



# General Assembly

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## Seventy-second session

Agenda item 55

**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 2017 substantive session ([A/71/19](#)). The matrix is supplemental to the report of the Secretary-General ([A/72/573](#)). A summary of the status of each recommendation is given, as well as a reference to the number of the relevant paragraph in the report of the Special Committee.



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## I. Introduction

21 The Department of Peacekeeping Operations and the Department of Field Support are creating a project proposal, for submission to potential donors, that includes a request for voluntary contributions in connection with the construction of a memorial wall at the United Nations Peacekeepers Memorial at Headquarters.

25 An informal briefing, in particular with regard to operational field issues, including the Secretariat's assessment of developments in ongoing United Nations peacekeeping operations, will be provided to the Special Committee prior to its substantive session of 2018.

## II. Restructuring of peacekeeping

33 Through its adoption of resolution [71/295](#), the General Assembly expressed its support for shifting the capacity of the United Nations Interim Security Force for Abyei from the United Nations Mission in South Sudan/United Nations Interim Security Force for Abyei (UNMISS/UNISFA) Integrated Operational Team to the African Union-United Nations Hybrid Operation in Darfur (UNAMID) Integrated Operational Team. In addition, the resolution called for the renaming of the UNMISS/UNISFA Integrated Operational Team as the South Sudan Integrated Operational Team and the UNAMID Integrated Operational Team as the Sudan Integrated Operational Team. The Assembly also expressed its support for shifting the existing capacity of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) from the Great Lakes Integrated Operational Team to the new Central Africa Integrated Operational Team, and for combining the West Africa Integrated Operational Team and the Mali Integrated Operational Team to form the new West Africa and Sahel Integrated Operational Team. The reconfiguration of those integrated operational teams reflects the continued efforts of the Department of Peacekeeping Operations 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.

37 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

## III. Safety and security

38 The requested report is in process; the first draft was submitted to the Policy, Evaluation and Training Division on 25 August 2017.

40 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

44 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

46 The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

49 The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

51 The requested report is in process; the first draft was submitted to the Policy, Evaluation and Training Division on 25 August 2017.

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52 In line with its mandate, the Office for the Peacekeeping Strategic Partnership continues to analyse systemic issues related to safety and security during its reviews of uniformed components in field missions, and has made specific recommendations in that regard. In addition to highlighting lessons learned and best practices, the recommendations have also emphasized the importance of information-led operations; coherent and integrated analysis, planning and direction; the efficient use of technology; well-coordinated and -rehearsed force protection measures; the provision of adequate protected mobility; effective predeployment and in-mission training and preparation; proactive occupational safety and health measures; and the careful application of tactics, techniques and procedures as essential elements for enhancing safety and security. Comprehensive measures are being taken by mission leadership to implement those recommendations in order to further strengthen the safety and security of peacekeepers.

A full informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

53 Following the analysis in 2016 of relevant information requirements of police components, a standardized classification for crime information was developed in line with the 2030 Sustainable Development Goals and the United Nations Office on Drugs and Crime International Classification of Crime for Statistical Purposes. An informal briefing, including on the efforts of the Information and Communications Technology Division of the Department of Field Support to modify existing software, will be provided to the Special Committee prior to its substantive session of 2018.

The peacekeeping standard incident management system (SAGE) has been deployed and used by nine field missions to date: the United Nations Stabilization Mission in Haiti (MINUSTAH); the United Nations Operation in Côte d'Ivoire; the United Nations Mission in Liberia (UNMIL); MINUSCA; the United Nations Truce Supervision Organization (UNTSO); the United Nations Peacekeeping Force in Cyprus; the United Nations Assistance Mission in Somalia; UNMISS; and the United Nations Military Observer Group in India and Pakistan. Implementations are ongoing for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Interim Administration Mission in Kosovo, UNISFA, the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Support Mission in Libya (UNSMIL). A SAGE mobile solution has been successfully piloted in UNTSO and will be transitioned soon for production deployment.

In addition, a situational awareness programme was established in February 2017. The programme structure includes 12 workstreams: 4 on strategic guidance and 8 covering technical aspects. Status updates on the programme will be provided on a regular basis and included in future briefings.

The United Nations Open Geographic Information System Initiative held a second workshop in November 2016. The Initiative has progressed through monthly plenary meetings and several other meetings, through videoconferences, as well as physical meetings and workshops during relevant events.

- **Spiral one: GeoPortal.** Installed GeoSHAPE-Exchange (open-source-based geoportal) at the United Nations Global Service Centre, in accordance with the development pillar, for testing and preparation purposes in February 2017. A technical demonstration of GeoSHAPE-Exchange was scheduled to be held at the Centre from 18 to 22 September 2017.
- **Spiral two: capacity-building.** Provided online technical training to 61 United Nations staff members and is planning to develop suitable training packages on GeoSHAPE-Exchange for United Nations users.
- **Spiral three: geospatial analysis.** Tested a trial case based on the Ebola epidemic for feasibility and is planning to organize a workshop to prepare for the development of suitable applications/methodologies based on actual United Nations operational cases in November 2017.

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- **Spiral four: data collection.** Organized a demonstration of mini-unmanned aerial vehicle-based rapid geospatial solutions at the United Nations Global Service Centre in Brindisi in April 2017, and is working on the integration of open-source data into United Nations maps, map generalizations and so on.

The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

54 A field technology framework is being finalized by the Information and Communications Technology Division of the Department of Field Support to consolidate and mainstream technological innovation. The identification and deployment of new technologies, including sensors for security, has resulted in better imagery obtained from satellites, aerial vehicles (manned and unmanned) and day/night cameras mounted on masts and vehicles and worn by uniformed personnel. Also, “sense and warn” radar systems are protecting selected United Nations camps and have saved lives during mortar attacks in Mali. Personnel and vehicle tracking systems are expanding so missions can better locate and assist peacekeepers. New communications systems, including in modular command centres, are bridging the interoperability gap between contingents and humanitarian actors to field missions.

The new situational awareness programme will provide standardized software and processes for effective, efficient and integrated information validation, analysis, visualization and reporting. The first secure mission network, established in MINUSMA, has attained international standards with regard to the storing and distribution of sensitive information.

The Information and Communications Technology Division has identified the following lessons learned in relation to the operation of unarmed and unmanned aerial systems:

- The need for training in the use of technologies for the protection of personnel and premises;
- The added value of using Member States’ expertise;
- The need for training and exercises, as technology implementation benefits cannot be fully exploited without them.

56 The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

57 The operating environment for many peacekeeping missions during the reporting period (1 November 2016 to 31 October 2017) has continued to prove challenging. The environment continues to deteriorate as the capabilities of armed groups, who are often not involved in the relevant peace processes, evolve in terms of the tactics, techniques and procedures they use. To add to the increasingly complex situation, in many missions it is becoming more difficult to understand the nature and relationships between various armed groups as local temporary alliances of convenience are made and broken. Fragmentation and the changing allegiances of armed groups have led to a proliferation of smaller groups, making mandate delivery more difficult and dangerous for peacekeepers. It is becoming increasingly difficult to distinguish between armed groups with political agendas and criminal gangs with financial motives owing to the symbiotic link between finance and operational capability. In addition, there is a growing tendency for terrorist armed groups to coordinate with each other beyond the national borders of countries containing peacekeeping missions. The numbers of lethal direct, indirect and improvised explosive device attacks are increasing, although the threat has been mitigated to some extent by improved protection measures.

The Office of Military Affairs provides updates on the current situation in peacekeeping operations every fortnight upon the request of members of the United Nations Military Staff Committee. The Office also conducts meetings with troop-contributing countries whenever there is a major change in the security situation and/or operational environment of the peacekeeping missions.

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The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

58 The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017, and in the report of the Secretary-General (A/72/573).

59 The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

61 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

62 The subject will be addressed in the informal briefing on safety and security provided to the Special Committee in November 2017.

64 The Office for Peacekeeping Strategic Partnership, as part of its reviews of peacekeeping missions, will continue to assess the adequacy of medical support arrangements, and the improvements made, with a view to enhancing the safety and security of peacekeepers.

An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

66 Between November 2016 and February 2017, using existing resources, the United Nations Mine Action Service mapped the impact of improvised explosive devices on the work of United Nations entities involved in peace and security operations (the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs of the Secretariat and the Department of Safety and Security of the Secretariat), as a first step in the development of a United Nations improvised explosive device threat mitigation strategy.

Findings highlight gaps in data collection and information-sharing, though there are good examples of cooperation. The mapping confirmed the need for greater coordination, as well as a whole-of-system United Nations strategy on improvised explosive devices; currently, very few United Nations entities deal with improvised explosive devices, and their response is often conducted on ad hoc basis. The Mine Action Service has extended the mapping to include United Nations humanitarian and development actors.

The Mine Action Service has also continued to support the development of doctrine to provide the foundation for a United Nations improvised explosive device threat mitigation strategy in order to help raise awareness with regard to the requirements necessary for the effective threat mitigation of improvised explosive devices. Efforts include the creation of a handbook on mitigating threats from improvised explosive devices and a manual on explosive ordnance disposal, to be coordinated by the Office of Military Affairs. The improvised explosive device threat mitigation handbook would provide guidance for troop-contributing countries and Force Commanders on how peacekeeping operations could mitigate the threat posed to peacekeepers by improvised explosive devices, while the explosive ordnance disposal manual would specify requirements and capabilities that improvised explosive device threat mitigation units in peacekeeping operations would need to meet. The documents would complement the Improvised Explosive Device Threat Mitigation in Mission Settings Guidelines, approved and issued in June 2016, that focus on the integration of improvised explosive device threat mitigation into assessment and planning processes. The Mine Action Service has also been coordinating the elaboration of improvised explosive device disposal standards with national experts from 12 Member States. The standards, which would be used by the entire United Nations system, would establish the minimum competencies required for improvised explosive device disposal operators and specify the methodology for the clearance of improvised explosive devices in peacekeeping operations.

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#### **IV. Peacekeeping intelligence- and information-gathering and analysis**

68 Seven operational guidance documents are being developed as part of the policy framework for intelligence in United Nations peacekeeping operations, including four sets of standard operating procedures (on the use of unmanned aircraft systems, the acquisition of intelligence, the handling and security of intelligence and headquarters backstopping structures and processes) and three handbooks (on military intelligence, intelligence-led policing and Joint Mission Analysis Centres). It is anticipated that the documents will be released by 31 March 2018. In response to the Special Committee's request to undertake close consultations with Member States, it should be noted that the Peacekeeping Intelligence Coordinator has very rapidly and informally convened multiple meetings with Member States and briefed the Special Committee, together with the Policy, Evaluation and Training Division, to explain the way forward with regard to the development of the policy framework. Member States will also be consulted prior to the release of the military intelligence and intelligence-led policing handbooks. At least two additional informal briefings to the Special Committee will take place prior to its substantive session of 2018.

70 Seven operational guidance documents are being developed as part of the policy framework for intelligence in United Nations peacekeeping operations, including four sets of standard operating procedures (on the use of unmanned aircraft systems, the acquisition of intelligence, the handling and security of intelligence and headquarters backstopping structures and processes) and three handbooks (on military intelligence, intelligence-led policing and Joint Mission Analysis Centres). The documents stem from the policy, which will be revised in 2018 after consultations with Member States, that sets out the principles guiding the use of intelligence in peacekeeping in accordance with the Charter of the United Nations and the basic principles of peacekeeping. While some of the documents will likely be released before the end of 2017, others will require more time to ensure full consultation with Member States and the development of effective guidance. It is anticipated that all of the documents will be released by 31 March 2018.

73 As part of the policy framework for intelligence in United Nations peacekeeping operations, a set of standard operating procedures on the handling and security of intelligence is being developed that will consist of two main parts. First, "the handling of intelligence" refers not only to intelligence flows in peacekeeping within the strategic, operational and tactical levels, but also to intelligence flows between those levels. It aims to frame the purpose of access to intelligence, including in terms of who needs access and why. That goes hand-in-hand with the set of rules and regulations relating to the classification of United Nations documents and the regime of sanctions applicable to those who violate those rules. The second part addresses the digital and physical security of intelligence, including questions regarding securing the flow of intelligence. The Peacekeeping Information Management Unit is working on a concept that would include a technological system that would allow access to and storage of intelligence in a secured manner. In MINUSMA, a pilot project is being implemented to test methods for achieving those results.

74 A joint briefing will be provided by the United Nations Operations and Crisis Centre and the Peacekeeping Intelligence Coordinator to the Special Committee prior to its substantive session of 2018.

#### **V. Conduct and discipline**

78 A full update on efforts to prevent and address sexual exploitation and abuse, including data, will be available in the next report of the Secretary-General on the issue.

89 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

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91 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

92 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

## **VI. Strengthening operational capacity: general**

100 An informal briefing on measures taken to enhance an analysis of conflict dynamics at the local, national and regional levels will be provided to the Special Committee prior to its substantive session of 2018.

103 The Department of Peacekeeping Operations and the Department of Field Support have continued to work with troop- and police-contributing countries to enhance the uniformed capabilities of peacekeeping operations in order to better adapt them to the mandates and operating environments of modern peacekeeping operations. In 2017, the Uniformed Capabilities Development Steering Group oversaw the ongoing implementation of eight projects dedicated to specific areas of capability development, including the establishment of ongoing working groups with Member States to capitalize on their technical expertise and operational capacities and, in some cases, to financially support priority projects. The Steering Group's projects focus on improvised explosive device survivability; rapid deployment; planning and implementation; high mobility units in theatre; transnational threats; information-led operations; and medical support, and a new project was added in 2017 that focused on the generation of military helicopter capabilities. Significant progress has been made on all projects, which is reflected in the enormous progress achieved in the past four years with regard to the development and implementation of peacekeeping guidelines such as "Protection Of Civilians: Implementing Guidelines for Military Components in United Nations Peacekeeping Missions", the Operational Readiness Assurance and Performance Improvement Policy, the guidelines on Operational Readiness Preparation for Troop-contributing Countries in Peacekeeping Operations, the guidelines on Use of Force by Military Components in Peacekeeping Operations, the guidelines on Military Support for Public Order Management in Peacekeeping Missions, the National Support Element Policy, the United Nations Force Headquarters Handbook and two sets of standard operating procedures on evaluation, and the promulgation of 11 United Nations Military Unit Manuals, with 1 more (a manual on explosive ordnance disposal) already approved and awaiting signature by the Under-Secretaries-General for Peacekeeping Operations and Field Support. In relation to transnational threats, the Police Division has launched pilot initiatives in MINUSCA and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) to provide advanced analytical and case-management tools to strengthen the capacity of the United Nations police to analyse criminal intelligence for investigative purposes, and to train and support their host-State counterparts to do the same. Awareness-raising and stakeholder engagement efforts have delivered additional operational and capacity-building gains on the ground: MONUSCO now has the expanded resources to train six United Nations police officers in addressing transnational threats, while MINUSCA has launched training initiatives on countering serious and organized crime for host-State law enforcement agencies.

104 During the reporting period, the Office of Military Affairs and the Police Division worked with the Department of Field Support, the Medical Services Division and the Integrated Training Service of the Policy, Evaluation and Training Division to develop a better understanding of the capabilities that have been offered to the United Nations through the Peacekeeping Capability Readiness System in order to make objective decisions about unit selection for deployments. Information on pledges is gathered primarily through the use of assessment and advisory visits. The visits are envisioned as both a strategic engagement tool with troop- and police-contributing countries and a key step in enabling troop- and police-contributing countries to move from level 1 to level 2 in the Peacekeeping Capability Readiness System. In the past 16 months, 37 assessment and advisory visits have been conducted.

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Assessment and advisory visits are planned well in advance of any potential deployment and aim to make a thorough assessment of the preparedness and readiness of pledged units so that a contributing country has sufficient time to rectify any shortfalls before its units are considered for deployment, and the leadership of the Department of Peacekeeping Operations have a clear understanding of the capabilities of the units they are deploying. Assessment and advisory visits have significantly improved the Organization's collective understanding of capability shortfalls. Critical issues related to training, language or equipment are identified and can be addressed before any potential deployment. All of that information is taken into account during selection decisions, as is other relevant information about current and past unit performance in missions. Of course, a number of other factors must be weighed when determining selection, such as the preferences of the host nation.

The Office of Military Affairs and the Police Division strive to be transparent and open in their decision-making and will respond to any requests from troop- and police-contributing countries regarding selection decisions. Measures are in place to explain to troop- and police-contributing countries when changes occur and could affect deployment. In that respect, the Military Adviser and/or the Police Adviser have met with many troop- and police-contributing countries to address the subject.

105 The Strategic Force Generation and Capability Planning Cell and the Selection and Recruitment Section of the Police Division hold regular meetings with troop- and police-contributing countries on the details and use of the Peacekeeping Capability Readiness System. The System and strategic force generation concepts have also been presented at a briefing to troop- and police-contributing countries in New York and in regional workshops in Egypt, Ghana and Rwanda. The idea of long-term rotation plans was discussed at a meeting held on 22 March 2017 to discuss the pilot effort for MINUSMA with troop- and police-contributing countries. Another discussion on the long-term rotation of key enablers was held during a conference on MINUSMA force generation in New York on 22 May.

106 Following the organization of the conference on MINUSMA force generation, the Secretariat engaged in an after-action review to learn lessons from the conference, including on the effort to put together long-term rotation plans. Discussion is ongoing with regard to the costing and feasibility of implementing rotation plans in other missions.

110 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

111 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

112 In 2016, the Department of Peacekeeping Operations and the Department of Field Support began reviewing its policy on authority, command and control with a round of consultations that engaged a wide range of stakeholders within the Departments to identify and prioritize key issues that could affect the exercise of command and control. It was agreed that an update to the policy should take into consideration the clarification of certain provisions, such as clarifying who holds tasking authority, ensuring consistency with current support developments and providing further guidance or standard operating procedures as necessary. The review process will entail a comprehensive desk review and field visits to several peacekeeping operations.

114 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.



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## VII. Strengthening operational capacity: military capacities

117 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

118 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

120 The Strategic Force Generation and Capability Planning Cell has actively worked to prepare units to meet United Nations training and equipment standards through the use of the Peacekeeping Capability Readiness System and the use of assessment and advisory visits. Assessment and advisory visits have significantly improved the Organization's collective understanding of capability shortfalls. Critical issues related to training, language or equipment are identified and can be addressed before a potential deployment. In all instances in which issues are identified, the Cell works with the respective troop- or police-contributing country, in coordination with relevant offices, to rectify the issues through a plan developed by that country. The Cell also helps to coordinate assistance from other Member States that offer training and capacity-building support to troop- and police-contributing countries. In addition to regular engagement with capacity-building providers, the Cell worked to prepare the MINUSMA force generation conference, which aimed in part to link up those troop-contributing countries who had equipment gaps with other Member States that were willing to contribute equipment. A meeting in Tokyo in August 2017 also focused on how the United Nations and Member States could do a better job in coordinating capacity-building and training.

121 An informal briefing on inter-mission cooperation will be provided to the Special Committee prior to its substantive session of 2018.

123 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

## VIII. Strengthening operational capacity: United Nations police capacities

127 Following an external review of the functions, structure and capacity of the Police Division by an independent panel, the Secretary-General submitted a report on United Nations policing (S/2016/952), which constituted the Secretariat's response to the recommendations. An informal briefing on the status of implementation of the recommendations will be provided to the Special Committee prior to its substantive session of 2018.

128 In 2017, the United Nations police published manuals on: (a) mission-based police planning in peace operations; (b) police monitoring, mentoring and advising in peace operations; (c) community-oriented policing in peace operations; (d) donor coordination and funds management in peace operations; and (e) intelligence-led policing and crime intelligence in peace operations. An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

131 During the past two years, the Standing Police Capacity has been continuously evaluating its composition to ensure it has the necessary skill sets to meet contemporary demands in peacekeeping operations and in the Police Division. An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

135 In line with the Secretariat's response to the external review of the functions, structure and capacity of the Police Division, an internal evaluation of formed police units in peacekeeping operations was conducted in 2017. An informal briefing on findings and the way forward will be provided to the Special Committee prior to its substantive session of 2018.

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137 Where mandated (MINUSCA, MINUSMA, MONUSCO, MINUSTAH and UNMIL), the United Nations police have continued strengthening host-State capacities with regard to addressing and preventing transnational organized crime. An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

138 In 2017, the United Nations police continued contributing to the Global Focal Point arrangement in several peacekeeping operations. An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

139 An informal briefing on ongoing efforts to improve the capacity of the United Nations police will be provided to the Special Committee prior to its substantive session of 2018.

### **IX. Strategies for complex peacekeeping operations: general**

144 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

149 During the reporting period, the recruitment section in the Field Personnel Division of the Department of Field Support continued to roster candidates for quick selection and deployment to United Nations peace operations. All vacancies are posted on the United Nations careers portal (<https://careers.un.org>), publicized through outreach activities and use a social/digital media contractor called “impactpool” ([www.impactpool.org](http://www.impactpool.org)). Since the previous update, 2,052 roster clearances have been processed, of which 30 percent were women. The Field Personnel Division also has put in place a recruitment action plan that offers targeted assistance to missions with the highest vacancy rates. Finally, there has been a slight decrease in the average time for recruitment from roster job openings (from the closure of the job opening to selection by the Head of Mission) to 52 working days.

During the reporting period, the Department of Field Support actively participated in the development of the Secretary-General’s strategy on gender parity. The Assistant Secretary-General for Field Support represented field missions in the United Nations system-wide gender strategy meeting in August 2017, and the Field Personnel Division chaired the related working group on the development of measures to improve gender parity in mission settings. The Field Personnel Division also carried out statistical research and focus groups as part of that effort. The multifaceted gender parity strategy for civilians aims to boost the percentage of women working in United Nations peace operations beyond the current baseline of 28 per cent by putting in place challenging yearly targets for each mission; promoting a positive image of women civilians working in the field by featuring their stories in social media; creating broader and deeper talent pools of women who can be assessed and selected for United Nations peace operations under special temporary measures for recruitment promulgated by the Secretary-General to help field missions select qualified women at faster rates; and improving the living and working conditions of civilian staff working in hardship locations. For the period 2016-2017, the Division’s generic job openings and position-specific job openings managed by field missions yielded a pool of candidates in which only 30 per cent were women, which is only slightly more than the current baseline (28 per cent) of women deployed in international civilian posts in United Nations peace operations. In that regard, the Division has suggested that temporary special measures for the recruitment of women are necessary to make quicker progress and to achieve the Secretary-General’s goal of gender parity. In the meantime, the Division has engaged with “impactpool” to publicize vacancies and to feature women in civilian peacekeeping roles.

For the period 2017-2018, the Field Personnel Division also plans to publish and manage some roster vacancies at the P-5 and D-1 levels for women only. The profiles for those roster vacancies will be matched to the senior women talent pipeline initiative, so that women accepted to the pipeline will have a chance to be rostered.

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The selection and appointment process for senior leaders follows standard operating procedures for vacancy management and the recruitment of senior mission leaders, which were updated in 2016. The merit-based selection process upholds Article 101 of the Charter of the United Nations and considers the diversity and complementarity of talents, experience and skills among the senior leadership team and needs on the ground. Geographical origin and gender are also taken into account.

The selection process usually entails a high-level panel interview. Based on an internal review of international best practices, options to strengthen the assessment are being implemented (e.g., the introduction of scenario-based questions) or are under consideration (e.g., psychometric profiling, situational judgement questionnaire, standardized reference checking), and measures to address potential gender and geographical bias are being introduced.

In February 2017, a global call for nominations to non-specific positions of Special Representatives and Deputy Special Representatives of the Secretary-General was launched by the Senior Leadership Appointments Section in the Department of Field Support to expand and diversify the pool of potential candidates for senior leadership roles. The outreach campaign, which is part of the Department of Field Support's strategy to achieve gender parity at the level of Heads and Deputy Heads of Mission by 2021, resulted in a large number of nominations of candidates from 126 different nationalities, 41 per cent of whom were women. The process of reviewing nominations is ongoing. Nominees who meet the requirements for the leadership roles will be added to an internal database, which is a primary tool to source talent and complements the Secretary-General's own search and consultations. More junior candidates, internal and external, with leadership potential will be referred to other pipelines in the United Nations system, including the senior women talent pipeline initiative of the Field Personnel Division.

155 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

157 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

## **X. Strategies for complex peacekeeping operations: peacebuilding issues and the Peacebuilding Commission**

169 The Policy on Integrated Assessment and Planning adopted by the Secretary-General in 2013 guides Organization-wide assessment and planning to ensure that the purposes of integration can be achieved. The policy has been developed in consultation with United Nations partners and is accompanied by a handbook, which includes practical guidance on the implementation of the policy. It applies to all United Nations entities, including United Nations agencies, funds and programmes, in which an integrated presence is deployed or is being considered. In accordance with the policy, multidimensional peacekeeping missions and their United Nations partners must: (a) jointly assess the situation based on a conflict analysis; (b) develop a common vision and a plan at Headquarters and in the field; (c) put in place coordination structures; and (d) jointly monitor and report on progress. The goal is to maximize individual and collective impact on peace consolidation on the ground.

While there has been significant progress in implementing the policy, significant challenges remain. Many are the result of structural obstacles, including a lack of capacity and the misalignment of financing with common United Nations strategic priorities. Following the issuance of decision 2017/15 of the Executive Committee established by the Secretary-General, the Department of Peacekeeping Operations and the Department of Field Support have embarked on a United Nations system-wide review of the policy in partnership with the Integration Working Group and an analysis and planning working group led by the Executive Office of the Secretary-General. It is envisaged that revisions to the policy will be necessary in several areas, including with regard to risk management and the role of the Secretary-General's executive committee mechanism and to reflect the recently introduced planning

<i>Para. in A/71/19</i>	directive process of the Secretary-General. A final version of the revised policy and accompanying handbook will need to be consistent with recommendations emerging from the Secretary-General's reform of the peace and security architecture of the Organization, and reflect policy developments in related areas (e.g., prevention-related initiatives, sustaining peace, the "new way of working", discussions related to the intersection of humanitarian, development and peace issues, and the outcome of and follow-up to the World Humanitarian Summit).
176	An informal briefing will be provided on the implementation of the Policy on Integrated Assessment and Planning to the Special Committee during its substantive session of 2018. See also the response to paragraph 169 above.
182	An informal briefing on measures taken to enhance the capacity and core capabilities of the Secretariat for conflict prevention will be provided to the Special Committee prior to its substantive session of 2018.
190	An informal briefing will be provided to the Special Committee at the start of its substantive session of 2018.
191	An informal briefing will be provided to the Special Committee at the start of its substantive session of 2018.
<b>XI. Strategies for complex peacekeeping operations: disarmament, demobilization and reintegration</b>	
196	A detailed briefing will be provided to the Special Committee during its substantive session of 2018.
<b>XII. Strategies for complex peacekeeping operations: security sector reform</b>	
212	The delivery of the security sector reform training module has begun at the senior management level with the delivery of the module at the senior mission leaders course held in India. A briefing on guidance will be incorporated into the security sector reform briefing to the Special Committee prior to its substantive session of 2018.
213	A review of defence sector reform support is currently under way, in cooperation with the Geneva Centre for the Democratic Control of Armed Forces, and the results will be incorporated into the overall policy review of defence sector reform. Updates on defence sector reform support will be included in the next substantive briefing to the Special Committee.
215	An update on the roster will be incorporated into the security sector reform briefing to the Special Committee prior to its substantive session of 2018.
<b>XIII. Strategies for complex peacekeeping operations: rule of law</b>	
223	A briefing paper on the justice and corrections work of peacekeeping operations will be submitted by January 2018.
224	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
225	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

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226 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

228 Information on justice and corrections capacities and activities at Headquarters and in the field is included in the report of the Secretary-General to the Special Committee (A/72/573).

231 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

232 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

#### **XIV. Strategies for complex peacekeeping operations: gender and peacekeeping**

236 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

242 Information on coordination between the Department of Peacekeeping Operations and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is included in the report of the Secretary-General to the Special Committee.

245 Between 1 July 2016 and 30 June 2017, the core predeployment training materials, which cover gender mainstreaming and conflict-related sexual violence in peacekeeping operations, in addition to specialized training, were delivered by 11 training-of-trainers courses and 8 mobile training teams deployed by the Integrated Training Service to Member States.

The specialized training materials on conflict-related sexual violence were completed, and the specialized training-of-trainers course took place in February 2017. Specialized training materials on gender include the United Nations Police Gender Toolkit and the United Nations police standardized training curriculum for police officers on investigating and preventing sexual and gender-based violence.

Mandatory training for all staff in the Department of Peacekeeping Operations and the Department of Field Support includes: (a) the in-house training course on gender mainstreaming; and (b) the online "I Know Gender" training course. Both training courses cover generic gender issues.

In the field, the mandatory induction training for all peacekeeping personnel (including military, police, international and national civilian staff and United Nations Volunteers) upon arrival to the mission includes a topic on integrating gender into peacekeeping operations. In all missions, specialized training relating to gender issues is also delivered for certain areas (e.g., sexual and gender-based violence and conflict-related sexual violence), for different functions (gender advisers and gender focal points) and specific categories of personnel (civilian, police and military). There is also specific gender-related training for mission leadership.

The development of a one-day stand-alone training course on gender conflict analysis and reporting has been finalized, and will improve consistency across police and military gender focal points.

For the past three years, the Office of Military Affairs has delivered a training course for military gender advisers and gender focal points tailored to their specific training needs in order to fulfil their roles and responsibilities.

250 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

251 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

<i>Para. in A/71/19</i>	
252	The Guidelines on Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations are being revised. While the revision is in progress, the current version is still being used. The updated version will focus on assigning the guidance in the current booklet to each military function, which will make it more user-friendly and efficient.
253	<p>The Military Adviser met with the Special Representative on Sexual Violence in Conflict in September 2017. Military gender advisers work with all Senior Women Protection Advisers in the mission area, and they incorporate issues related to conflict-related sexual violence into military operational staff work.</p> <p>An informal briefing by the Special Representative will be provided to the Special Committee prior to its substantive session of 2018.</p>
254	A written briefing will be provided to the Special Committee prior to its substantive session of 2018.
<b>XV. Strategies for complex peacekeeping operations: children and peacekeeping</b>	
256	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
257	A written briefing will be provided to the Special Committee prior to its substantive session of 2018.
<b>XVI. Strategies for complex peacekeeping operations: health-related issues and peacekeeping</b>	
262	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
263	A new policy for casualty evacuations is being developed, in accordance with internationally accepted doctrine, by the Department of Field Support in coordination with the Department of Peacekeeping Operations. The policy is in the final stages of development and will be finalized soon.
266	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
268	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
269	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
271	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
272	An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.
273	The Medical Services Division is developing a curriculum for basic first-aid training which will be shared with Member States through a note verbale in the coming months. Consultation workshops and training-the-trainer workshops will be organized in 2018 to introduce the curriculum to Member States that deploy troops and formed police units.

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274 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

275 Where relevant, and based on their availability in the local labour market, field operations do recruit national medical personnel, in accordance with United Nations medical standards and subject to technical clearance by the Medical Services Division.

An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

## **XVII. Strategies for complex peacekeeping operations: protection of civilians and other mandated tasks**

284 An informal briefing was provided to the Special Committee on 8 September 2017.

285 The United Nations comprehensive protection-of-civilians training package has been developed jointly by the Integrated Training Service and the protection-of-civilians team to integrate guidance on the protection of civilians, child protection and conflict-related sexual violence into peacekeeping. The objective is to provide troop-contributing countries with a package to train their contingents' military decision makers at the tactical level on ways to plan and execute operations in which the level of risk is mitigated and threats of physical violence against civilians are eliminated. The target audience includes commanding officers of infantry battalions and special forces units, staff officers of those contingents and staff officers of force and sector headquarters responsible for overseeing tactical planning. The comprehensive protection-of-civilians training package is for use in both predeployment and in-mission training.

The updated core predeployment training materials curriculum includes material on the protection of civilians, and there are specialized training materials for the protection of civilians at the operational and tactical levels. Protection-of-civilians elements are included in all senior leadership courses, and scenario-based, mission-specific training in crisis management has been developed for mission leadership. In all missions, specialized training relating to the protection of civilians and other protection-related mandates is ongoing for different categories of personnel and for personnel with specific protection functions.

The Office of the United Nations High Commission for Human Rights and the Standing Police Capacity developed a specialized human rights training course for the Standing Police Capacity that is to be delivered at regular intervals to keep up with the rotation cycles of Standing Police Capacity personnel.

The protection-of-civilians team is currently participating in the training needs assessment on protection of civilians of the Integrated Training Service, which is focused on the in-mission training needs of the protection-of-civilians-mandated missions. A report on the findings is expected in the fourth quarter of 2018.

An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

291 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

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292 A Policy, Evaluation and Training Division evaluation on mission-specific strategies for the protection of civilians conducted in 2017 identified the need to better integrate those strategies into existing planning documents. In that regard, the Division has worked with missions on the development of protection-of-civilians strategies under the guidance of the Policy on the Protection of Civilians in United Nations Peacekeeping of the Department of Peacekeeping Operations and the Department of Field Support, published in 2015, and on the development of a short guidance note that was sent to missions in January 2017 that strongly recommended the integration of the Policy within mission concepts of operations to ensure better coherence on issues related to the protection of civilians. During the reporting period, the Division continued to support missions in their development of protection-of-civilians strategies, including in the United Nations Interim Force in Lebanon (UNIFIL) and MINUSMA.

293 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

294 Members of the Policy, Evaluation and Training Division tasked with issues related to the protection of civilians continue to provide operational support and guidance to missions, including through table-top exercises, threat assessments and reporting guidance, and regularized communication with missions. In addition, a conference held in March 2017 for Senior Protection of Civilians Advisers allowed for in-depth discussions on critical operational issues and enabled the Advisers to share best practices and lessons learned. A survey of mission staff currently under way will further elucidate key areas in which the Policy, Evaluation and Training Division can develop operational guidance for missions based on their stated needs.

297 The Integrated Training Service undertook a training needs assessment on in-mission training needs for the protection of civilians, and will recommend priorities for training design and delivery in order to strengthen the performance of mission personnel in tasks related to the protection of civilians. That will include the development of tailored in-mission training sessions, with a focus on scenario-based exercises tailored to the specific protection-of-civilians mandates and operational environments of missions.

Between 1 July 2016 and 30 June 2017, two training recognition certificates for United Nations protection-of-civilians courses were awarded to Member State training institutions that delivered predeployment training courses to military contingents. Also during that time, eight mobile training teams were deployed to troop- and police-contributing countries. One mobile training team was specifically deployed to UNMISS, and one training-of-trainers course was conducted for UNIFIL to build the capacity of trainers in accordance with United Nations standards.

The Integrated Training Service and the Office of Military Affairs jointly developed table-top exercises to strengthen mission capacity to respond to operational needs, in particular among senior leadership teams. The objectives included improving decision-making, validating plans and identifying weaknesses in policies and guidance. A table-top exercise on the protection of civilians was delivered in UNMIL in 2016, and a training-of-trainers course for mission exercise planners was conducted to build mission capacity in Entebbe, Uganda, in 2017.

The United Nations comprehensive protection-of-civilians training package developed for troop-contributing countries integrates guidance on the protection of civilians, child protection and conflict-related sexual violence in peacekeeping. The first pilot training-of-trainers course took place in May 2017. A comprehensive protection-of-civilians development workshop for the police component was scheduled for September 2017. There are plans to incorporate the tactical concepts of the comprehensive protection-of-civilians training into foundational modules on the protection of civilians in other specialized training materials.



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An informal briefing will be provided to the Special Committee prior to its substantive session of 2018 that will further detail training developments and implementation.

299 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

301 An informal briefing on best practices with regard to measures taken by peacekeeping operations to foster cooperation with the host authorities will be provided to the Special Committee prior to its substantive session of 2018.

### **XVIII. Cooperation with troop-contributing and police-contributing countries**

306 Between 1 July 2016 and 30 June 2017, three mobile training teams were deployed to assist troop- and police-contributing countries in meeting training requirements needed for operational readiness as a follow-up to assessment and advisory visits.

Since March 2016, the Strategic Force Generation and Capability Planning Cell has planned and conducted 37 assessment and advisory visits to assess 105 pledged units registered in the Peacekeeping Capability Readiness System. Assessment and advisory visits are planned well in advance of a potential deployment and aim to make a thorough assessment of the preparedness and readiness of pledged units so that a contributing country has sufficient time to rectify any shortfalls before its units are considered for deployment. During those visits, the teams have held discussions with military and political officials, leading to the pledge of a number of unexpected new capabilities. In addition, the visits have helped to identify bilateral partnerships and rectify shortfalls in the equipment or training of troop- or police-contributing countries. Feedback received from country representatives and assessment and advisory visit team members have so far reinforced the necessity and utility of the visits. Troop- and police-contributing countries have been eager to engage with United Nations experts regarding the requirements for their proposed capabilities, and the discussions with military, police and political leadership in capitals have improved communication lines and reduced confusion about United Nations rules, requirements and procedures.

309 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

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

323 The Department of Peacekeeping Operations holds regular meetings with troop- and police-contributing countries. In conducting strategic reviews, relevant Member States, including the host governments, are informed in advance of the objectives and briefed on the outcomes following the reviews. Those formal consultations are also complemented by informal engagements in which the Secretariat provides updates regarding the situation on the ground and on the planning for and concept of future operations of the mission. Specific information that has a substantive impact on deployment, concepts of operations, command and control structures and rules of engagement of missions are routinely shared with troop- and police-contributing countries. The consultations have enabled the Secretariat to provide explanations regarding the specific capabilities required in a given situation, potential mandate options before an operation is authorized and timely information concerning specific political and security developments in current operations, as well as briefings on processes and outcomes of assessment missions. The findings of the relevant strategic and technical reviews are also discussed and shared with the respective troop- and police-contributing countries. The meetings provide a valuable opportunity for contributing countries to reflect their concerns and for other Member States to better understand the challenges on the ground.

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## XX. Enhancement of African peacekeeping capacities

340 The United Nations Office to the African Union underwent a strategic review in 2013 and a civilian staffing review in 2015, both of which were conducted jointly by the Department of Political Affairs, the Department of Peacekeeping Operations and the Department of Field Support, in consultation with the African Union Commission. The reviews recommended that both the management and political components of the Office be strengthened to enable it to more effectively engage, support and backstop efforts, and, more broadly, to enhance conflict prevention, peacekeeping and peacebuilding initiatives. In 2016, the report of the Secretary-General on the review of the United Nations Office to the African Union (A/71/551) recognized the need to strengthen strategic coherence with the African Union and the regional economic communities and regional mechanisms throughout the conflict cycle. The new structure of the Office, which took effect on 1 January 2017, enables it to support even greater political convergence and operational cohesion between the United Nations, the African Union and their partners on peace and security issues in Africa. Staffing adjustments were made at the technical level, while redundancies and efficiencies were also addressed. The Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security, along with a streamlined Office, will deliver concrete results with regard to jointly addressing challenges to peace and security. Against that backdrop, the Secretary-General intends to carry out an assessment of the Office at the most appropriate time for both organizations, pursuant to Security Council resolution 2320 (2016).

344 On 26 May 2017, the Secretary-General submitted a report on options for authorization and support for African Union peace support operations (S/2017/454), pursuant to Security Council resolution 2320 (2016), in which the Council, inter alia, requested him to continue working closely with the African Union to refine options for further cooperation on relevant African Union proposals, including on joint planning and the process for mandating African Union peace support operations, subject to authorization by the Council.

In his report, the Secretary-General proposed a framework of decision-making, a key feature of a toolbox for transitions, that will make joint action more effective, including through proposals for institutionalized approaches to joint planning and mandating, while also highlighting the importance of compliance and oversight, particularly in the areas of human rights and conduct and discipline, which are critical concerns in all peace operations. In the report, the Secretary-General also acknowledged that further technical work was needed in order to agree on the modalities for joint analysis, assessment and planning as well as reporting to the relevant intergovernmental bodies. Similarly, the Chairperson of the African Union Commission submitted updates on the Peace Fund of the African Union and on the relevant provisions of Security Council resolution 2320 (2016) on United Nations assessed contributions for African Union-mandated or -authorized peace support operations (see S/2017/496).

The reports of the Secretary-General and the Chairperson of the African Union Commission provide an overview of the priorities of the African Union with regard to strengthening the overall effectiveness, management and oversight of peace support operations, including the strengthening of its planning and management capacities and of its partnership with the United Nations, and the establishment of a robust accountability and compliance framework. Those are critical steps towards establishing a creative and flexible transition toolbox which, pursuant to Security Council resolution 2378 (2017), will feature in the next report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union. In the light of the evolving partnership and the request of the Council, the toolbox will focus on modalities for the coordination of assessment and planning, the exchange of information and joint reporting. It will also be instrumental in helping strengthen the African Standby Force's readiness as the overarching framework for African peace support operations.

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348 Since taking office, the Secretary-General has committed to a new era of cooperation with the African Union and has pledged to contribute to changing the narrative about Africa, to work in support of the efforts of the African Union to promote unity and progress across the continent and to establish a higher platform of cooperation that recognizes Africa's assets and enormous potential. On 19 April 2017, the Chairperson of the African Union Commission and the Secretary-General convened the first annual conference of the United Nations and the African Union at United Nations Headquarters to facilitate a shared understanding at the highest levels of the two organizations of the root causes and drivers of conflict, and to promote convergence in decision-making to the extent possible. To underscore their reinvigorated partnership, the Chairperson and the Secretary-General signed the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security. The Joint Framework includes four key action areas: preventing and mediating conflict and sustaining peace; responding to conflict; addressing root causes; and the continuous review and enhancement of the partnership. It provides a comprehensive strategic vision for a stronger partnership as the two organizations jointly address peace and security challenges across the continent.

Subsequently, and with a view to facilitating the implementation of the Joint Framework, the Secretariat set up a working group for an enhanced partnership in peace and security with the African Union, while the African Union Commission established a framework implementation task team. Both teams held several meetings during the reporting period, and those structures will play a key role as platforms to coordinate the implementation of the Joint Framework, including through strengthening strategic coherence and operational collaboration and partnership throughout the conflict cycle in Africa.

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

351 In its resolution [70/286](#), the General Assembly requested the Advisory Committee for Administrative and Budgetary Questions to ask the Board of Auditors to issue a compilation of lessons learned from the global field support strategy for publication. To provide an answer to that specific request, the Board considered the lessons the Department of Field Support had learned from global field support strategy and the conclusions the Department had drawn, as well as actions it had taken to better support field missions. The findings, entitled "Compilation of lessons learned from the Global Field Support Strategy", have been published on the Board's website (see [www.un.org/en/auditors/board/auditors-reports.shtml](http://www.un.org/en/auditors/board/auditors-reports.shtml)).

For context, the previous language responding to the request of the Special Committee (see [A/71/587/Add.1](#), para. 306) read:

The Secretary-General provided detailed information on the results and benefits derived from the implementation of the global field support strategy, 2010–2015, in his report on the overview of the financing of the United Nations peacekeeping operations (see [A/70/749](#), annex IX). Additional information will be provided according to the guidance provided by the Advisory Committee on Administrative and Budgetary Questions and Member States, as requested by the General Assembly in its resolution [70/286](#).

356 A briefing to update the Special Committee on the ongoing work of the Regional Service Centre at Entebbe will be provided prior to its substantive session of 2018.

357 A comprehensive update will be provided during an informal briefing to the Special Committee prior to its substantive session of 2018.

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361 The Information and Communications Technology Division of the Department of Field Support is currently refreshing its satellite hardware and has completed that task at 147 sites. To date, dynamic bandwidth allocation systems have been deployed at 106 sites. The intelligent wide area network rollout is occurring in phases: the first phase has been completed, and planning for the second is under way. The Division is also working with contingents to assist troop- and police-contributing countries in finding connectivity solutions to improve their compliance with regard to self-sustainment.

362 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

363 The Field Personnel Division's Rapid Response Section is activated to address surge support for the start-up, transition and liquidation of field operations by providing dedicated and enhanced human resources capacities. Staff affected by downsizing, providing they meet eligible contractual criteria, are reassigned laterally, in accordance with the authority of the Under-Secretary-General for Field Support. As part of his proposed management reform, the Secretary-General will explore the further delegation of authority to Heads of departments to enhance decision-making and effectiveness in the Organization, including in peacekeeping missions. In addition, as part of the follow-up to the report of the High-level Independent Panel on Peace Operations ([A/70/95-S/2015/446](#)), a number of measures were agreed to ensure rapid deployment to new/expanding peacekeeping missions. The measures will be further reviewed and refined in the context of the Secretary-General's proposed management reforms.

366 The Department of Field Support will provide an update on operational aspects of its work prior to the resumption of the next session of the Special Committee.

## **XXII. Best practices and training**

370 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

372 A training-of-trainers centre supports Member State preparations for peacekeeping and provides training support to missions. The tasks of the training-of-trainers centre are to be identified by troop- and police-contributing countries, the Department of Peacekeeping Operations, the Department of Field Support or field missions. Since its establishment, the centre has conducted training-of-trainers sessions on the United Nations Staff Officers Course, the comprehensive protection-of-civilians training package and child protection, provided sessions on the training of military gender advisers and conducted table-top exercises. For the remainder of 2017, the centre will conduct additional training-of-trainers sessions for the United Nations Staff Officers Course, a police planners course, a police assessment certification workshop and a military sector command course.

374 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

379 The updated core predeployment training materials and the mandatory induction training for all peacekeeping personnel in the field include training with regard to child protection, gender mainstreaming and conflict-related sexual violence in the context of peacekeeping operations to ensure that deploying personnel receive guidance in accordance with United Nations standards.

Specialized training materials on child protection for United Nations police were launched in September and December 2016. The specialized training materials on child protection for the military, developed in 2014, will be updated and rolled out in 2018. The specialized training materials on conflict-related sexual violence have been completed, and the training-of-trainers course took place in February 2017.

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Specialized training materials on gender include the United Nations Police Gender Toolkit and the United Nations police standardized training curriculum for police officers on investigating and preventing sexual and gender-based violence.

For the past three years, the Office of Military Affairs has delivered a training course for military gender advisers and gender focal points tailored to their specific training needs in order to fulfil their roles and responsibilities.

380 For the past three years, the Office of Military Affairs has delivered a training course for military gender advisers and gender focal points. The course is based on the implementation of Security Council resolution 1325 (2000) on women, peace and security, and is tailored to the specific training needs of military gender advisers and gender focal points in order to fulfil their roles and responsibilities. Course content covers issues related to understanding gender within a military context, conflict-related sexual violence, child protection, the protection of civilians and sexual exploitation and abuse.

381 All training materials are posted on the training page of the Peacekeeping Resource Hub for easy access by Member States. The Resource Hub currently has 831 registered users from Member States, and that number continues to grow on a weekly basis.

All training materials, once completed, are translated into the six official languages of the United Nations. Translated training materials are uploaded to the Peacekeeping Resource Hub as they become available.

382 The Department of Peacekeeping Operations and the Department of Field Support continue to encourage nominations from Member States for the senior mission leaders course. In response to the recommendations of the report of the Office of Internal Oversight Services entitled “Evaluation of the senior leadership training of the Department of Peacekeeping Operations and the Department of Field Support”, published in 2015, the senior mission leaders course and the Senior Mission Administration and Resource Training Programme have been updated to reflect changing security threats and operational challenges, with a focus on better preparation for the management of crises and administration. The inclusion of more scenario-based exercises and mission-specific case studies in the revised training materials enables senior management to apply practical knowledge, skills and experience to the current realities of complex and hostile environments.

A “mission advanced staff training” programme has been developed to strengthen the professional preparation of staff for field mission management assignments, such as Chiefs/Directors of Mission Support, mission Chiefs of Staff or heads of components who have significant programme management responsibilities. Specifically, the goal of the programme is to strengthen the skills needed to: (a) function effectively within the mission leadership team; and (b) provide strategic advice and guidance to the Head of Mission and their mission leadership teams while managing complex activities in support of mandate implementation.

A curriculum for a police commander course is being developed in consultation with Member States; workshops took place in May and June 2017.

A two-day induction programme for newly appointed Special Representatives to the Secretary-General has also been developed.

Between 1 July 2016 and 30 June 2017, three Senior Mission Administration and Resource Training Programme training courses were conducted; 16 of the 40 participants were women. The pilot course for the mission advanced staff training programme was conducted in May 2017; 6 of the 16 participants were women.

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383 The Department of Peacekeeping Operations has been developing a course contributing to the operational readiness preparations of police-contributing countries in peacekeeping operations. A pilot course is scheduled to be held in February 2018.

The Police Division, in consultation with Member States and field missions, is further refining its standard operating procedures for the predeployment assessment procedures of police personnel, including formed police units. The revisions are aimed at enhancing the pre-assessment preparation processes of Member States, as well as the effectiveness and transparency of the United Nations selection assistance and assessment programme, through a more consistent, harmonized and updated approach, to allow more timely and targeted preparation and deployment for all categories of United Nations police with the skills and experience required for effective mandate implementation.

### **XXIII. Personnel**

389 During the reporting period, the Department of Field Support actively participated in the development of the Secretary-General's strategy on gender parity. The Assistant Secretary-General for Field Support represented field missions in the United Nations system-wide gender strategy meeting in August 2017, and the Field Personnel Division chaired the related working group on the development of measures to improve gender parity in mission settings. The Field Personnel Division also carried out statistical research and focus groups as part of that effort. The multifaceted gender parity strategy for civilians aims to boost the percentage of women working in United Nations peace operations beyond the current baseline of 28 per cent by putting in place challenging yearly targets for each mission; promoting a positive image of women civilians working in the field by featuring their stories in social media; creating broader and deeper talent pools of women who can be assessed and selected for United Nations peace operations under special temporary measures for recruitment promulgated by the Secretary-General to help field missions select qualified women at faster rates; and improving the living and working conditions of civilian staff working in hardship locations. For the period 2016–2017, the Division's generic job openings and position-specific job openings managed by the field missions yielded a pool of candidates in which only 30 per cent were women, which is only slightly more than the current baseline (28 per cent) of women deployed in international civilian posts in United Nations peace operations. In that regard, the Division has suggested that temporary special measures for the recruitment of women are necessary to make quicker progress and to achieve the Secretary-General's goal of gender parity. In the meantime, the Division has engaged an outreach partner called "impactpool" ([www.impactpool.org](http://www.impactpool.org)) to publicize vacancies and to feature women in civilian peacekeeping roles. For the period 2017–2018, the Division also plans to publish and manage some roster vacancies at the P-5 and D-1 levels for women only. The profiles for those roster vacancies will be matched to the senior women talent pipeline initiative, so that women accepted to the pipeline will have a chance to be rostered.

The Field Personnel Division used existing resources and an existing contract with "impactpool" to create a new online platform for the management of the senior women talent pipeline initiative. The new online system allows for seamless, end-to-end management of applications, screening and placement in the pipeline, in addition to providing search capabilities and communication with members. On 15 June, the senior women talent pipeline initiative for United Nations peace operations was reopened for candidates at the D-1 and D-2 levels with profiles in mission support/administration, political affairs/mediation, civil affairs, rule of law and security institutions, and public information. Member States were notified by note verbale, a number of outreach activities were held and a social/digital media campaign was launched. As part of the social media campaign, a series of testimonials from six currently serving senior women in United Nations peace operations were developed and widely disseminated. As at 20 September 2017, the Field Personnel Division had registered 1,658 applications in the pipeline, including nominations from Member States. A review panel was scheduled to meet in October to select a new group of candidates for the pipeline. The pipeline is financed through extrabudgetary resources, and the Secretariat plans to seek additional funding through the support account for peacekeeping operations to make this valuable effort sustainable.

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During the reporting period, the team also contacted existing members and recent applicants to the senior women talent pipeline initiative, notifying them of current vacancies at the D-1 and D-2 levels. Pipeline candidates were referred to vacancies such as Director of Mission Support (D-2) at UNAMID, MONUSCO and UNMISS; Chief of the Regional Service Center at Entebbe (D-1); Chief of Staff (D-2) at MONUSCO, UNAMID and MINUSMA; and Political Director (D-2) at MINUSMA. Candidates were also advised to apply for roster vacancies such as the Political Head of Office (D-1). A pipeline member was selected for the post of Chief of Public Information (D-1) at UNSMIL.

390 The Force Generation Service of the Department of Peacekeeping Operations is developing a policy on the allocation of posts of military experts on mission and military staff officers in United Nations peacekeeping operations. The policy is under consultation and is expected to be promulgated in 2017. The policy will confirm the procedure currently in place, wherein the posts allocated to non-mission troop-contributing countries in each mission are mandated not to exceed 30 per cent of the total posts. Other issues, such as the allocation of specific vacancies for women military personnel and selection for highly specialized posts, will also be covered by the policy.

Separately, the Police Division has conducted a review of existing recruitment procedures to ensure fair representation of police-contributing countries and increase police representation among women.

During the reporting period, the Field Personnel Division of the Department of Field Support engaged with a total of 42 troop- and police-contributing countries through a range of round-table discussions, outreach visits and bilateral meetings, with the aim of sensitizing troop- and police-contributing Member States with regard to the talent gaps that exist in field rosters and where the current talent needs are required. In addition, the Field Personnel Division provided training materials to troop- and police-contributing countries on how to apply to rosters, how to approach competency-based interviewing and what it means to be on a roster in order to increase awareness among those nationals who might be interested in applying to the field. Given that the briefings were held during the reporting period, the Field Personnel Division will be able to ascertain over time the difference the outreach efforts might have made to the application rate for the rosters. The Field Personnel Division is committed to continuing with the same approach with troop- and police-contributing countries for current and future reporting periods.

392 The Office of Military Affairs has led bilateral talks with more than half of Member States to explain the purpose behind the goal to have 15 per cent of military observers and staff officers be women. The Office is intent on reaching a tipping point in which its military component sees women peacekeepers as the norm and not as a novelty. The modest figures required to meet the 15 per cent target from each Member State (four to five women officers) are being supported by the Office through initiatives such as enabling women with young children to deploy for six months (subject to funding solutions), providing training for women as military observers and staff officers and, if necessary, reallocating posts from Member States who are unwilling or unable to give women the opportunity to serve with the United Nations as a military peacekeeper.

The Police Division is continuing to implement the global effort to increase the representation of women in police to 20 per cent by 2020.

393 See the comment related to the selection process in paragraph 149 above.

395 The Secretariat continues to enhance the selection and recruitment process related to the appointment of military and police specialists in the Department of Peacekeeping Operations and the Department of Field Support. The Secretariat conducts a recruitment campaign for seconded military and police twice a year. The list of vacant military and police specialists is shared with all Member States in advance in order to avoid or reduce gaps in the rotation of seconded military and police officers.

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While ensuring transparency in recruitment processes, due consideration is given to women candidates during final selection, as well as to candidates from troop- and police-contributing countries for positions in peacekeeping operations or Headquarters positions funded by the support account for peacekeeping operations to ensure the proper representation of troop- and police-contributing countries.

The Police Division has reviewed the selection and recruitment procedures to enhance transparency and recruit specialist police personnel of both genders.

396 A leadership partnering initiative was launched by the Senior Leadership Appointments Section in the Office of the Under-Secretary-General for Field Support in November 2014. The purpose of the initiative is to provide newly appointed Heads and Deputy Heads of peacekeeping and political missions with leadership support by pairing them with a leadership partner (a mentor who is currently serving or has successfully served as Head or Deputy Head of Mission) who can share his or her knowledge about institutional culture and practices, experiences and lessons learned. In June 2015, the report of the High-level Independent Panel on Peace Operations highlighted the lack of support to senior leaders in the field as a major gap and recommended providing new mission leaders with an induction programme complemented by a mentoring programme (see [A/70/95-S/2015/446](#), para. 278). In his response to the report of the High-level Independent Panel, the Secretary-General took those recommendations forward, stating that, pending results and availability of resources, the mentoring programme currently being piloted could be made mandatory (see [A/70/357-S/2015/682](#), para. 117). In April 2016, the Senior Leadership Appointments Section was able to transition the leadership partnering initiative from the pilot phase to a funded programme thanks to extrabudgetary funds made available for the period from April 2017 to March 2018. As of August 2017, the Section has administered 20 partnerships (13 involving Heads or Deputy Heads serving in United Nations peacekeeping missions) involving equal numbers of men and women mentees. Feedback received from mentees and mentors alike has so far been very positive.

An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.

399 The Secretary-General continues to support and encourage greater use of locally recruited staff members. In implementing relevant General Assembly resolutions, the Secretary-General continues to review international functions that could be nationalized. In that regard, nationalization guidelines have been drafted and will be complete in November 2017. In addition, the Field Personnel Division issued guidelines for the selection of locally recruited staff members in peacekeeping operations.

## **XXIV. Financial issues**

409 The Field Budget and Finance Division provides analyses related to troop deductions to troop-contributing and police-contributing countries on a quarterly basis.

410 The guidelines for the award of the risk and premium for key enabling capabilities are in the process of being approved.

## **XXV. Other matters**

415 The Secretariat continues to work closely with the Bureau of the Special Committee to ensure that the Secretariat's submissions are made in a timely manner and that it effectively supports the important work of the Special Committee.

418 An informal briefing will be provided to the Special Committee prior to its substantive session of 2018.