

# THE NEW HORIZON INITIATIVE:

## PROGRESS REPORT No. 2 DECEMBER 2011



Department of Peacekeeping Operations and Department of Field Support

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New York, December 2011



## FOREWORD

Since the issuance of *A New Partnership Agenda: Charting a New Horizon for United Nations Peacekeeping* in July 2009, the Secretariat and Member States have been engaged in a joint agenda to reinvigorate the peacekeeping partnership with a view to improving the effectiveness of operations on the ground. What commenced as an informal dialogue among peacekeeping stakeholders has since evolved, through a dynamic interaction with Member States, into a comprehensive reform agenda that is now in its second year of implementation.

Building on the achievements of the first year, which were outlined in *The New Horizon Initiative: Progress Report No. 1* of October 2010, the past year has seen significant progress towards consolidating a shared vision of the future direction of United Nations peacekeeping and towards advancing reform priorities across the four New Horizon pillars of Policy Development, Capability Development, the Global Field Support Strategy, and Planning and Oversight. This paper summarizes the key achievements and activities of the period since the first progress report. It furthermore highlights priorities in the upcoming year 2012 as we continue to work together with all members of the peacekeeping partnership to operationalise and implement the New Horizon agenda and its vision of more effective and efficient peacekeeping.

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# I. INTRODUCTION

## A. PURPOSE OF THE REPORT

United Nations peacekeeping is a key instrument of the Member States in support of the maintenance of international peace and security and remains a unique mechanism for collective action and partnership. Its global reach and broad participation are a source of its fundamental legitimacy; however, its multinational nature also leaves it subject to external political and resource pressures and competing demands. As United Nations peacekeeping has undergone a decade-long surge, strains from this growing demand, as well as an intensifying global financial crisis have challenged the global partnership that underpins the peacekeeping instrument.

In 2009, the New Horizon initiative was developed as a contribution to a dialogue aimed at re-invigorating the peacekeeping partnership and identifying a common future vision of United Nations peacekeeping. There was concern that the scale of peacekeeping had outgrown the systems in place to generate, manage and support missions. Political strains in the global partnership had also intensified as Member States contributed larger numbers of personnel, in some cases without a clear or shared understanding of evolving mandates and tasks. There were also growing demands on the part of troop- and police-contributing countries for expanded consultation and dialogue as a key element of the global partnership.

In order to better define the peacekeeping environment and to address the needs of Member States, an informal document entitled *A New Partnership Agenda: Charting a New Horizon for United Nations Peacekeeping* was released by the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) in July 2009. Based on progress achieved in the initial year of its implementation, a first progress report was issued in October 2010. This second progress report summarizes efforts on implementation of the New Horizon agenda in the second year and provides some observations on outstanding challenges.



## B. THE NEW HORIZON PROCESS

The New Horizon document was drafted as an initiative to focus the dialogue and partnership between the Secretariat and Member States, a process that has continually evolved as Member State deliberations and Secretariat efforts have advanced. Based on initial consultations, a priority agenda for the initiative was set out in the Secretary-General's report to the 64<sup>th</sup> session of the General Assembly (2009) and his subsequent reports on implementation of the recommendations of the Special Committee on Peacekeeping Operations in 2009 (A/64/573) and 2010 (A/65/680). This agenda has been the subject of implementation activities and ongoing consultations on the strengthening of United Nations peacekeeping.



Four Priority Areas	
POLICY DEVELOPMENT	CAPABILITY DEVELOPMENT
Developing practical guidance on critical roles for United Nations peacekeeping <ul style="list-style-type: none"> <li>• Achieving policy consensus</li> <li>• Clarity of tasks and responsibilities:               <ul style="list-style-type: none"> <li>✓ Protection of Civilians</li> <li>✓ Peacekeeping-peacebuilding</li> <li>✓ Robust approach/effective peacekeeping</li> </ul> </li> </ul>	Identifying, building, and sustaining the required capabilities to support peacekeeping <ul style="list-style-type: none"> <li>• Filling critical gaps sustainably</li> <li>• Stronger performance culture</li> <li>• Outreach to contributors and coordination of capability-building assistance</li> </ul>
GLOBAL FIELD SUPPORT STRATEGY	PLANNING AND OVERSIGHT
Improving service delivery to the field through the introduction of a new service delivery model <ul style="list-style-type: none"> <li>• Client orientation</li> <li>• Flexibility and faster deployment</li> <li>• Scale efficiencies</li> </ul>	Ensuring more effective arrangements for planning, accountable management and oversight of missions <ul style="list-style-type: none"> <li>• More inclusive planning</li> <li>• Improved information and reporting</li> <li>• Accountability frameworks</li> </ul>



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## II. SUMMARY OF PROGRESS AND DEVELOPMENTS

### A. POLICY DEVELOPMENT

This section reviews progress on three areas identified in the New Horizon initiative as critical roles for United Nations peacekeeping: **protection of civilians**, **peacebuilding roles** of peacekeeping operations, and more **effective peacekeeping**. The New Horizon paper stressed that a shared understanding of such roles is essential for effective mandate implementation and for a strengthened global partnership.

#### 1. Protection of Civilians

Since 1999, the Security Council has tasked United Nations peacekeeping operations with protecting civilians from the imminent threat of physical violence. While the presence of a peacekeeping mission may generate high expectations among the host population and broader international community, the numbers and capabilities of United Nations peacekeepers in the area of protection are finite and other key mandated tasks assigned to United Nations peacekeepers often put a strain on the human and material resources available for the protection of civilians. A comprehensive DPKO/OCHA lessons learned study, which highlighted this situation, was prepared in 2009.

Within these inherent challenges and limitations of protection of civilians (POC), the Secretariat and Member States have jointly engaged in a comprehensive effort to bolster the capacity of United Nations peacekeeping operations to implement POC tasks to maximum effect. To this end, the Security Council in 2009 called for comprehensive guidance on protection of civilians as well as outreach strategies. It subsequently adopted a practice of biannual thematic debates on protection of civilians. In 2010, the Special Committee on Peacekeeping Operations called for the preparation of a **strategic framework** with elements and parameters for **mission-wide POC strategies, training modules**, and identification of **resource and capability requirements** to carry out POC mandates effectively.

In response to these requests, in early 2011, the Secretariat presented a **draft strategic framework** to Member States, while simultaneously initiating the development of POC training modules and a matrix of POC resource and capability requirements. In parallel, specific guidance on civil-military coordination was issued in 2010 and provides a framework for enhancing the overarching protective environment. The Special Committee in its 2011 substantive session recognized the Secretariat's work on protection issues and called for the development of comprehensive protection strategies by missions, while taking note of efforts to address POC more



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consistently in mission concepts of operations. It also took note of the framework for drafting comprehensive protection of civilians strategies and called for it to be updated as required, with due consideration to the full range of views of Member States. In keeping with these priorities, DPKO/DFS in 2011 have continued to work with missions on developing and implementing **comprehensive POC strategies** in concert with human rights and humanitarian partners.

On training, the Special Committee in 2011 recognized the progress made in the development of **POC-focused training modules** and the ongoing work on pre-deployment and scenario-based training. The POC modules, which were developed in close consultation with troop- and police-contributing countries and other key stakeholders, were released in November 2011 and will undergo periodic review and update as per standard practice. As a part of the Secretariat's effort to bring greater coherence to our activities in the area of protection of civilians, child protection, and conflict-related sexual violence, the training modules on conflict-related sexual violence developed jointly by UN Action Against Sexual Violence in Conflict Coordination, UN Women, and DPKO have been incorporated into the POC modules.

With respect to POC **resources and capabilities**, a **draft matrix** was shared with Member States during the 2011 substantive session of the Special Committee on Peacekeeping Operations. Having examined the key elements of the matrix, the Special Committee in 2011 called for accelerated efforts by the Secretariat to outline the resource and capability requirements for POC and for continued consultation with troop- and police-contributing countries and others on these POC requirements. Consistent with this request, the draft matrix is undergoing refinement through ongoing dialogue with missions and Member States. Overall, POC efforts are increasingly shifting from development to operationalisation and practical implementation of policy and guidance tools in support of POC mandate implementation, as well as to roll-out of training and continued work on resourcing and capabilities.

Looking ahead, the Special Committee requested further information and action from the Secretariat on a range of protection-related issues. This included a call for further work on mission **communication** and **outreach strategies** and improved headquarters and field **coordination** efforts with regional bodies and other relevant actors. The Committee noted its wish that the POC training modules be finalised and that planning and training processes in support of POC be improved.

In recognition of the importance of POC and the need to support field missions effectively, the Fifth Committee approved the creation of a Protection of Civilians Coordination Officer within the Secretariat. Extra-budgetary resources have been mobilized to provide additional staff support to this unit, so as to ensure that missions with POC mandates receive the support they require for POC planning and implementation activities and to carry forward the work that has been achieved towards this end.



**TABLE 1 – Protection of Civilians: Key Deliverables**

	By end 2011	By end 2012
<b>Lessons and guidance</b>	<p>DPKO/OCHA Study: <i>Lessons Learned from the Protection of Civilians by UN Peacekeeping Operations: Dilemmas, Emerging Practices and Lessons (2009)</i></p> <p>DPKO/DFS <i>Operational Concept on the Protection of Civilians in UN Peacekeeping Operations (2010)</i></p> <p>DPKO/DFS <i>Framework for the Development of Comprehensive POC Strategies in UN Peacekeeping Operations (2011)</i></p>	Begin development of any additional baseline POC guidance, including for military and police components.
<b>Support to mission planning and coordination</b>	<p>DPKO/DFS analysis of mission POC planning processes (2010)</p> <p>DPKO/DFS Assessment of concepts of operations in achieving POC mandates (2010)</p> <p>Three missions prepare comprehensive POC strategies.</p>	<p>Assist missions in developing comprehensive POC strategies, based on Framework.</p> <p>Examine current mission POC coordination structures to identify areas for improvement.</p>
<b>Training</b>	POC training materials disseminated and first Training of Trainers conducted in November 2011.	POC training materials rolled out to Member States and field missions.
<b>Resources and capabilities</b>	Draft resources and capabilities matrix circulated to Special Committee.	Finalize analysis of resources and capabilities required for the implementation of POC mandates and circulate matrix to missions and Member States for utilization.



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## 2. Peacebuilding Tasks of Peacekeepers

The New Horizon document stated that, in order to contribute to a broader peacebuilding effort, DPKO and DFS would develop a coherent strategy to guide the early peacebuilding tasks of peacekeeping operations. It also outlined that DPKO and DFS would include information on progress in peacebuilding in their regular assessments and reports on the achievement of mandated tasks. Since 2009, there have been a number of developments that have helped to clarify the **early peacebuilding tasks** and comparative advantage of peacekeepers, and to improve mission **transition processes** by which peacebuilding roles are transferred to national or international partners. More recently, attention has also been given to addressing the **socio-economic dimensions** of peacekeeping.

The Security Council has held a number of debates related to peacebuilding which have helped to reinforce the **nexus of peacekeeping and peacebuilding** and to move away from a sequential approach. The 2011 Report of the Special Committee on Peacekeeping Operations (A/65/19) made similar statements aimed at strengthening the conceptual understanding of peacekeeping and peacebuilding linkages. An informal DPKO/DFS document on the peacekeeping/peacebuilding nexus, produced in 2010 and circulated to Member States, lays out three important roles of peacekeepers in (a) helping national authorities to **articulate** priorities, (b) **enabling** efforts by others, and (c) **implementing** directly a limited set of actions.

Building on this paper, DPKO/DFS developed a **strategy on contribution of peacekeepers to early peacebuilding**. The strategy is an internal document that provides guidance to United Nations peacekeepers on prioritizing, sequencing and planning critical tasks. Priority initiatives were identified as being those that advance the peace process or political objectives of a mission, ensure security, and/or lay the foundation for longer-term institution-building. The strategy has been discussed with key United Nations departments, as well as agencies, funds and programmes and the World Bank. Briefings were held with the Special Committee on Peacekeeping Operations, the Security Council Working Group and the Peacebuilding Commission (PBC). The final strategy was circulated to the Special Committee in October 2011. A steering committee has been established to support practical application in the coming year.

In addition to peacekeeping's contribution to the political, rule of law, and security aspects of peacebuilding, there has been an increasing attention to the **socio-economic impact** of peacekeeping missions and their contributions to local economies. A growing number of missions have introduced initiatives to minimize negative impacts and maximize contributions to socio-economic development in the countries to which they are deployed. The Special Committee, in its 2011 report, requested that the Secretariat provide an update at the Committee's next substantive session on the steps being taken to make the peacebuilding roles of peacekeeping missions more effective, including on how this role may support critical socio-economic needs.



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In order to sustain the early gains of peacebuilding achieved through peacekeeping, it is imperative that the United Nations and Member States ensure a smooth transition out of peacekeeping into a reconfigured United Nations presence. DPKO/DFS is supporting and strengthening **transition processes** by compiling **lessons learned** and ensuring missions have access to **good practices** from earlier transition efforts, as well as developing policy and reviewing guidance in key areas such as planning.

In support of lessons learning, DPKO/DFS in late 2010 initiated a United Nations system-wide dialogue on key lessons and best practices related to transitional processes. This process has included sharing concrete findings from previous transitions on key issues like planning, staff management, information management and communication strategies with missions. This included a DPKO/DFS-hosted workshop in February 2011 with substantive, support, and uniformed personnel from field missions to exchange transition lessons and best practices based on staff experience. Targeted operational support is also being provided to peacekeeping missions undergoing or preparing for drawdown and withdrawal, such as the United Nations Integrated Mission in Timor-Leste (UNMIT) and the United Nations Mission in Liberia (UNMIL) in areas such as transition planning, information management and staff drawdown.

These lessons learning and best practices initiatives have contributed to a better understanding of the needs of missions and have informed the development of policy and guidance. In the area of planning, DPKO/DFS have and continue to review critical materials related to transitions, such as the liquidation manual and guidelines on the Integrated Mission Planning Process, to ensure that existing policies and practices address transition challenges. In relation to system-wide guidance, the departments together with United Nations partners agreed on a common concept on United Nations transitions and are now reviewing key principles for United Nations transition planning and management with a view to further clarifying roles and strengthening coherence of transition processes through the development of strategic guidance.

Engagement with Member States on transitions has increased significantly over the past two years. Following the February 2010 Security Council debate on “United Nations peacekeeping operations: Transition and exit strategies”, the Council for its part committed to “improving its strategies for ending or reconfiguring peacekeeping missions, or for their transition to other kinds of United Nations presences”, as articulated in its Presidential Statement (S/PRST/2010/2). The Secretariat has also provided briefings on cross-cutting and mission-specific transition experiences and challenges to the Security Council Working Group in 2010 and 2011. Consistent with a request of the Special Committee on Peacekeeping Operations, the Secretariat will in 2012 provide the Special Committee with an update on the application and integration of lessons learned into planning and guidance for transitions from a peacekeeping operation to other configurations of a United Nations presence.



**TABLE 2 – Peacebuilding roles of peacekeepers: Key Deliverables**

	By end 2011	By end 2012
<b>Clarifying the peacekeeping-peacebuilding nexus</b>	Prepared DPKO/DFS informal paper on peacekeeping/peacebuilding nexus and circulated to Member States (Oct 2010).	
<b>Clarifying early peacebuilding roles of peacekeepers</b>	<p>Drafted strategy for the contribution of peacekeepers to early peacebuilding tasks (2010-2011) and consulted with field missions and other parts of UN system (2011).</p> <p>Provided briefings to Member States, including Special Committee (Jan 2011), Fifth Committee (May 2011).</p> <p>Strategy revised and approved by DPKO/DFS senior management (2011).</p>	Strategy will be implemented with guidance from the Steering Committee established to oversee Strategy utilization by field missions (July 2011).
<b>Socio-economic aspects</b>	DPKO/DFS internal approach paper Security Council debate (Nov 2011)	Briefing to Special Committee
<b>Transitions</b>	<p>Internal workshop on transitions (Feb 2011)</p> <p>Briefings to Security Council Working Group</p> <p>Field visits and best practices support to UNMIT and UNMIL</p> <p>UNMIT adopts joint transition plan</p> <p>Integration Steering Group adopts Concept Note on UN transitions: Mission Drawdown or Withdrawal</p>	<p>Briefing to Special Committee</p> <p>Expansion of best practices support to MINUSTAH</p> <p>Development of consolidation plan in MINUSTAH</p> <p>Development of system-wide strategic guidance on UN transitions</p>



### 3. Effective Peacekeeping

The New Horizon paper called for the need to clarify, in practice, the concept of a “**robust approach**” to peacekeeping, as introduced in the Brahimi Report, while also noting the intention of DPKO and DFS to produce a draft strategic guidance note; develop guidance for missions planners; define with Member States the logistical, training and equipment requirements for a robust approach; and explore with Member States options to manage and minimize national caveats linked to command and control.

In this context, the Special Committee on Peacekeeping Operations, in its 2010 report, requested intensified dialogue on ways to “**enhance the effectiveness**” of peacekeeping missions. In its 2011 report, the Special Committee on Peacekeeping Operations emphasized the need for “a comprehensive and inclusive discussion within the Committee on all aspects of the way and means to enhance the effectiveness of peacekeeping missions.”

During 2010-2011, the Secretariat, with the support of interested Member States, jointly co-hosted three regional conferences with senior military experts from approximately fifty Member States and regional organizations to discuss key elements of effective peacekeeping, namely **deterrence, use of force, and operational readiness**. Recognising the need for continued and expanded dialogue on this issue, the Secretariat will organize a meeting in New York with the Special Committee on Peacekeeping Operations in early 2012 to ensure all interested Member States are informed of the findings of the regional discussions and consulted on efforts to support more effective peacekeeping, particularly in the areas of deterrence, use of force and operational readiness evaluation.

In parallel to broad dialogue with all stakeholders, DPKO and DFS will in 2012 increase support to troop-contributing countries and field missions through the development of relevant guidance on deterrence and use of force and through implementation of a flexible system for operational readiness evaluation of military contingents and force headquarters.



**TABLE 3 – Enhanced effectiveness of peacekeeping**

	By end 2011	By end 2012
<b>Concept and guidance development</b>	<p>Conference on key challenges in strengthening UN peacekeeping, Wilton Park Conference Centre (mid 2009).</p> <p>Concept note on robust approach to peacekeeping and briefing to Special Committee on Peacekeeping Operations. (early 2010).</p> <p>Three joint DPKO-Member State regional conferences on deterrence, use of force, and operational readiness.</p>	<p>New York meeting on findings of regional conferences with Special Committee on Peacekeeping Operations (early 2012).</p> <p>Guidance on deterrence and use of force and concept for operational readiness evaluation of military contingents and force headquarters.</p>



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## B. CAPABILITY DEVELOPMENT

In 2009, the New Horizon initiative highlighted the need to focus on peacekeepers' skills, capacity and the willingness to deliver required results. In this context, it called for a **“capability-driven approach”** to the identification, development, and utilization of peacekeeping resources. The concept was further refined in the first New Horizon progress report issued in October 2010, which more clearly identified how a capability-driven approach could support the **improvement of performance** by linking operational tasks and standards with force generation, capacity-building and support elements. The approach was recognized in both the 2010 and 2011 reports of the Special Committee on Peacekeeping Operations.

With the support of Member States, the Secretariat has pursued a **comprehensive strategy** to improve capabilities across all peacekeeping components to fill critical capability gaps in a forward-looking, sustainable manner and to ensure that peacekeepers are prepared, equipped, and enabled to deliver against reasonable performance expectations.

Implementation of this approach has been focused on three key areas: (1) developing **standards** and **operational guidance** for different peacekeeping functions; (2) generating and sustaining critical **resources** (civilian and uniformed personnel, as well as equipment) through a sustainable contributor base and expert rosters; and (3) strengthening the **training** and **education** of personnel across peacekeeping components through both pre-deployment training modules and mission-specific, scenario-based training and exercises. These elements were conceived of as a framework to assist in delivering a stronger culture of performance and, since 2009, considerable progress has been made in reaching the objectives as outlined in the sections below.

### 1. Baseline Capability Standards & Guidance

Significant strides were made in 2011 to identify baseline capability standards and accompanying guidance for specific peacekeeping components. While work on the standardization of civilian peacekeeping functions has progressed in the context of the broader human resources reform, DPKO and DFS have focused on the planning and implementation of a **comprehensive pilot project** targeting three key military components of United Nations peacekeeping operations: 1) **infantry battalions**; 2) **staff officers**; and 3) **military medical support**.

The projects, which commenced in 2010, are intended to build consensus around essential and realistic tasks and to design and implement component-specific approaches to the development of baseline capability standards. The standards serve as a reference point to inform the development of associated tools such as training standards and frameworks, equipment and organizational requirements, and support and evaluation tools. In the longer term, the initiative aims to bolster the effectiveness and interoperability of various peacekeeping components and to enable more targeted troop-contributing country (TCC) preparation, as well



as capacity-building support to contributing countries by third country partners. The Special Committee on Peacekeeping Operations in its 2011 report encouraged continuation of ongoing efforts related to the pilot initiative in close cooperation with troop-and police-contributing countries (TCCs/PCCs).

Concerning **infantry battalions** in United Nations peacekeeping operations, a wide-ranging consultation process was undertaken which involved workshops in New York and New Delhi and considerable outreach and dialogue with Member States, technical experts and peacekeeping missions. Based on those consultations, a draft guidance manual is expected to be completed in early 2012. A Technical Reference Group composed of Member States was established in late 2011 to support finalization of the manual. The manual will outline those tasks and capabilities that are specific to the peacekeeping environment and will be complemented by infantry battalion specific training materials. Initial draft mission-specific training modules and exercises for battalion commanders and their staff have been developed for current missions in Darfur, the Democratic Republic of the Congo, and South Sudan and will be reviewed and piloted together with contributors to these missions in early 2012.

Strides have also been made in 2011 with respect to standardization of **staff officer** preparation with the development of core training materials based on the requirements for enhanced performance identified within existing missions. These materials have been field tested with the involvement of currently serving staff officers drawn from TCCs deployed in mission headquarters, including through a consultation workshop and pilot training course in August/September 2011. Draft materials have also been consulted with training experts through the International Association of Peacekeeping Training Centres and are undergoing review and finalization based on findings from the consultation and testing exercises. Distribution of training materials for use by Member States in their national preparation processes is scheduled for 2012. To the extent possible within existing resources, the roll-out of standards will be supported by the Secretariat through regional training of trainers activities.

The project on **military medical** standards has focused on a review of the existing manual and close examination of current medical support processes and approaches used in the field with particular attention to Level 2 Hospitals. An extensive examination of existing approaches within peacekeeping missions was conducted with Member State engagement through a Technical Advisory Group (TAG) comprised of contributing countries providing medical resources to current peacekeeping operations. In addition to a field assessment, a workshop was held with TAG members and field medical experts in Entebbe in spring 2011. The revised medical manual and associated preparation and assessment tools will undergo further refinement at a consultation workshop in early 2012.

Materials from all three pilot projects will be shared with Member States, regional organizations, international peacekeeping training centres, and other relevant bodies to ensure the widest possible distribution and application. **Periodic review** of existing standards is envisioned to ensure currency and relevance to evolving requirements in the field. The Secretariat furthermore intends to conduct an **internal After Action Review** in 2012 to ascertain lessons of the pilot initiative that can be used to inform possible future standards development work for other peacekeeping components.



In addition to the ongoing pilot initiative on select military components, work on standardization and guidance for police components continued in 2011. The Police Division's development of a **Strategic Guidance Framework (SGF) for International Police Peacekeeping** was consolidated at a meeting of the Global Police Policy Community in Cape Town, South Africa, in April 2011. The SGF has since been introduced to the Special Committee at a briefing in New York and launched globally at the 118th Annual International Association of Chiefs of Police Conference in Chicago in October 2011. The Police Division, in co-operation with the Member States, intends in 2012 to host a series of four regionally-based meetings to progress a common understanding of what constitutes the full spectrum of tasks for police in peacekeeping operations before beginning the development of operational guidance and training materials required to underpin this.

## 2. Generating and Sustaining Critical Resources

The issue of generating and sustaining the resources required for peacekeeping missions remains a critical challenge for the United Nations. Addressing this challenge has been a priority for our senior leadership, including the Secretary-General, due to the ongoing impact of lack of **critical capabilities** on the ability of missions to implement their mandates effectively.

An important example of this relates to the chronic shortage of **military helicopters** in our largest peacekeeping missions. In a letter to the Security Council dated 20 September 2011, the Secretary-General called upon Member States to work with the Secretariat to address the critical shortage of helicopters. In this context, the Secretary-General informed the Security Council that MONUSCO is no longer able to carry out "critical parts of its priority mandated tasks, including in relation to the protection of civilians, providing support to the elections and putting an end to the presence of armed groups, particularly in the Kivus".

These deficiencies have been recognised by the Special Committee on Peacekeeping Operations, and Member States have hosted workshops and engaged in bilateral dialogue in 2011 aimed at seeking solutions to these gaps. The Secretariat, in close cooperation with donors and TCCs, is working in parallel to address the myriad of challenges faced in the generation, operation, contracting and reimbursement of military helicopters. Alternative approaches are being considered when examining mission force requirements through the balancing of military and civilian requirements and consideration of options including the use of short take-off and landing (STOL) aircraft, specialized fixed wing aircraft, and unmanned aerial vehicles for reconnaissance. Headquarters-field coordination on aviation issues is undergoing improvement to address bureaucratic challenges, and the contracting and reimbursement framework for military and civilian helicopters is being reviewed to improve helicopter utilisation and overall cost-effectiveness. Through this comprehensive approach, the Secretariat intends to address Member States' concerns, while modernising its practices to better meet Security Council mandates within the constraints of the current economic climate.

To address other resource challenges beyond aviation, considerable and systemic outreach has been conducted over the last year, including to potential new TCCs/PCCs, and at the strategic level with existing con-



tributors. Additionally, Secretariat dialogue with **current and prospective contributors** on opportunities and requirements for participation in United Nations peacekeeping operations has been enhanced through various workshops and seminars supported by Member States and think tank partners.

As announced in the Secretary-General report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/65/680), the Secretariat in 2011 also undertook an examination of methods and practices used to communicate our resource needs to Member States. In particular, the concept of the **Capability Gap Lists** and their supporting processes, including the United Nations Standby Arrangement System (UNSAS), have been undergoing review to better meet the need of the Member States and the Secretariat in generating the resources required. An initial assessment of the Secretariat's Gap List process was completed in late 2011, in consultation with Member States, and will guide efforts in 2012 to refine and focus Secretariat force generation processes to increase the visibility, utility and impact of current practices.

In a related effort, the Secretariat, in consultation with Member States and other partners, also examined its role in assisting the **coordination of capacity-building activities** between and across Member States and other organizations. The concept of a “**clearing house**” process to better match potential providers of assistance to those with capability gaps was reviewed to determine how such a process could assist the wider peacekeeping community. The review, which was completed in late 2011, is helping to identify options for Secretariat support to Member States' processes to ensure the optimal use of resources and results.

In parallel to these DPKO/DFS efforts, implementation of the broader **system-wide Civilian Capacities initiative** (CivCap), chaired by the Under-Secretary-General for Field Support, Ms. Susana Malcorra, was initiated in 2011. The approach and focus of the CivCap initiative reflect and complement those of the New Horizon. CivCap is focused in particular on addressing gaps in the provision of civilian capacities in five deficit areas - inclusive political processes, basic safety and security, justice, economic revitalisation, and core government functionality - through inclusive partnerships between post-conflict countries, the United Nations and those that have the potential to provide requisite support.

On the demand side, CivCap is supporting United Nations-wide efforts to strengthen the support provided to national capacity-building in post-conflict states and to help build national ownership through more sustained engagement in United Nations integrated planning processes. On the supply side, CivCap is developing practical modalities to enhance the United Nations' ability to draw on external capacity expertise in Mission and non-Mission contexts, as well as to support the development of global capacities in specialist civilian areas, including through south-south and triangular cooperation. As part of this effort, an online platform is being established to facilitate a better match between demand and supply of civilian capacity expertise, building on considerations of the New Horizon process related to “clearing house” mechanisms. The third component of CivCap is to improve the capacity of the United Nations to act quickly and effectively to meet the needs of post-conflict countries, including through greater flexibility in planning and implementing mandated functions and in strengthened accountability and delivery within the United Nations system for priority civilian capacity areas. DPKO and DFS are core participants in this process and are pursuing synergies between the New Horizon and CivCap partnership, policy, and capability development priorities.



2011 saw the practical application of CivCap principles related to rapid deployment of specialized skills and experience to meet specific local needs. One such example is the **Justice and Corrections Standing Capacity (JCSC)**, which was established in April 2011 to complement the Standing Police Capacity and consists of five professional justice and corrections officers with two core functions: a) starting up justice and/or corrections components in new field operations and b) reinforcing existing field operations. Initial JCSC deployments in support of these objectives took place to the United Nations Mission in South Sudan (UNMISS) and the United Nations Mission in Côte d'Ivoire (UNOCI) in July 2011. DPKO also started deploying **civilian justice experts**, who are seconded by Member States, to missions in the Democratic Republic of the Congo, Darfur, and Haiti and is planning to deploy them also in UNOCI and UNMISS. A roster of seconded justice experts with specialized skills, including in military justice and court administration, is under development and will support recruitment of experts from countries in the same region of the concerned Mission.

### 3. Strengthening of Training and Education

Considerable gains have been achieved in the training and education of peacekeeping personnel in 2011. Efforts have focused in particular on gap areas, including the three functions covered under the aforementioned capability standards pilot initiative, as well as cross-cutting needs related to effective implementation of protection of civilians mandates and addressing sexual and gender-based violence. In this context, the Secretariat is increasingly emphasizing **pre-deployment, mission specific** and **scenario-based** training and exercises.

For example, the comprehensive pre-deployment and scenario-based training materials developed in support of **protection of civilians** include a package with four modules covering (i) an overview of POC, (ii) international legal dimensions, (iii) protection in the context of peacekeeping, and (iv) ensuring protection of civilians. The Secretariat has also prepared a range of twelve scenario-based training exercises, enabling varied levels of complexity to be presented depending on the specific protection environment. A separate module on conflict-related sexual violence has been incorporated into this training package. These materials have been consulted extensively with Member States and United Nations system partners throughout 2011 to ensure their relevance and effectiveness.

In 2011, the Secretariat also developed training materials for individually deployed **Military Experts on Mission** and modules addressing **gender issues** in support of the DPKO/DFS Gender Guidelines. DPKO carried out a Training of Trainers course for Francophone African countries and is working on training materials in support of the **Infantry Battalion** and **Staff Officers** pilot projects, **Formed Police Units**, and **individual police** training on preventing and investigating sexual and gender-based violence. Comprehensive training programmes for **judicial affairs officers**, as well as for operational and strategic management of prison support programmes, have also been developed and are now being rolled out. In addition, four pilot pre-deployment training courses for **seconded corrections officers** have been conducted together with UN system partners and Member States.



Significant progress was also made during the past year on standardization of training for **senior leaders** across United Nations mission roles. Substantive improvements have been made to the Senior Leadership Programme (SLP), Senior Mission Leaders' Course (SML) and the Senior Mission Administrative Resource Training (SMART). These courses are continuously reviewed and modified to meet the needs of senior leaders, based on evaluations and lessons learned. As a result, they are now more interactive, have greater focus on issues from the field, and aim to identify common cross-cutting challenges that arise in missions such as planning, integration, communication, and the role which senior mission leaders must play in addressing these challenges.

Training development remains a constant requirement for DPKO and DFS to ensure that the departments are learning organizations and that guidance materials evolve to reflect the ongoing changes to the environments and demands placed on peacekeepers today. In this context, supporting the training efforts of Member States through the development of training standards, guidance and associated materials that help build capabilities and respond to the challenges on the ground remains a top priority. At the same time, DPKO and DFS are increasing efforts to improve training for civilian peacekeeping personnel in the field and at Headquarters in order to enhance mandate implementation and develop a culture of performance. In fall 2011, DPKO began work on developing a **core curriculum for civilian peacekeepers**, in consultation with UNITAR and the United Nations System Staff College. Training development is also ongoing in **job-specific early peacebuilding areas** such as child protection, corrections and DDR.



**TABLE 4a – Capability Development: Key Deliverables**

	By end 2011	By end 2012
<b>Baseline capability standards &amp; guidance</b>	<p>Initial draft standards and training materials in the military pilot project areas (Infantry Battalion, Staff Officers, and Military Medical Support) developed and undergoing consultation.</p> <p>Ongoing development of the Strategic Guidance Framework for UN Police.</p>	<p>Finalization and roll-out of capability materials during 2012-13.</p> <p>Process review of the military standards pilot project to identify lessons learned and recommendations for potential future standardization activities.</p> <p>Identification of potential follow-on guidance and standard development needs.</p>



**TABLE 4b – Capability Development: Key Deliverables**

	By end 2011	By end 2012
<b>Generating and sustaining critical resources</b>	<p>Analysis of generation, operation, reimbursement and contracting of helicopter assets.</p> <p>Increased direct engagement from UN senior management with Member States in order to encourage provision of key enabling capacities.</p> <p>Review of capability gap list and virtual clearing house mechanisms completed.</p>	<p>Proposals for helicopter reimbursement structure.</p> <p>Ongoing identification of potential new/returning TCC/PCC and increase in systemic engagement to identify opportunities for increased cooperation and contributions.</p> <p>Engagement with Member States on approaches to enhancing clearing house and capability gap mechanisms with a view to increasing the pool of appropriate capabilities for participation in PK operations.</p> <p>Ongoing support to system-wide Civilian Capacities initiative.</p>
<b>Strengthening of training &amp; education</b>	<p>Development of training materials for Military Experts on Mission.</p> <p>Development of training modules to address gender issues in support of the DPKO/DFS Gender Guidelines.</p> <p>Completion of Training of Trainers course for Francophone African contributing countries.</p> <p>Standardization of training for senior mission leaders.</p> <p>Finalization of training materials for Formed Police Units and for individual police training on addressing sexual and gender-based violence.</p>	<p>Training materials in support of the Infantry Battalion and Staff Officers pilot projects finalized and delivered to peacekeeping training institutes and Member States.</p> <p>Finalization and roll-out HQ, mission-level, and Training of Trainers courses on UN Police Peacekeeping Planning.</p>



## C. IMPROVE SERVICE DELIVERY TO THE FIELD THROUGH THE INTRODUCTION OF A NEW SERVICE DELIVERY MODEL

The **Global Field Support Strategy** (GFSS) provides a new model to field missions to improve the timeliness, quality, efficiency and accountability of support operations. This new model was articulated by the Secretary-General in his report A/64/633 (2010). Following endorsement by the General Assembly in resolution 64/269, the Secretariat has remained closely engaged with Member States, in particular troop- and police-contributing countries, in the implementation of the GFSS through bi-monthly briefings to the Special Committee on Peacekeeping Operations, workshops, as well as annual progress reports (reported in A/65/643 and A/66/591) and the report on the GFSS Standardized Funding Model (A/65/696).

In order to best prepare for and address risks posed by implementation of the GFSS, DFS conducted a Control self-assessment exercise with guidance from the Office of Internal Oversight Services (OIOS). This process, along with on-going inputs from DFS senior leadership and staff, assisted in identification of risks and development of mitigation strategies to better manage the process.

The GFSS defined **four pillars** designed to improve mission deployment and delivery of support services: **modularization, service centres, financial framework** and **human resources framework**. The achievements in GFSS implementation in terms of improved support to the field as well as efficiencies for each of the Strategy's four pillars are detailed in the Secretary-General's second report on the implementation of the GFSS (A/66/591).

The GFSS represents a transformation roadmap for introducing a **new service delivery model** to support peacekeeping and special political missions. As its primary objective, the GFSS is geared to improve service delivery to the field and considers possible efficiencies, while ensuring that service delivery is improved to better support the implementation by missions of their respective Security Council mandates. At this juncture, based on the new service delivery model, the Secretariat is in a position to propose an optimization that will enable the Organization to reduce overall requirement for resources, while increasing and improving services to the field and supporting the rapid and effective deployment of new missions. An end-state vision for DFS detailing functional structures and lines of accountability at the end of the GFSS new service delivery exercise (2010-2015) will be presented to Member States in a second non-paper to be issued in the first quarter of 2012 for consultation with Member States.

This proposed **end-state vision** foresees a reduced overall footprint for DFS. The alignment of DFS at Headquarters with the organizational principles of the GFSS requires (a) the **transfer of transactional support activities** currently carried out by DFS at Headquarters that do not involve close coordination with Member States and / or Secretariat implementing partners to the Global Service Centre and (b) **re-profiling of current DFS resources** to create two new capacities for integrated planning, and service delivery and quality control. This realignment will be carried out using existing resources and will be managed through the four DFS Directors. No additional senior leadership positions will be requested. The alignment is expected to yield an overall DFS post reduction as functions are streamlined, and the alignment of roles and responsibilities is reinforced through a phased change management process.



**TABLE 5a – Global Field Support Strategy**

By end 2011	By end 2012
<b>Overview and Consultation on GFSS</b>	
<p>To provide adequate governance and management to ensure proper overview and consultation of GFSS, a number of mechanisms are in place:</p> <hr/> <p><b>Member States.</b> In accordance with General Assembly resolution 64/266, regular bimonthly briefings to the Special Committee on Peacekeeping Operations were conducted by DFS on all aspects of the strategy. Five briefings have been held with an additional briefing scheduled for January 2012. The briefings report on GFSS implementation and seek Member State feedback, particularly that of troop and police contributing countries. In addition, two workshops on modularization were held with Member States. On 5 December, 2011 the modularization five-year plan, detailing key milestones was presented to the Membership of the C-34.</p> <hr/> <p><b>United Nations Secretariat.</b> The GFSS Steering Committee is chaired by the Under-Secretary-General for Field Support and comprises the Assistant Secretary-General and directors of the Department; the Director UNLB/GSC; five directors/chiefs of mission support and high-level representatives from other Secretariat departments, including DPKO, DPA, DM (OCSS, OPPBA, OHRM) and OICT.</p> <hr/> <p><b>Field missions.</b> Regular field visits are undertaken to ensure that the needs and recent experience of missions are considered and to implement lessons learned. The Regional Service Centre-Entebbe Steering Committee met on a bi-monthly and quarterly conferences and workshops have been undertaken with directors and chiefs of field mission support components</p> <hr/> <p><b>Oversight bodies.</b> OIOS was requested to provide advice on GFSS Control Self-assessment to identify key implementation risks, current controls to manage those risks, possible weaknesses and/or gaps in implementation controls and the need for additional controls to address any residual risks.</p>	<p>Regular bimonthly briefings to the C-34 on all aspects of the GFSS implementation will continue to be undertaken. Modularization workshops are planned to inform the next phase of this GFSS pillar's implementation as per the modularization five-year high level implementation timeline (see Annex A – 66/591).</p> <hr/> <p>Two Client Board meetings are planned for 2012.</p> <hr/> <p>The third GFSS progress report is scheduled to be completed in consultation with stakeholder and implementing Secretariat Departments in December 2012.</p> <hr/> <p>Quarterly meetings of the GFSS Steering Committee are planned to closely guide the implementation of the Strategy at this next phase.</p> <hr/> <p>The Regional Service Centre-Entebbe Steering Committee will continue to meet on a bi-monthly basis to ensure that stakeholder missions are satisfied with the provision of services by the RSC and set the RSC priorities.</p> <hr/> <p>To strengthen resource stewardship and accountability, the GFSS is introducing key performance indicators (KPIs) to support implementation. DFS leadership determined the introduction of KPIs for the GFSS will be expedited and reported on in the context of the third GFSS progress report.</p> <hr/> <p>In 2012, DFS will seek the support of OIOS to develop a logical framework model including the right indicators and data collection methodology to establish key performance indicators for the GFSS.</p> <hr/> <p>The internal evaluations of the GFSS governance framework will be strengthened by the independent audits conducted by OIOS and BOA.</p>



**TABLE 5b – Global Field Support Strategy**

By end 2011	By end 2012
<b>Modularization</b>	
<p>The 200-person camp design and the Modularization five-year implementation plan have been completed and briefed to the Special Committee on Peacekeeping Operations.</p> <p><b>PHASE 1</b> (commenced July 2010) achievements:</p> <ul style="list-style-type: none"> <li>• Designs for the first generation 1-A 200-person camp and refined 1-B 200-person camp.</li> <li>• Phase 1A module available in June 2011 as planned.</li> <li>• Two projects (specialized shelter and 1B modular 200-person camp) being deployed to UNIFIL.</li> <li>• Several modular projects under development for UNSOA using the 1A modules, including high security infrastructures.</li> <li>• Two projects for modular high security warehouse and specialized shelter being developed for UNAMI.</li> <li>• 200-person kitchen modules set for deployment to UNAMI.</li> <li>• Two waste water plants modules prepared for UNDOF.</li> <li>• Initial concept design for the 1000-person base camp, the 50-person outpost and the definition of the expeditionary package.</li> <li>• 19 modules designed to make up the 200-person camp product.</li> <li>• Rostered and trained Mission Support Teams (MSTs) are supporting mission start-up and liquidation, including in political missions. Deployment in South Sudan (UNMISS) and Abyei (UNISFA) are in progress and a larger model design planned in Lebanon (UNIFIL).</li> </ul>	<p>Mission Support Teams will continue to support adaptation of existing models to field deployments.</p> <p><b>PHASE 2:</b></p> <ul style="list-style-type: none"> <li>• Development of new service packages, including the Logistics Base and Airfield Base; GIS and Public Information Office modules; the expeditionary module; and prototypes for the utilization of modified containers as office and living accommodation, ablution units, high security shelters and guard towers.</li> <li>• During the first quarter of 2012, a Request for Proposals (RFP) will be issued to provide enabling capabilities. The implementation of the Modularization concept enables procurement of discrete smaller components to increase the number of capable suppliers and increase competition.</li> </ul> <p><b>PHASE 3:</b></p> <ul style="list-style-type: none"> <li>• Design of 1C and 1D versions of the 200-person camp, 50-person outpost, 1,000-person Base, Air Base and Logistics Base, incorporating lessons learned from the implementation of previous versions.</li> <li>• During this phase, a review will assess the need for alternative packages and additional modules.</li> <li>• By the end of Phase 3, systems contracts will be revised based on: i) the updated designs of the packages and modules; ii) new technologies; iii) experience gained during the four years of the project coupled with the on-going regular consultations and feedback from Member States.</li> </ul>



**TABLE 5c – Global Field Support Strategy**

By end 2011	By end 2012
<b>Service Centre Concept</b>	
<p>The GA approved transfer of five functions from DFS to the Global Service Centre (ICT asset management, financial systems technical support, global education grant processing, field contract management).</p> <p>Special Support Teams have supported mission logistics activities in UNSOA, MINUSTAH, MONUSCO, ONUCI, MINURCAT and BINUCA.</p> <p>Regional Service Centre: The first stage of the transfer of functions to the RSC (Check-in/Check-out; Education Grant; Regional Training and Conference Centre and TMICC) has produced efficiency gains.</p> <p>Three large missions have nearly completed transferring back-office transactional functions from HR and Finance sections to the RSC (per Annex IX of A/64/633). RSC Steering Committee continues to meet bi-monthly.</p>	<p>Global Service Centre: Deployment of modularized service packages to UNMISS, UNISFA, UNIFIL. Enhancements in design and deployment (as above).</p> <p>Regional Service Centre: Additional process re-engineering and optimization and transfer of additional functions.</p> <p>GSC and RSC plans will be included in the second Secretary-General progress report on the GFSS (A/66/591, see also 2012-13 Support Account and UNLB Budget submissions).</p>
<b>Financing</b>	
<p>GA approved Standard Funding Model which allows improved accountability and better financial management of first year deployment needs. The model is currently being applied to UNMISS deployment.</p>	<p>Application of the Standard Funding Model (e.g. South Sudan).</p> <p>Lessons learned during the implementation period for the standardized funding model in UNMISS are currently being captured and a full evaluation will be undertaken at the end of the 2011/12 period. The results will be reported in the next GFSS progress report and will inform future applications of the model.</p>
<b>Human Resources</b>	
<p><b>Recruitment and selection</b></p> <p>Continuing progress in populating rosters. As of 8 August 2011, 7,287 candidates had been rostered after review by a central review body.</p> <p><b>Conditions of service</b></p> <p>The harmonization of conditions of service of staff in the field completed with the implementation of GA resolution 65/248 on 1 July 2011. The resolution aligns family/non-family duty station designations with UN agencies, funds and programmes. Staff assigned to non-family duty stations to receive non-family hardship allowance and rest and recuperation travel.</p> <p>DFS/FPD is leading business review and reengineering process to identify posts to transfer to GSC and developed guidance for HQ and field staff on implications of transferring posts to GSC and RSC.</p>	<p>Continue to improve selection process. For example: professionalize field central review body membership, and enhance visibility of rostered candidate's availability and mission preferences to improve roster searches.</p>



## D. PLANNING AND OVERSIGHT

Considerable efforts have been made in the context of the New Horizon initiative to strengthen planning and oversight across the departments through increased engagement with Member States as well as establishment, extension and strengthening of structures, mechanisms and processes used by the Secretariat to execute its tasks. Member States identified a critical need for **improved reporting** to and dialogue with the legislative bodies of the United Nations, as well as TCCs/PCCs. As a result, with the aim of strengthening mission planning and oversight and increasing the visibility and transparency of planning processes, it is now established practice for DPKO and DFS to brief not only the Security Council but also the TCCs/PCCs before the renewal of mandates, as well as before and after Technical Assessment missions are undertaken in missions.

The Secretariat has also significantly improved the timeliness of its Reports of the Secretary-General for consideration by the Member States. While in previous years half of such reports experienced delays in preparation and distribution, between July 2010 and July 2011, 40 out of 46 reports (or 87 per cent) were submitted on time. Analysis of reporting practices found that only three reports (or 6.5 per cent) were submitted with one day delay, while a final three reports (or 6.5 per cent) experienced a delay of three days or more. Efforts are being made to make timely reporting the norm. Based on such efforts and the increased direct engagement with Member States, this year's Special Committee report commended the Secretariat's efforts to respond rapidly to information requests from TCCs/PCCs on the latest developments and actions within ongoing operations. Such efforts reflect the sustained commitment of the Secretariat to contribute to strengthening the **triangular cooperation** and consultations among the Security Council, troop- and police-contributing countries and the Secretariat.

To strengthen the **accountability framework** within UN peacekeeping, **Senior Managers' Compacts** between the Under-Secretary-General and all mission senior leadership are now in place and have been refined based on the lessons learned from the first year of implementation. The Secretary-General approved Compacts for all Heads of Mission for the 2010 and 2011 period, and Performance Assessments against the 2010 Compacts were completed in 2011.

DPKO and DFS continued their efforts in 2011 to further strengthen organizational accountability, such as through an evaluation of the **command and control framework**. Coupled with Member States and TCC/PCC views, this evaluation will guide revisions to the existing policy and appropriate and effective accountability frameworks for the Headquarters and the field, particularly with regard to risk management and delegation of authority. A briefing to the Special Committee on Peacekeeping Operations on the findings of the command and control evaluation is scheduled for early 2012.

Further efforts in support of improved accountability include preparations for introduction of **International Public Sector Accounting Standards** (IPSAS). To this end, DFS has partnered with the Department of



Management to implement uniform preparatory measures in advance of the IPSAS roll-out. All resource managers were required to complete on-line training modules by the end of 2011 and the Department's Global Service Centre will operate an "IPSAS Academy" at the United Nations Logistics Base at Brindisi in 2012. These measures accompany ongoing efforts by the Department to improve the management of non-expendable property through quarterly progress reports.

Furthermore, in 2012, DFS is also introducing the requirement for senior resource managers in field missions to submit **letters of representation**. These letters are both an internal control measure and a managerial accountability tool that, once implemented, can provide evidence to support the public assertions that will have to be made by the United Nations under International Public Sector Accounting Standards as to the strength and quality of internal controls over financial reporting.

<b>TABLE 6a – Planning and Oversight: Key Deliverables</b>		
	<b>By end 2011</b>	<b>By end 2012</b>
<b>Reporting and information exchange</b>	Analysis of information requirements and reporting timeliness.	Ongoing efforts in support of timely report submission and response to Member State information requests.
<b>Support to triangular cooperation</b>	<p>Systematized triangular consultations for mandate deliberations, mandate renewals, and Technical Assessment Missions (TAMs).</p> <p>Security Council holds formal meetings with TCCs/PCCs before every mandate renewal consultation (13 have been held over the reporting period). DPKO continues to provide briefings to TCCs/PCCs when required, in particular:</p> <ul style="list-style-type: none"> <li>- In crisis situations (e.g. during post-elections crisis in Cote d'Ivoire close collaboration between DPKO/DFS, the Security Council, and TCCs /PCCs was invaluable in mitigating the crisis and facilitating inter-mission cooperation between UNOCI and UNMIL)</li> <li>- To update and/or consult them on specific developments in Mission areas (occasional notes and at least 32 'informal' meetings took place during reporting period).</li> </ul>	Ongoing briefings to troop- and police-contributing countries and other Member States on a regular basis, as required.



**TABLE 6b – Planning and Oversight: Key Deliverables**

	By end 2011	By end 2012
<b>Accountability frameworks</b>	<p>Extension of Senior Managers' Compacts to leadership in the field and performance assessments against 2010 Compacts.</p> <p>Preparation of Compacts for 2011 by all Heads of Mission.</p> <p>Preparation and training for introduction of International Public Sector Accounting Standards (IPSAS).</p>	<p>Ongoing performance assessment and annual updating of Senior Managers' Compacts.</p> <p>Introduction of letters of representation for senior resource managers.</p>
<b>Command and control</b>	<p>Initiation of evaluation on command and control.</p>	<p>Finalization of evaluation and briefing to the Special Committee on findings.</p> <p>Updating of relevant policy frameworks.</p>

### III. CONCLUSION

Since its launch in 2009, the New Horizon initiative has served as a cornerstone of the Secretariat and Member States **partnership agenda**. Despite the ongoing challenges associated with the growth in complexity and scale of United Nations peacekeeping and the continued impact of external resource and political developments, considerable progress has been made during the past two years in clarifying key concepts and reaching consensus on fundamental policy positions and perspectives identified in the New Horizon document. The past year has witnessed a clear shift towards **operationalising** and **implementing** the key elements of the New Horizon initiative. This is evident in the high tempo of production in critical operational guidance and training programmes, standardization of tasks and capabilities, clearer identification of resourcing and capability requirements, improved field support and mission planning processes, and increased dialogue with key partners. While reform implementation and assessment of evolving operational demands are ongoing activities, actions across the four priority reform work streams are paying dividends in the field. The continuation of this joint reform effort by all members of the peacekeeping partnership will be critical to ensuring the operations we all support and the mandates against which we deliver have real impact on those who are most vulnerable and who require the highest level of performance from each part of the peacekeeping partnership.