance on unarmed protection and the role of protecting civilians in political strategies, including supporting the host Government's capacity to protect.</p>

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- 229 The Special Committee encourages peacekeeping training centres to draw on the protection-of-civilians training modules, as appropriate, in their peacekeeping training programmes and encourages the Secretariat to continue consulting with troop and police contributors so as to allow them to provide feedback on the effectiveness of the modules. 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.**

In support of the predeployment training of uniformed personnel, the Integrated Training Service developed training materials on the protection of civilians at the tactical level, which were disseminated to trainers from 2013 to 2015 and will be evaluated in 2016. To support the implementation of training, Member States and field missions are encouraged to request mobile training teams to conduct training-of-trainers programmes. Once deployed, personnel attend sessions on the protection of civilians during mission-specific induction training.

- 230 The Special Committee takes note of the work by the Secretariat to gather lessons learned and practices on the 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 Department of Peacekeeping Operations and the Department of Field Support have continued to reinforce knowledge-sharing on the protection of civilians and the coordination and implementation of mandates for the protection of civilians in field missions, including through the establishment of the position of Senior Protection of Civilians Adviser to the missions' Special Representatives of the Secretary-General, which are now required in all missions with mandates for the protection of civilians and which, to date, have been established in five missions and the Departments. The Office of Military Affairs also continues to engage with Member States in the process of drafting military manuals and operational guidelines to incorporate their inputs and feedback, including in areas related to the implementation of mandates for the protection of civilians.

- 231 The Special Committee stresses the importance of the mission's having the capacity to interact closely with the host Government, local authorities and the local population in order to raise awareness and understanding of its protection-of-civilians mandate and activities. To this end, the Special Committee requests peacekeeping operations with such mandates to continue engaging, through relevant mission components and in close coordination with national authorities, in public information and outreach strategies, in line with Security Council resolution 1894 (2009).**

Each mission provides for public information and outreach on the protection-of-civilians mandate in its mission-specific protection-of-civilians strategy. Those strategies address the issue of engaging with local populations through such tools as Community Liaison Assistants, local perception surveys and United Nations-sponsored radio and with the host Government through dialogue mechanisms and capacity-building. Currently, 8 out of 10 missions have adopted such strategies, including all of the Departments' most active operations.

- 232 The Special Committee requests the Secretariat to provide a briefing, before its next substantive session, on best practices on measures taken by peacekeeping operations to foster cooperation with the host authorities.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

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- 233 The Special Committee encourages the Secretariat to continue improving coordination efforts at Headquarters and in the field, taking into consideration the different roles and responsibilities of relevant actors. The Special Committee also encourages further coordination between the United Nations and regional arrangements, as appropriate, on issues relating to the protection of civilians in peacekeeping operations.**

The Department of Peacekeeping Operations and the Department of Field Support continue to recognize the importance of a range of actors for protection-of-civilians mandates, and has established Senior Protection of Civilians Advisers to improve coordination in that respect. The Departments also seek to further strengthen regional arrangements with regard to civilian protection. Through the United Nations Liaison Office for Peace and Security in Brussels, we have sensitized both the European Union and the North Atlantic Treaty Organization on the United Nations protection-of-civilians strategy. Moreover, the Austrian Peacekeeping Training Centre has delivered protection-of-civilians courses accredited by the Division of Policy, Evaluation and Training to a range of European organizations.

## **VII. Cooperation with troop-contributing countries**

- 235 The Special Committee renews its call on the Secretariat to consult with the troop-contributing countries in a timely manner when planning any change in military 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-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 Secretariat regularly engages with troop- and police-contributing countries during the planning processes that take place throughout the life cycle of a mission. In particular, the holding of a formal meeting with troop- and police-contributing countries prior to mandate renewal has become a standard practice, which is complemented by ad hoc informal meetings, 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. When the Department of Peacekeeping Operations and the Department of Field Support conduct strategic reviews of missions, they consult with relevant troop- and police-contributing countries in order to incorporate their advice into the planning process. Furthermore, information that has an impact on the deployment, concept of operations, command and control structure and rules of engagement are shared with troop- and police-contributing countries together with, as required, follow-on discussions and negotiations on memorandums of understanding. That process is facilitated by the Departments to allow the contributing countries to prepare for the new and/or changed requirements.

- 237 The Special Committee recommends making optimal use of the consultations with troop- and police-contributing countries, so that their experience and expertise can assist in making appropriate, effective and timely decisions on United Nations peacekeeping operations by involving them early on and fully in all stages of peacekeeping operations, in particular in advance of the renewal, adjustment, reconfiguration or drawdown of an operation by the Security Council.**

See the response to paragraph 235, above.

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## **VIII. Triangular cooperation between the Security Council, the Secretariat and the troop- and police-contributing countries**

- 239 **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.**

The establishment of the Strategic Force Generation and Capability Planning Cell and the implementation of the Peacekeeping Capability Readiness System are key steps that have been taken to support outreach and triangular cooperation among the Security Council, the Secretariat and the troop-contributing countries. Also see the response to paragraph 246, below.

- 240 **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.**

See the response to paragraph 235, above.

- 242 **The Special Committee urges the Secretariat to implement the measures addressed to the Secretariat in the note by the President of the Security Council (S/2013/630) on consultations with troop- and police-contributing countries.**

As stated in the response to paragraph 235, above, meetings with troop- and police-contributing countries will be conducted regularly in the case of such major changes in the environment as mission transitions, drawdowns and terminations and in response to urgent situations affecting troop deployments, particularly in cases in which there are increased risks to the safety and security of personnel. Furthermore, formal meetings will be held with troop- and police-contributing countries prior to the issuance of any new mandate. With regard to MINUSCA, which was established mainly through the re-hatting of personnel from the African-led International Support Mission in the Central African Republic and is the only new mission to have been established since the adoption of the note by the President of the Security Council, the Secretariat has reached out regularly to troop- and police-contributing countries to discuss the contribution of enablers and has provided all necessary information, including through the troop- and police-contributing country meetings. The Secretariat also makes continued efforts to ensure that the reports of the Secretary-General are issued in a timely manner prior to the meetings of troop- and police-contributing countries and in advance of mandate renewals.

- 244 **The Special Committee urges the Secretariat to meet reporting deadlines and circulate copies of the reports of the Secretary-General in all official languages on specific United Nations peacekeeping operations. The Special Committee takes note of the statement by the President of the Security Council (S/PRST/2011/17), in which the Council requested the Secretariat to circulate to troop- and police-contributing countries by the 15th of each month notice and invitation of the Council's upcoming troop- and police-contributing country meetings that are anticipated to take place during the following month on individual peacekeeping mission mandates.**

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As a standard practice, upon receipt of the programme of the Security Council, the Office of Military Affairs prepares an invitation to be sent to concerned troop- and police-contributing countries at least two weeks prior to the date of the meeting.

- 247 **The Special Committee stresses the importance of the 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 concepts 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 the troop- and police-contributing countries by means of the reports of the Secretary-General and formal and informal meetings with the countries. To further enhance information-sharing and consultation, the Office of Military Affairs, the Police Division and the integrated operational teams hold regular informal consultations with Member States and respond in a timely manner to any enquiry made by them.

- 248 **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 [the weekly Situation Centre briefing to Member States]. 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 and police advisers of Member States on key operational and security developments, inter alia, within and affecting United Nations peace operations. An invitation to a briefing is issued the day before the briefing, which is held on the same day and in the same location each week. The 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.

- 249 **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.**

In early 2015, the Department of Peacekeeping Operations and the Department of Field Support revamped and improved 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”, an online repository of training and guidance documents available to Member States. The website is currently available in the working languages of the Secretariat, and the Departments are now actively working towards the provision of its key content and materials in all six official languages. A briefing on training and best practices will be provided to the Special Committee prior to its substantive session in 2016.



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- 250 **... the Special Committee continues to recommend that the Policy Directive and Standard Operating Procedures of the Department of Peacekeeping Operations for [predeployment visits for military contributions and assessment visits for formed police units] be improved and measures taken to ensure that they are adequately performed.**

The Policy Directive and Standard Operating Procedures for conducting predeployment visits are currently being reviewed within the Department of Peacekeeping Operations and the Department of Field Support, and coordination is ongoing and scheduled to be finalized by December 2015.

- 252 **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.**

The Department of Field Support hosts biannual troop- and police-contributing country outreach round tables to which all contributing countries are invited. The first round table was held in March 2015, and a second is planned for December 2015. Approximately 65 Member States attended the first round table and had the opportunity to better familiarize themselves with outreach challenges and with ways to raise awareness about opportunities in order to increase the pool of civilian candidates for staff positions from their countries. The Department also holds bilateral meetings with contributing countries on their representation of civilians in peace operations. The contributing countries are encouraged to identify institutions and organizations in their countries that could be approached by the Department with a view to their joining the network of outreach multipliers. The new approach is expected to continue to enhance communication, strengthen collaboration with contributing countries and generate targeted and relevant regional and subregional outreach multipliers in those countries. Furthermore, Member States are briefed on a regular basis at bilateral meetings or meetings of troop- and police-contributing countries on the procedures and/or requirements of military-force generation. The implementation of the Office of Military Affairs recruitment tool is supporting the process.

## **IX. Cooperation with regional arrangements**

- 255 **[In addition to the Association of Southeast Asian Nations, the African Union, the Collective Security Treaty Organization and the European Union], the Special Committee encourages the Secretariat to seek new opportunities for engagement with other regional arrangements.**

The United Nations is exploring the possibility of scaling up cooperation within the League of Arab States and the Organization for Security and Cooperation in Europe.

- 257 **The Special Committee encourages the Secretariat to continue to explore the possibility of exchanging relevant information aimed at improving interoperability and enhancing operational effectiveness.**

The joint guidelines agreed upon in 2014 with the European Union on cooperation during the planning phases of operations continue to be relevant. An after-action review was carried out on the lessons learned in the transition from African Union to United Nations operations in the Central African Republic and Mali, which was communicated to the Security Council in the letter dated 2 January 2015 from the Secretary-General (S/2015/3). An after-action review is currently under way on the lessons learned from the transition from European Union to United Nations authority for the bridging operation in the Central African Republic.



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## **X. Enhancement of African peacekeeping capacities**

- 262 The Special Committee encourages taking steps, as articulated above, to foster a more strategic vision of the partnership between the African Union and the United Nations on matters relating to the maintenance of international peace and security.**

In line with the recommendations made by the Secretary-General in his letter to the President of the Security Council dated 2 January 2015 (S/2015/3) and in his report of 1 April 2015 on partnering for peace: moving towards partnership peacekeeping (S/2015/229), the United Nations has continued to work towards the development, in coordination with the African Union, of a toolbox and benchmarks to facilitate future African Union-United Nations transitions. The toolbox would include guidance and standards on joint assessments and planning with a view to helping to foster a more strategic vision of the partnership between the two organizations.

- 269 With the aim of enhancing African peacekeeping capacities, the Special Committee stresses the importance for the United Nations to assist in the development of the ability of regional and subregional organizations to deploy peacekeeping forces rapidly on the continent in support of the United Nations and African peacekeeping operations mandated by the Security Council, and welcomes the relevant initiatives taken in this regard.**

With extrabudgetary support, the Department of Field Support has launched the triangular partnership project to enhance the rapid deployment of engineering capabilities of African troop-contributing countries. The project commenced in September 2015 with a six-week trial training session to help prove the overall concept and serve as a basis for longer-term training. The longer-term training is expected to commence in 2016 in a location to be selected on the basis of, inter alia, the following criteria:

- (a) Allow the early implementation of the project;
- (b) Provide a near turnkey option in order to reduce infrastructure development costs and time;
- (c) Leverage existing United Nations regional presence and support mechanisms;
- (d) Have access to good host State administrative structures and institutions, commercial infrastructure, communications and logistics, including the potential of leasing heavy engineering equipment locally;
- (e) Be in close proximity to beneficiary countries and peacekeeping missions;
- (f) Align with existing United Nations operations;
- (g) Preferably allow linkages to an existing partnership framework.

## **XI. Developing stronger United Nations field support arrangements**

- 272 ... the Special Committee requests the Secretariat to engage in an inclusive consultative process with Member States, in particular with troop- and police-contributing countries, when developing new initiatives. The Special Committee requests that best practices based on an analysis of lessons learned be applied to the development of future initiatives, drawing on the experiences of Member States, in particular troop- and police-contributing countries.**

The Secretariat will continue to engage in an inclusive consultative process with Member States, in particular troop- and police-contributing countries, when developing new initiatives. Lessons learned from the implementation of the global field support strategy have been captured and are used to feed

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into new initiatives. Most notably, lessons on shared services, a key initiative of the strategy, have been included as an annex in the Secretary-General's report on the framework for a global service delivery model of the United Nations Secretariat ([A/70/323](#)).

- 273 The Special Committee requests the Secretariat to include in one of its briefings, prior to the next substantive session, an update on progress on all aspects of delivery of support to the field, including a detailed assessment of the results achieved, lessons learned and best practices from the development and implementation of the global field support strategy.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 275 The Special Committee urges the Secretariat to continue to work in close consultation with Member States, in particular troop- and police-contributing countries, in further developing predefined modules and service packages, with a view to improving the quality and expediting the delivery of services to field missions.**

A briefing entitled "Modularization" was presented to the Special Committee by the Director of the United Nations Global Service Centre on 8 September 2015 to provide more information and feedback on the subject.

- 275 The Special Committee notes the global field support strategy service delivery model tools, as listed in the fifth annual report of the Secretary-General, and requests more information and feedback from the Secretariat on these model tools, especially the "modular packages".**

A briefing entitled "Modularization" was presented to the Special Committee by the Director of the United Nations Global Service Centre on 8 September 2015 to provide more information and feedback on the subject.

- 279 The Special Committee requests the Secretariat to further develop the reform of supply chain management and address its deficiencies in management. The Special Committee also requests that the Secretariat consult as appropriate with Member States, in particular troop- and police-contributing countries, while developing and implementing supply chain management for improved support services to the peacekeeping missions.**

The Department of Field Support has developed supply chain management concept papers, including a supply chain management vision, strategy and implementation road map for a well-managed and agile supply chain to support United Nations field missions with effectiveness and efficiency. The full implementation of the supply chain management road map will be a multi-year programme requiring significant changes in the way in which business is currently conducted. Using industry standards and best practices, a blueprint is under development that will communicate the end-state vision and help to maintain focus on delivering transformation and business change in four main areas: processes, organization, tools/technologies and information.

- 280 The Special Committee underlines the importance of the informal briefings on the achievements of the global field support strategy in all its operational aspects, and ... requests the Secretariat to continue to provide informal quarterly briefings on the field support issues in all its operational aspects.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

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- 281 **With respect to the Regional Service Centre at Entebbe, the Special Committee requests the Secretariat to include in the informal briefings an update on the ongoing work.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

### **XIII. Best practices and training**

- 283 **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 prior to its substantive session in 2016.

- 284 **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.**

In his report (A/70/357-S/2015/682), the Secretary-General directed the Department of Peacekeeping Operations and the Department of Field Support to create a capacity that will act as a hub, matching the training capacity of Member States to needs. That capacity will be developed in close cooperation with the Strategic Force Generation and Capability Planning Cell to ensure the complementarity of effort. In June 2015, the Integrated Training Service requested Member States to provide the details of their training for peacekeeping operations. In September 2015, the Service launched an online training calendar that includes training provided to Member States as well as training provided by Member States, which is supported by the Service, to enhance capacity in other Member States. The involvement of the Service helps to ensure that the training provided is in line with United Nations standards. Member States involved in capacity-building work are encouraged to seek the involvement of the Service. The Service also supports the work of other United Nations entities, such as UN-Women, which are involved in the delivery of training for troop- and police-contributing countries.

- 285 **... the Special Committee looks forward, at its next substantive session, to a briefing by the Department [of Peacekeeping Operations] 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.**

An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

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- 286 **The Special Committee underlines the importance of appropriate predeployment training, and continues to encourage the Secretariat to make full use of the Integrated Training Service and Office of Military Affairs assessment teams before deployments to identify any shortfalls and assist in addressing these and to provide explicit and comprehensive training modules, in a timely manner, taking note of the training priorities contained within the Training Directive of the respective mission Force Commander/Police Commissioner. This should include methods to improve coordination in the delivery, validation and certification of effective peacekeeping training programmes.**

In his report (A/70/357-S/2015/682), the Secretary-General called for the establishment of a certification system for the delivery of predeployment training. The Integrated Training Service is working with the Office of Military Affairs and the Police Division to implement such a system. The Service has regularly reviewed and recognized specific training programmes delivered by Member State training institutions in the 2014/15 financial year. The Police Division, in collaboration with the Service, continues to convene predeployment train-the-trainer courses for formed police units. Standard operating procedures for selection assistance and assessment teams and formed police assessment teams are being reviewed in order to streamline the respective processes.

- 286 **The Special Committee continues to urge the Secretariat to facilitate capacity-building efforts using enhanced training material and through the application of “train-the-trainer” packages. This includes the predeployment visits to allow those conducting peacekeeping operations to focus on mission-specific requirements and to tailor the training and validation packages accordingly prior to deployment.**

Upon request, the Integrated Training Service organizes training-of-trainers courses through mobile training teams to build the capacity of troop- and police-contributing countries on the basis of United Nations standards. Three such events were held in the 2014/15 financial year.

- 287 **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.**

In 2015, the Department of Peacekeeping Operations and the Department of Field Support revised the Policy on Knowledge-Sharing and Organizational Learning with a view to introducing a more rigorous organizational learning system in order to further improve the identification of lessons and the collection of best practices by the Organization. The key objective of the Policy is to promote the integration of lessons learned, best practices and other operational knowledge into work processes in order to increase the effectiveness and efficiency of United Nations peacekeeping. More specifically, the revised Policy requires that lessons and best practices be studied in the context of the planning of future activities. The text of the revised Policy is available to delegations on the Peacekeeping Resource Hub.

The Peacekeeping Resource Hub is open to the public for access to relevant training materials and is regularly updated. The Integrated Training Service has added an online training calendar and training activities segments to the Hub to further disseminate real-time data on training activities to Member States, staff and the peacekeeping community.

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- 287 **The Special Committee notes with regret that [the Peacekeeping Resource Hub] 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.**

As noted in the response to paragraph 249, the Department of Peacekeeping Operations and the Department of Field Support are actively working towards the translation of the Peacekeeping Resource Hub content into all six official languages.

- 288 **... the Special Committee continues to urge the Secretariat to facilitate capacity-building efforts, and in this regard, welcomes the work that the Secretariat and Member States have under way to develop capability standards for units commonly used in United Nations peacekeeping operations.**

In collaboration with Member States, the Integrated Training Service is developing specialized training materials for each of the 11 United Nations Military Unit Manuals, all of which will be completed by December 2016. The Service is also finalizing the development of the standardized training module for formed police units.

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

To strengthen leadership and management training, the Department of Peacekeeping Operations and the Department of Field Support have invited the Office of Internal Oversight Services to evaluate their senior leadership and training. The evaluation is currently in its final stage and will provide specific recommendations for addressing the main issues and any gaps identified. A review of civilian predeployment training has been completed, which recommended, inter alia, that the training be moved to the Regional Service Centre. An informal briefing will be provided to the Special Committee prior to its substantive session in 2016.

- 290 **The Special Committee requests an update on the status of [standardized peacekeeping training] materials, including mission-specific training materials, and on any projects that are being developed or implemented by the Department [of Peacekeeping Operations] regarding these materials.**

The review of the Core Predeployment Training Materials will be completed by the end of 2015 and rolled out to Member States through training-of-trainers courses. In addition to those materials and the United Nations Military Unit Manuals and the standardized training module for the formed police units mentioned above, the standardized training module for conflict-related sexual violence is in the final stages of completion, which is expected by mid-2016. The standardized training module includes scenario-based exercises that reflect situations in missions with a mandate to address conflict-related sexual violence.

- 290 **Further, [the Special Committee] encourages the continued and full use of such materials by Member States in predeployment training. 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.**

The Integrated Training Service has completed the translation of specialized training materials on child protection and the Civilian-Military Cooperation Unit and Staff Officer predeployment training materials into the official languages. The translated materials have been made available on the Peacekeeping Resource Hub and the Peacekeeping Training Community of Practice websites. Additional translation will be conducted depending on the availability of funding.

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- 291 **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 ... [T]he Special Committee urges the Secretariat to continue to work consistently in partnership with troop- and police-contributing countries, in order to address new challenges not previously anticipated during the course of developing various suggested scenario-based training modules.**

The training standards of the Integrated Training Service include scenario-based exercises aimed at addressing existing situations in peacekeeping missions, which the Service uses in its training-of-trainers courses. The scenarios are updated by the Integrated Mission Training Centre to correctly reflect mission contexts and current operational issues and are also used in in-mission training. Additionally, certification by Member States about the proper delivery of predeployment training is required. The training materials and organizations are available to enable Member States to carry out the training.

- 292 **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.**

Since the development of the standardized training module on child protection in 2013, three training-of-trainers courses have been held to disseminate the materials to Member States. A standardized training module on child protection for police is under development. Additionally, all training-of-trainers courses on the protection of civilians organized by the Integrated Training Service include sessions on gender and child protection. Furthermore, the Police Division is participating in the development of gender-sensitive and child protection training materials, led by the Division of Policy, Evaluation and Training.

- 293 **The Special Committee continues to support the efforts of Member States and regional arrangements to enhance the capacity of peacekeeping personnel through peacekeeping training centres. The Committee ... 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.**

Guidance and training materials hosted on the Peacekeeping Training Community of Practice website have been consolidated and migrated to the new Peacekeeping Resource Hub. The new hub is linked to the Dag Hammarskjöld Library.

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

The Peacekeeping Training Community of Practice website has largely been replaced by the upgraded and accessible Peacekeeping Resource Hub. For the period from April to October 2015, the Peacekeeping Resource Hub homepage generated a total of 11,153 views.

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- 294 **The Special Committee takes note of the efforts of the Secretariat to standardize United Nations predeployment training for formed police units, in particular the preparation of temporary training standards for formed police units and the series of relevant regional “train-the-trainers” courses organized by the Department of Peacekeeping Operations. The Special Committee encourages the early availability of these finalized predeployment training materials for the potential use of police-contributing countries.**

The development of the standardized training module for formed police units is in its final stage. A pilot course to validate the final draft was conducted in Jordan in September 2015, and a second is planned for February 2016.

- 295 **... the Special Committee requests an update on [the Senior Mission Administration and Resource Training] programme prior to the next substantive session.**

An internal review of the Senior Mission Administration and Resource Training programme has been concluded and the ongoing Office of Internal Oversight Services evaluation of leadership training will also address, inter alia, the programme. The internal review identified a need to clarify the objectives of the programme and strengthen its leadership and management component. The review also recommended creating two separate levels for the programme, which would allow for a continued focus on technical skills among all mission support managers, while also having a smaller programme focusing on managerial skills and potential for high-level appointments. The Integrated Training Service is working on the design and development of a new programme for high-level appointments, to be rolled out by the second half of 2016.

- 296 **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.**

The Integrated Training Service has strengthened its outreach in order to engage directly with the police advisers of various Member States to discuss their training needs and to recommend options available through training-of-trainers courses and mobile training teams.

- 297 **The Special Committee continues to encourage support for [e-learning and integrated distance learning] initiatives by Member States through voluntary financial contributions and encourages the Department of Peacekeeping Operations to work with all interested parties to develop a coherent strategy for the delivery of economical and efficient United Nations endorsed e-learning in order to further enhance the effectiveness of peacekeeping.**

The Integrated Training Service has developed an e-learning course entitled “Introduction to United Nations peacekeeping operations”, which has been widely distributed among members of the peacekeeping community through various media. The Service is also developing six more online courses on cross-cutting topics for use in mission-specific induction training and civilian predeployment training, to be completed by December 2015. With the assistance of the Department of Field Support, the Service has also conducted a review and update of the six Senior Mission Administration and Resource Training programme e-learning modules. Furthermore, through the Department’s strategic partnership with UNODC and INTERPOL, the Police Division is seeking access to online training curricula developed by those organizations.



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- 298 **The Special Committee welcomes the contribution of the United Nations Institute for Training and Research to peacekeeping training through its “train-the-trainers” programme being implemented in Africa. The programme aims to facilitate the transfer of knowledge and skills to the national and regional training institutions in a sustainable manner, as well as capacity-building. The Special Committee requests that this “train-the-trainers” programme be expanded to other regions, including Asia and Latin America.**

The United Nations Institute for Training and Research continues to engage with an Africa-focused implementing partner to provide capacity-building support to troop-contributing countries. At present, that initiative remains focused on Africa.

- 299 **The Special Committee urges the continued close cooperation of the Department of Peacekeeping Operations with Member States, the United Nations Institute for Training and Research, the University for Peace, the Peace Operations Training Institute, other training partners and with the respective peacekeeping missions in the field to provide optimal and timely direction for those conducting peacekeeping operations.**

In order to address the multiplicity of peacekeeping training demands, the Integrated Training Service regularly collaborates with other training institutions and works with Member States to maintain the systematic visibility of and input into all trainings conducted for personnel who are deploying to peacekeeping operations.

- 300 **The Committee therefore encourages the widest possible dissemination of information among peacekeeping personnel about the Charter [of the United Nations], international humanitarian law, international human rights law and international refugee law, including in training materials, so as to enable them to understand how the implementation of the mandated tasks intersects with these fields of law, and to act accordingly.**

Information about the Charter, international humanitarian law, international human rights law and international refugee law is contained in the Core Predeployment Training Materials, the basic predeployment training standard developed by the Integrated Training Service for all personnel: military, police and civilian. The current Core Predeployment Training Materials are available from the Peacekeeping Resource Hub, where the updated ones will be posted as soon as they are finalized.

## **XII. Personnel**

- 302 **The Special Committee recognizes the efforts made by the Department of Peacekeeping Operations and the Department of Field Support with regard to balanced recruiting of staff ... and urges the Secretary-General to continue his efforts.**

The Department of Field Support regularly replenishes rosters and supports missions in recruiting staff through their delegated authority, and ensures that due consideration is given to both geographic and gender balance.

- 303 **The Special Committee ... requests the Secretary-General to make further concrete efforts to ensure the proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support ... The Special Committee ... urges the Secretary-General to ensure a fair representation of troop-contributing countries when selecting personnel for such staff positions.**

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The Office of Military Affairs endeavours to ensure geographical representation in its recruitment processes, including from troop-contributing countries. Please refer to the response to paragraph 252, above.

**305 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.**

The Department of Field Support produces monthly data reports for the use of senior officials to inform succession planning, which include the expiration of appointment dates, gender and geographic distribution. The Department 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 appropriate measures for the selection of the best qualified candidates for positions at the senior level include the updating and robust implementation of standard operating procedures that enable the Department to support the Department of Peacekeeping Operations in profiling senior mission leadership positions, further developing competitive interview processes to assess the requisite knowledge, skills and competencies and providing general support for the recruitment and onboarding processes.

**306 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.**

The combination of contract reform and the harmonization of conditions of service in field duty stations has assisted in the ability of the Department of Field Support to attract and retain staff members in peacekeeping missions. The reforms could be associated in part with the decrease in turnover rates for internationally recruited staff members in peacekeeping operations, which saw a decline from 16 per cent during the period from 1 July 2010 to 30 June 2011 to 7.7 per cent during the period from 1 July 2013 to 30 June 2014. Likewise, the reforms have had a positive impact on the reduction in the vacancy rate in peacekeeping operations from a high of 33.8 per cent as at 31 January 2008 to 20 per cent as at 30 June 2015, inclusive of MINUSCA and MINUSMA.

In order to reduce recruitment timelines, the Department has taken the following steps:

- (a) Streamlined the recruit-from-roster process and workflow;
- (b) Continued to populate the rosters to increase the number of rostered candidates;
- (c) Advocated the upgrading of Inspira to facilitate the offline review of rostered candidates applying for recruit-from-roster job openings;
- (d) Monitored the time needed for missions to select candidates from the roster using recruit-from-roster job openings;
- (e) Continued to train hiring managers.

In addition, the Department initiated a business process improvement project to review the onboarding process, with a view to reducing the overall onboarding time for international staff. During 2015, the vacancy rate among heads and deputy heads of peacekeeping missions remained stable, with 1 out of 34 positions vacant at both the beginning and the end of the year.

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- 307 **The Special Committee ... continues to urge the Secretariat to expedite [the recruitment and selection process for appointments of military and police specialists in the Department of Peacekeeping Operations]. 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 twice a year in order to improve the recruitment timelines and the transparency of the process and to minimize any time lag between outgoing and incoming incumbents. The first military and police recruitment campaign in 2015 was circulated on 30 June, with a deadline of 30 September. Owing to the implementation of Umoja, there will be no additional military and police recruitment campaigns in 2015. However, in order to mitigate any possible gap that could result from the broadcast of only one campaign, the recruitment campaign included all vacant posts and foreseeable vacant posts until June 2016. The next military and police recruitment campaign is planned for March 2016. The improved 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.

- 311 **The Special Committee ... requests the Secretary-General to continue to give due attention, under the existing staff rules and regulations, to the issue of the greater use of national staff in peacekeeping operations and its impact on the relations with the host country.**

The Department of Field Support plans to develop general guidance on the nationalization of capacities in missions, taking into consideration the local labour market conditions in field operations. In addition, the framework of the civilian staffing reviews considers nationalization and which tasks can be transferred to locally recruited staff.

- 313 **... the Special Committee urges the Department of Peacekeeping Operations and the Department of Field Support to make further efforts in recruiting staff and experts on mission with language skills that are relevant to the particular mission area where they are to be deployed, so that specific requirements of peacekeeping operations can be addressed. In particular, good command of the official language spoken in the country should be taken into account as an essential asset during these processes.**

The Department of Field Support is committed to ensuring that staff serving in peace operations have the necessary language skills. To that end, special outreach efforts are made to identify candidates fluent in French and Arabic through regional and civil-society organizations. The Department is continuously improving its assessment methodology to ensure that as many tests as possible are available in both official languages. Furthermore, the Department has launched language-specific generic job openings for critical substantive positions, including P-3 and P-4 civil affairs positions for Arabic speakers (for which 30 candidates were rostered) and P-3 and P-4 civil affairs positions for French speakers (ongoing, with approximately 40 candidates expected to be rostered). Candidates with specific language skills are also added to the rosters through position-specific job openings in Francophone and Arabic-speaking missions to respond to operational needs.

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## O. Financial issues

- 316 **The Special Committee recalls all relevant General Assembly resolutions on cross-cutting issues, and urges for a speedy and appropriate follow-up on compensation claims submitted by troop- and police-contributing countries in cases of illness, disability or death, as a result of their participation in peacekeeping missions, in order to ensure timely settlement of all related claims within three months from the date of their submission.**

The Field Budget and Finance Division endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims that have all the necessary documentation. Some death claims may remain pending until a Board of Inquiry can assist in determining whether the incident was mission-related and not caused by gross negligence or wilful misconduct. Some disability claims may be outstanding until a final medical report detailing the degree of residual permanent disability can be submitted after all treatments and a rehabilitation programme are completed.

Upon receipt of a notification of casualty from the field, the Secretariat proactively contacts permanent missions to ascertain that they are aware of the death and disability compensation entitlement, and provides guidance on the procedure for the submission of the related claims. The Secretariat takes all necessary measures to process ongoing claims by frequently corresponding with Member States, field missions and other Secretariat offices.