



General Assembly

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Agenda item 136

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Review of the management structure of all peacekeeping operations

Note of the Secretary-General

1. In its decision 59/507 of 29 October 2004, the General Assembly requested the Secretary-General to submit, at the second part of its resumed fifty-ninth session, a report on the review of the management structure of all peacekeeping operations, inter alia, through administrative comparisons, as appropriate, taking into account the complexities, mandates and specificities of each operation and the necessity of carrying out each operation effectively and efficiently. In his note dated 26 April 2005,¹ the Secretary-General reported that, owing to the ongoing surge in planning and deploying new peacekeeping operations, the Secretariat had limited resources available to undertake the review within the time allotted. He indicated that the report would be submitted to the General Assembly at the second part of its resumed sixtieth session. In section IV of its resolution 59/296 of 22 June 2005, the Assembly recalled its decision 59/507, noted that some operations had undertaken the revision required and requested the Secretary-General to ensure that the remaining complex operations would conduct the requested review and streamline their structures and report thereon in the context of the relevant budget submissions.

2. As required, the management structure and the levels of posts in all peacekeeping missions were reviewed in the context of the preparation of the 2006/07 budget submissions of individual missions. In addition, an extensive external management review was conducted of the structure of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC). The results of these reviews are reflected in the 2006/07 budget proposals.

3. The mission reviews yielded two significant findings. Firstly, while the mandate, complexity and operational environment of individual missions are sui generis, the types of activities performed are fairly consistent across multidimensional missions, although where they are situated in the organizational

¹ A/59/794.

structure may vary depending on the mandate and operational environment of the individual mission. Commonalities and differences among the missions therefore suggest that there are basic “building blocks” from which missions are constructed and from which models and standards may be developed. Secondly, existing organizational design tools, which were designed for a stable headquarters operation, are now dated. The development and implementation of field-relevant model mission structures, benchmarks and standards will build on the ongoing analysis of existing structures and identified norms, including their validation against the standards applied in comparable organizations.

4. Work on the review of the management structure of peacekeeping operations is currently under way as part of a broader initiative of the Department of Peacekeeping Operations to better position itself, both at Headquarters and in the field, to meet future peacekeeping challenges. This initiative comprises two parallel exercises to benchmark the functions performed in and post requirements for multidimensional peacekeeping operations and to develop standard organizational models that would enable senior leadership to focus on achieving mandates, ensure manageable spans of control, clarify reporting lines and promote coordination and communication.

5. As the review is still in progress, the Secretariat is unable to submit the complete report on the review of the management structure of peacekeeping operations for consideration at the second part of the resumed sixtieth session. While much work has been done on the collection and analysis of data relating to the management structure of peacekeeping operations, further work and wider consultations are needed to validate findings and recommendations. In light of the continuing strain that the expansion of peacekeeping is placing on the limited resources of the Department of Peacekeeping Operations, it is expected that the complete report on the review of the management structure of peacekeeping operations would be submitted for consideration by the General Assembly at its sixty-first session.
