



# PEACEKEEPING MINISTERIAL

UNIFORMED CAPABILITIES,  
PERFORMANCE & PROTECTION  
29 March 2019, New York

*As delivered*

**Under-Secretary-General Jan Beagle  
Statement to the UN Peacekeeping Ministerial  
New York  
29 March 2019**

Opening of “Performance” Session

Under-Secretary-General for Operational Support, Honorable Ministers, Excellencies, Ladies and Gentlemen,

Let me first thank the Special Envoy for her personal commitment and clear messages. Strengthening peacekeeping relies on our joint commitment and action to go further, to push harder for results, to be increasingly accountable – to not be satisfied with the status quo.

With the Secretary-General’s reform agenda actively under implementation, and the renewed focus on excellence in peacekeeping, this is indeed a moment of important challenge and opportunity.

It is my pleasure to open this Session on the critical issue of Performance. My Department is committed to the transformation of our business models to strengthen the United Nations’ management culture and drive results. In support of peacekeeping, we are tailoring management strategy and policy to address specific field requirements; helping missions to develop realistic financing proposals to deliver their mandates; monitoring and evaluating the newly delegated management authorities; and enabling a strengthened framework of organizational ethics and standards.

Improving the performance of our missions is at the heart of Action for Peacekeeping. This is a collective effort within the Secretariat including enhancing the safety and security of our peacekeepers, better protecting civilians in the field, and improving compliance with performance indicators and conduct and discipline standards.

We are seeing significant results. Missions are doing more to carry out robust and pro-active operations. More mission-specific pre-deployment visits are being conducted to support the deployment of qualified, well-trained and well-equipped personnel. We are rolling out a comprehensive training plan, and for the five highest-risk missions, casualty evacuation training and stress testing is being carried out.

As highlighted in the Declaration, a clear procedure on caveats is being developed. To make progress, we strongly encourage Member States to clearly communicate caveats and avoid any caveats which could have a detrimental impact on performance and mandate implementation.

More broadly, a comprehensive performance assessment system is being developed to review mission-wide performance and enable more informed decision-making. This is currently being piloted in four peacekeeping operations.



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We continue to refine and strengthen performance evaluation systems for military and police components. The objective is to identify performance shortfalls that can be rectified through enhanced training and support. We can also identify lessons from high-performing units that can be shared.

Conduct that is aligned with our standards underpins all aspects of the performance of peacekeeping personnel, civilian and uniformed alike.

Even where performance is otherwise exemplary, the entirety of United Nations peacekeeping is undermined when our standards of conduct are violated. Nowhere is this more damaging than in the case of sexual exploitation and abuse, where a small minority of peacekeepers hurt the population they have been mandated to assist and protect.

The Secretary-General's "Zero tolerance" strategy puts victim rights and dignity at the centre and calls for greater transparency and accountability, as well as stronger partnerships with civil society and other stakeholders. The work of the Victims' Rights Advocate strengthens a unified and system-wide approach to protection and support to victims.

The Secretary-General's management reform has consolidated the conduct and discipline function within my Department within an integrated Division of Administrative Law.

Through the combination of field and headquarters conduct and discipline services, administrative law and appeals sections, and the creation of a critical incident team, this integration addresses the demand for greater accountability. Our priorities include faster response mechanisms, strengthened risk management tools, forums to exchange lessons learned and best practices, and enhanced training for all categories of personnel.

Finally, I was very pleased to see the recognition of the Military Gender Advocate of the Year this morning. As the Special Envoy reminded us, ensuring the full participation of women and the integration of a gender perspective at all stages of peace processes is clearly critical to sustainable peace. Our organizational strategies need to mirror this ambition and I emphasize our commitment to strive for increased numbers of women peacekeepers and civilians in missions, as well as for workplaces that are free from discrimination, harassment and inequality. This is not only a moral imperative but clearly linked to greater productivity, healthier working environments, and the ultimate success of operations.

Innovative and inclusive approaches are essential to the transformative change we need. As we advance our collective Action for Peacekeeping, let us continue our partnership to promote prevention, superior performance, gender equality, and enhanced accountability.