

Annex I

Strengthening the capacity of the Organization to manage and sustain peace operations

I. Introduction

1. I intend to undertake a series of measures, outlined below, to strengthen the Secretariat's capacity to manage and sustain United Nations peace operations. I propose a reconfiguration of the current Department of Peacekeeping Operations to create two departments: the Department of Peace Operations and the Department of Field Support. In conjunction with this realignment, I also propose measures to better align authority, responsibilities and resources presently assigned to various Secretariat departments engaged in providing support to peace operations with a view to facilitating clearer performance accountability.

2. The full implementation of these proposals, in my view, would lead to better planning, faster deployment and a more responsive system of support to tens of thousands of United Nations peacekeepers in the field, many of whom are deployed in austere and insecure environments. It would also lead to the more effective, efficient and transparent use of resources placed by Member States at the Secretariat's disposal to implement legislative mandates.

II. The urgency for reform

3. Since the moment I was honoured to be elected by the General Assembly as Secretary-General, I have been consulting widely with Member States, United Nations staff and outside experts to identify areas of the Secretariat in the most pressing need of reform. During these past months, no issue has been mentioned more frequently to me than the need to strengthen the Secretariat's capacity at Headquarters to plan, rapidly deploy, manage and sustain United Nations peace operations.

4. It is widely acknowledged that the Department of Peacekeeping Operations has undergone more intensive reform and strengthening than any other part of the Secretariat, especially since the issuance of the report of the Panel on United Nations Peace Operations (the "Brahimi report") in 2000 (A/55/505-S/2000/809). Such reforms have enabled the Department to confront the enormous challenges of the past six years. It is important to recall that the objective of the 2000 reform agenda was to equip the Department with sufficient capability to launch one new multidisciplinary mission per year. Yet, the past 36 months alone have seen the start-up or expansion of nine field missions, with three additional missions currently in active start-up. Over the course of the next year, the number of personnel in UN peace operations could increase by as much as 40 percent.

5. The unique nature of United Nations peace operations, and a proven record on the ground, has led the Member States to place ever-increasing demands on United Nations peacekeeping. The number of peace operations is at an all-time high, with almost 100,000 personnel in the field. It appears that the figure will rise still further in 2007. Last year alone, the United Nations started negotiations for memorandums of understanding with more than 100 troop-contributing countries, transported more

than 800,000 passengers and 160,000 tons of cargo by air and operated more than 200 hospitals and clinics in the field. Furthermore, more than half of the staff of the Secretariat serve in field operations. No other multinational actor deploys the same number of military and civilian personnel. No bilateral partner engages in multiple field operations of such scope and complexity.

6. Because of the surge in demand, and despite the diligent efforts of our colleagues in peacekeeping, our system is dramatically strained and overstretched. This comes at a time when we can least afford it, as we plan and prepare for new peace operations in Darfur and elsewhere around the world. I have provided a more detailed account of the nature and implications of the surge in peacekeeping activity in my recently issued report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/61/668 and Add.1). There are many non-structurally related initiatives proposed in that report that seek to strengthen the Secretariat's ability to address the surge in demand. These include measures to strengthen the operational capacity of Headquarters military and police components, the reinforcement of an integrated approach to support for the enforcement and reform of the rule of law and a greater focus on core business so as to enable the timely and sustainable drawdown of United Nations peace operations. I look forward to the Secretariat's dialogue with the Special Committee on Peacekeeping Operations on those initiatives, as well as on the relevant details regarding the implementation of the proposals outlined herein.

7. Without wishing to prejudice the outcome of Member States' deliberations in the Special Committee and other appropriate bodies, including the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions, my consultations to date with Member States appear to indicate near consensus on one stark reality: the United Nations faces a real problem; the current approach to mounting and sustaining peacekeeping operations in the field will not sustain the explosive growth in the demand for and complexity of those operations without significant change.

8. The ability of the Department of Peacekeeping Operations to keep up with the growing demand is challenged in nearly every dimension: the leadership — dedicated and hard-working — is impossibly overstretched. The Department's Senior Management Team, comprising a single Under-Secretary-General, two Assistant Secretaries-General, Director-level Military and Police Advisers, a Director of Change Management and a Director for Mine Action, oversee the vast stretch of operations in the field. This small group must manage and attend to every aspect of peace operations, large and small. Everything from the timely planning of missions to sensitive political negotiations and ensuring the timely delivery of critical spare parts can and do require their personal attention. They are, of course, supported by committed and expert staff at various levels, whose numbers also require strengthening, but the requirement for greater leadership and senior-level management is ever present. In addition, the growing complexity of field operations in every dimension, — from the intricacies of multi-layered political processes to the highly technical nature of support services, to the specialized requirements of UN rules and regulations — place an added premium on senior personnel who are expert not only in substance but also on management.

9. Moreover, current systems in place to support operations in the field simply cannot keep up with the continuous, often simultaneous, demand for resources,

services and staff that has grown several times over in the past three years alone. Many examples exist in multiple areas. Routine procurement transactions are now stalled under the sheer weight of their volume. The budget process for field missions is now nearly year-round, as new missions continue to evolve and significant adjustments are made to existing missions. Annual mission staff turnover averages 30 per cent, with it being extremely difficult to keep some of our most difficult missions reliably staffed — especially in critical technical functions.

10. Compounding these difficulties, the diffusion of authority and responsibility among the field and multiple departments at Headquarters make it impossible to fix responsibility for fully delivering timely and reliable supplies and services to the field. Simply put, there is no single place in the United Nations system right now with the full responsibility, authority and resources necessary to ensure that peacekeeping missions have what they need, when they need it, to succeed in their mandates. Having said this, I am mindful that appropriate controls to mitigate risk and ensure competent oversight must be maintained. But these measures are an incomplete guarantee for successful, efficient operations when the foregoing alignment of conditions is absent.

11. In essence, there are a variety of problems that need to be addressed urgently. The foregoing discussion demonstrates that there is a clear case for consolidating all responsibility, authority and resources currently assigned to different departments in the Secretariat within a single department dedicated to planning, deploying, managing and sustaining all peacekeeping and related field operations. On the other hand, such a consolidation under a single Under-Secretary-General for Peace Operations would fail to address the problem of managerial overstretching. It would not address the fact that other parts of the Secretariat manage field-based activities as well, albeit at a fraction of the scale. It could undermine the important independent role that must be played by such critical actors as the Legal Counsel or the Controller on behalf of the Secretariat as a whole. And, it could challenge efforts to preserve Organization-wide standards and coherence.

12. I have thus concluded that the best way to reconcile these competing demands is through a substantial consolidation of authority, responsibility and resources under one Under-Secretary-General for Field Support heading a department that specializes in that function. I believe this move would dramatically reduce duplication of effort and provide focused attention to this vital area of expertise. In general, I firmly believe in the necessity to promote clearer lines of accountability and a sharper differentiation of roles and responsibilities among my most senior staff. At the same time, I recognize that the creation of two Under-Secretaries-General — where one presently exists — creates a new set of challenges, given the interrelated nature of operations and support in virtually all aspects of peacekeeping. The challenge is therefore to enable the two departments to fulfill their specialized responsibilities, while concurrently ensuring that where the operational need exists, they act as one, in an integrated manner at all levels. In reacting to my evolving thinking on the matter during informal consultations, Member States urged that I examine these challenges and propose means of addressing them while ensuring adherence to certain key principles. The key principles include:

- Clarity of departmental roles and responsibilities
- Unity of command and integration of effort

- Alignment of responsibilities and consolidation of resources
- Preserving Organization-wide standards and coherence

13. I am confident that the proposals outlined below will respond to the urgent challenges facing the Organization while adhering to these principles and making the Secretariat more responsive to the needs of our women and men in the field.

III. Proposed roles and responsibilities of the Department of Peace Operations and the Department of Field Support

14. As I have discussed with Member States, I propose to establish a new Department of Field Support. The entirety of the current Office of Mission Support of the Department of Peacekeeping Operations would be transferred to the Department of Field Support, as would some additional resources from the Department of Management. The Department of Field Support would also require additional new resources funded through the support account for peacekeeping operations that would in any event have been requested for the Office of Mission Support and the Department of Management in direct response to the ongoing surge in peacekeeping demands.

15. Within the overall policy and oversight framework established by the Department of Management on my behalf, I intend to empower and hold accountable the Department of Field Support in undertaking the administration and management of field personnel, procurement, information and communication technology and finances for United Nations peace operations. Responsibilities and resources will continue to be centralized where services are provided Organization- or system-wide and where significant economies of scale are achieved.

16. This consolidation of support functions would lead to:

- More effective, coherent and responsive support to field operations
- More efficient management of Member States' resources, and,
- Clearer lines of responsibility and accountability through the establishment of a single entry point for the full range of field support needs

It would also allow a separate, concentrated Department of Peace Operations to focus on the work it needs to do: strategic as well as day-to-day direction and management of peacekeeping operations; new mission planning; implementation of policies and standards; and fostering partnerships with a broad range of United Nations and non-United Nations actors, including regional organizations.

17. This creation of two departments would not only improve structural capacity, it would also give peace operations desperately needed additional senior posts. It would help to strengthen the heavily overburdened senior management team of today's Department of Peacekeeping Operations, which performs its tasks with outstanding commitment but under relentless and unsustainable pressure.

18. Taken together, these measures would bolster and improve the assistance that Headquarters provides to field missions and to field personnel contributed by the Member States. It would mean more and better policy guidance from a dedicated Department of Peace Operations; enhanced responsiveness from a Department of Field Support properly equipped and specialized to address mission support needs;

25. To facilitate the integration of effort between the joint decision-making bodies of the two departments, information-sharing mechanisms and shared resources will be set up. Joint senior decision-making bodies will be established to address cross-cutting and strategic issues on policy formulation, resources, information management, public information and engagement with United Nations and non-United Nations partners. Senior officials of the two departments will jointly address strategic and emergency issues in specific missions through regular meetings chaired by the Department of Peace Operations. Joint morning meetings at the Director level, weekly staff town hall meetings and shared Intranet resource platforms will be key information-sharing mechanisms to support unity of command and effort.

26. Certain resource capacities (which will include a mix of political, support, military and police personnel, as appropriate) will be shared by the two departments, encouraging unity of approach and policy coherence but also enabling efficiency gains. The two departments will share policy development as well as a common doctrine, best practices (in which the gender and HIV/AIDS advisers will remain) and evaluation and training capacities, all to be located in the Department of Peace Operations. They will also both draw upon a strategic partnership capacity intended to identify and develop strategic peacekeeping partnerships with the wide range of United Nations and non-United Nations actors, as well as a public information and external relations support capacity located in the Office of the Under-Secretary-General for Peace Operations. Crisis management response capacity will also be shared through the Situation Centre located in the Department of Peace Operations. This will facilitate an integrated response to crises and emergencies in the field. The Department of Field Support, meanwhile, will be responsible for the management and administration of information management capacity for peacekeeping, as well as for conduct and discipline, and for providing secretariat support to the senior field leadership selection process. To facilitate close working relationships at all levels, the two departments will be co-located. A shared Executive Office will support the administration of both departments.

27. Arguably the most essential vehicle to unity and coherence is the establishment and reinforcement of integrated structures and processes. The central vehicle for the integrated planning and conduct of United Nations peace operations is the integrated operational team concept introduced in 2006 as part of the peacekeeping reform agenda entitled "Peace operations 2010". The Department of Peace Operations will be responsible for leading the establishment and management of integrated operational teams, bringing together expertise from both departments to provide integrated policy and operational backstopping for field missions and the provision of integrated advice for senior management. Integrated operational teams will also provide a single entry point for troop- and police-contributing countries and United Nations and non-United Nations partners to engage in the planning and conduct of United Nations integrated peacekeeping operations. Military and police from the Department of Peace Operations and support specialists from the Department of Field Support will be outposted to integrated operational teams. The structure of the teams is depicted in appendix I.C. Details of the envisaged roles and responsibilities of the teams can readily be made available.

28. The successful functioning of integrated operational teams will depend on the extent to which coherent guidance and processes are in place to enable integrated planning and operational support. The integrated mission planning process is

and, by equipping the departments expeditiously with the human, material and financial resources they need to do their jobs, a better way to ensure the safety and security of personnel and the prospects for successful mandate implementation.

19. By increasing capacity and designating clear responsibilities, we can also strengthen training and maximize oversight — both of which are essential in ensuring the highest standards of conduct and discipline among United Nations peacekeeping personnel. I am determined to ensure that we protect and uphold the sacred trust that needs to exist between the United Nations and the populations we serve and to implement our zero-tolerance policy on sexual abuse and exploitation.

20. The proposed organization charts for the Department of Peace Operations and the Department of Field Support are attached (see appendix I.A and B). Detailed information outlining the roles and responsibilities of each of the components indicated in the charts has been prepared and can readily be made available.

IV. Unity of command and integration of effort

21. Clearly, these proposals can succeed only if the envisaged realignment preserves the principles of unity of command and integration of effort. There are very few operational issues and decisions that do not have significant support implications, and vice versa. Success cannot be achieved if the two departments do not work in an integrated manner, at all levels, in the field and at Headquarters.

22. I intend to maintain unity of command and integration of effort at the field level by preserving the existing overall authority of my special representatives and heads of mission over all mission components, including the military, police and administrative components. Directors and Chiefs of Administration will report directly and exclusively to the Special Representative of the Secretary-General or Head of Mission. (This is a change in current arrangements, where Directors and Chiefs of Administration have a second reporting line to the Assistant Secretary-General for Mission Support on matters pertaining to the staff and financial regulations and rules.) It must be understood that the Special Representative of the Secretary-General or Head of Mission will be the ultimate authority at the mission level for all aspects of United Nations operations and support. In strengthening the authority of the heads of mission, I also intend to hold them accountable for proper resource management in accordance with established policies and procedures.

23. The Special Representative of the Secretary-General or Head of Mission will have a single, clear reporting line to the Secretary-General, through the Under-Secretary-General for Peace Operations. Existing command and control arrangements applicable to force commanders in the field will not change.

24. To ensure unity of command and integration of effort at the Headquarters level, the Under-Secretary-General for Field Support will report to and receive direction from the Under-Secretary-General for Peace Operations on all issues that fall under the purview of United Nations peacekeeping. This arrangement will be an improvement to the current situation, because the Department of Peace Operations will have directive authority over a department — the Department of Field Support — which will be more empowered and equipped than the current Office of Mission Support to address field support needs.

essential in this regard. Significant progress has already been made in developing the integrated mission planning process as a system-wide model for integrated United Nations operations. In order to ensure the continued development and implementation of the planning process throughout Headquarters and the field, a dedicated integrated mission planning process support capacity will be established in the Department of Peace Operations to support integrated operational teams in providing coherent, responsive planning and support for United Nations peacekeeping operations. Integrated mission planning process guidance will be delivered at Headquarters and in the field to all relevant personnel of the two departments.

V. Interrelationships with other departments: alignment of responsibilities and resources

29. The measures set out above will help clarify the roles and responsibilities of the Department of Peace Operations and the Department of Field Support as well as the expectations of how they will work together as one. Likewise, it is essential to clarify the divisions of labour between the Department of Field Support and the Department of Management; the latter will continue to play its role on my behalf in providing the policy direction and oversight needed to ensure appropriate as well as consistent implementation of General Assembly resolutions. Authority, responsibility, accountability and resources will be aligned to preserve Organization-wide coherence and economies of scale while ensuring operational effectiveness in the areas of human resources management, finance, information technology and procurement. Measures to satisfy these imperatives in support of United Nations peace operations are set out below. On broader management issues, the Department of Field Support will work together with the Department of Management, under the guidance of the Deputy Secretary-General, to ensure system-wide coherence of management practices.

Field personnel

30. The responsibility for delivering mandates entrusted to peacekeeping operations rests on the shoulders of our personnel serving in the field. In many respects, we are only as good as the quality and timeliness of our deployments and our ability to get the right people to the right place at the right time. The dramatic expansion of peacekeeping activities in the post-cold war period has demonstrated that the human resources management processes and systems designed over the course of nearly 50 years to meet the traditional and stable needs of our Organization were ill suited to respond to the current and projected operational tempo. Just as the failure to put boots on the ground can damage the preservation of a fragile peace, so too can the failure to deploy civilian personnel as rapidly as required damage significantly our ability to support those troops and carry out the full range of duties entrusted to this Organization in a post-conflict environment. Those we serve deserve to be sent out best and brightest, with urgency and diligence.

31. To address those needs, in 1994 the Office of Human Resources Management of the Department of Management delegated a broad range of authority to the Department of Peacekeeping Operations. While the exercise of such authority has

led to the development of rapid-deployment mechanisms and administrative procedures that respond more adequately to operational needs, the dynamic evolution of the mandates of United Nations field operations demands that we improve still further our responsiveness and effectiveness. To this end, expanded delegated authority will be vested in the Department of Field Support to empower and hold it accountable for recruitment, management and administration of field personnel. Decision-making authority will be given, in particular, in areas where the casework related to the recruitment or placement of staff is already being reviewed at both the mission and Headquarters levels or where, as certified by the Office of Human Resources Management, resident Department of Field Support expertise exists, for example, to design and classify jobs for United Nations peace operations against International Civil Service Commission and organizational standards. Processes will be further streamlined to eliminate review stages where little or no value is added.

32. The structures and systems needed to carry out this additional authority and fulfil the new roles and responsibilities already reside in great part in the current field personnel function in the Department of Peacekeeping Operations. The direction and management structure, field personnel support capacities and quality assurance mechanisms will, however, need to be strengthened to address the breadth and depth of the delegated authorities and the size and scope of field mission human resources requirements and related responsibilities exercised at Headquarters and in the field.

33. Central authority for the establishment of Organization-wide policies and standards governing all human resources management matters will be retained by the Office of Human Resources Management, in line with its mandate as the central authority within the Secretariat to interpret and enforce the Staff Regulations and Rules and ensure consistency of standards Organization-wide. This includes the determination of contractual arrangements and conditions of service. Organization-wide and/or system-wide and the establishment of salary scales for locally recruited staff, mission subsistence allowance rates and other benefits and entitlements. The Office of Human Resources Management will continue to represent the Secretariat before the General Assembly, the International Civil Service Commission, the High Level Committee on Management of the United Nations Chief Executives Board for Coordination and other bodies on Organization-wide human resources management and compensation issues, with support from the Department of Field Support on matters related to field personnel. The Office of Human Resources Management will also maintain its responsibility to monitor and evaluate the exercise of its delegated human resources management authorities.

34. Finally, the Office of Human Resources Management will retain overall authority to establish, review and monitor overall health policy for the United Nations, including staff counselling, health and fitness standards, standards of health care and service delivery and clinical standards and qualifications for United Nations health-care professionals. The authority to plan and assess medical support for field operations and to approve and conduct medical evacuation and clearance procedures will be exercised by the Department of Field Support, in consultation with the Office of Human Resources Management.

35. The resources allocated to the Office of Human Resources Management related to the exercise of its responsibilities with respect to policies and standards

governing all human resources management matters, Organization- and/or system-wide conditions of service and oversight and monitoring of authorities delegated to the Department of Field Support will remain intact. The allocation of responsibilities and resources related to internal justice will be dealt with separately in the context of the implementation of the reform of the internal justice system.

Field budget and finance

36. The current budgetary process for peacekeeping operations does not fully meet requirements. Budget personnel from missions currently engage with two departments at Headquarters (the Department of Peacekeeping Operations and the Department of Management) to prepare their budgets in a timely manner. Lines of communication need to be rationalized. Deadlines are often not met and budgets do not serve their appropriate role as strategic policy and management documents required to put resources to their fullest and most effective use.

37. To correct these shortcomings and to streamline the budgetary process, I intend to strengthen the capabilities of the Finance Management and Support Service so as to ensure that the Department of Field Support has the required analytical and information-processing capacity to submit budget proposals and performance reports at a standard appropriate for submission to the General Assembly. This strengthening would include greater attention to the application of consistent and coherent costing standards. Consistent with the best public practice principles, the Department of Management will retain the final authority to submit budgets to the Assembly on my behalf. In addition, the Department of Management will reorient its focus on and strengthen its strategic analysis of peacekeeping budgeting.

Field communications and information technology

38. The rationalization of processes also applies to the area of information and communication technology. The Information Technology Services Division of the Department of Management and the Communications and Information Technology Service of the Department of Peacekeeping Operations currently share responsibility for some aspects of the provision of information and communication technology services to field missions. For example, while the Communications and Information Technology Service is responsible for the management of over 350 satellite Earth stations located in the field, it does not manage the one at United Nations Headquarters, which provides a vital link from New York to the field. I intend to propose the streamlining and consolidation of this service under the new Department of Field Support to reduce the duplication of responsibilities and enhance the provision of reliable and uninterrupted service to the field. In addition, at present, the secure voice and data network, which provides secure services for the exchange of confidential information, is managed within the Information Technology Services Division. This capability is essential for the management of field missions and so should be consolidated, again, in the Department of Field Support. Finally, as the new office of the Chief Information Technology Officer takes shape, I will ensure that the Department of Field Support discharges its responsibilities in the area of field information management and systems consistently within the overall system-wide policy direction set by that office.

Field procurement

39. To address the multitude of time-critical field support functions in a responsive manner, procurement management must be streamlined and strengthened. I believe that integrating the procurement function with operational delivery will work best to support field operations.

40. I draw this conclusion in part because of the very different circumstances that drive Headquarters procurement as compared with procurement for field operations. Headquarters procurement is embedded in and relies on established and well-functioning markets operating under strong regulatory regimes where multiple vendors of high-quality products and services exist. Redundant and reliable lines of communication for product and service delivery readily support the procurement process, and contract failure can often be quickly mitigated with substitute vendors (while redress against non-performance is pursued). In this kind of commercial and physical environment, a premium can and is placed on the need to secure the best value.

41. In contrast, many — indeed most — of our peacekeeping and other missions in the field simply do not enjoy the same advantages. Markets are often weak, with some sectors completely non-viable. Regulatory frameworks suffer from a general absence of the rule of law, and lines of communication are long, subject to easy interdiction and increasingly dangerous. In this kind of commercial and physical environment, a balance must be struck among the equally important factors of value, quality and timeliness of delivery. In addition, contract failure can present a major impediment to mandate implementation, as many weeks and months are lost in the search for a replacement vendor. In my view, these factors argue strongly for a dedicated and separate capacity to deal with the specialized needs of field procurement.

42. I therefore intend to vest authority for field support procurement with the Department of Field Support by delegating procurement authority to that department as well as the authority to appoint procurement officers at Headquarters and in the field. This change in authority will entail a transfer of resources from the present Procurement Division in the Department of Management to the Department of Field Support. I do not, however, intend to promote or have duplicative structures. Therefore, a common vendor database, a joint vendor review committee, a common procurement manual that takes fully into account the needs of field procurement and common information technology systems for both field and Headquarters procurement will be maintained. A considerably strengthened and nearly full-time Headquarters Committee on Contracts, including representation from the Department of Field Support, will facilitate the handling of the growing volume of field procurement actions and will report to the Department of Field Support for peacekeeping procurement and to the Department of Management for other requirements. Procedures will be put in place to ensure that threshold levels for review by the Headquarters Committee on Contracts will be established jointly by the Department of Management and the Department of Field Support and that appropriate priority is given to immediate review of immediate operational requirement cases.

43. In addition, I intend to examine the possibility of establishing regional procurement offices to significantly enhance the procurement opportunities for developing countries and economies in transition. More details regarding this and

the other responsibilities I am proposing for the Department of Field Support will be forthcoming in subsequent reports. I welcome the opportunity to discuss this and other aspects of this initiative in the current session of the General Assembly.

Support to public information components in field operations

44. I believe that the measures noted in the preceding Sections substantially clarify the roles and responsibilities of the Department of Peace Operations, the Department of Field Support and the Department of Management and the interrelationships between them. I believe that it is warranted to do so as well with respect to the roles and responsibilities of the Department of Peace Operations and the Department of Public Information, in particular with respect to backstopping of public information needs in peace operations.

45. An effective public information component is widely acknowledged to be a political and operational necessity for the success of any peace operation. It serves an invaluable function in explaining the mandate of the mission, establishing direct communication with host communities and promoting an atmosphere of constructive dialogue and reconciliation. The ongoing growth in peace operations also highlights the need for troop, police and financial contributors to be able to demonstrate to domestic constituencies the tangible improvements resulting from their participation in and support for United Nations peacekeeping, as well as explaining the measures in place to prevent and respond to misconduct that undermines confidence in the United Nations as a whole. The Brahimi report placed considerable emphasis on this subject in 2000, and since then Member States have increased the percentage of mission budgets dedicated to public information, which is often the largest substantive civilian component of peacekeeping operations. However, during this period of increase in scope and complexity of public information work, the capacity at Headquarters to support the field components and to ensure the best staff and most effective use of resources has remained static. In the light of these coming challenges, the current public information configuration at Headquarters is no longer tenable.

46. The responsibility for supporting the wide range of public information activities relating to peace operations is currently divided between the Department of Public Information and the Department of Peacekeeping Operations. While the Department of Public Information has a limited number of posts dedicated to these activities, the Department of Peacekeeping Operations has never had a dedicated public information capacity and has compensated for this by shifting internal resources in a limited and ad hoc manner to meet the demand. The unprecedented surge in United Nations peacekeeping has clearly overstretched the relevant capabilities of both departments. The consolidation of support resources that I propose will provide a much-needed opportunity to reclarify roles and maximize existing resources, leveraging the comparative advantages of each department and protecting the significant investment of the international community in public information in the field. To this end, I intend to establish a public affairs unit within the Department of Peace Operations that will assume responsibility for media relations, departmental publicity, external relations and corporate messaging/internal communications. The new unit will also provide advice on budgetary, administrative, staffing and technical matters to public information components in the field and integrated operations teams at Headquarters. The Departments of Public Information, Peace Operations and Field Support will work jointly on

planning, policy, training and evaluation. In line with its overall mandate for United Nations public information and in accordance with General Assembly resolution 61/121 B, the Department of Public Information will also continue to play an important role by providing strategic communications support to United Nations peace operations. The new unit in the Department of Peace Operations will allow for better use of the comparative advantages of all three departments and will promote greater efficiency, increase accountability and ensure more effective use of existing resources.

Preservation of existing arrangements with respect to other departments' allocated resources and responsibilities for support to peacekeeping

47. There are three other departments with resources allocated from the support account that have distinct responsibilities for Headquarters support to peacekeeping: the Office of Legal Affairs, the Department of Safety and Security, and the Office of Internal Oversight Services.

48. In order to maintain the independence of the Legal Counsel, as well as the role of the Office of Legal Affairs as the central legal service of the Organization, and thereby the consistency of legal advice throughout the Organization, I do not propose to transfer to the Department of Field Support or the Department of Peace Operations existing authorities, responsibilities or resources presently allocated to the Office of Legal Affairs for support to peacekeeping. The provision of a small legal capacity in the Office of the Under-Secretary-General for Field Support is required, however, to facilitate timely and effective interaction between the Office of Legal Affairs and the Department of Field Support on what will be an even greater volume of support issues requiring legal review and expert legal advice.

49. With regard to the safety and security of field personnel, I am mindful that a significant investment has been made only recently to upgrade the capacity of the United Nations to promote the security and safety of civilian personnel in the field, including through the establishment of the Department of Safety and Security. Therefore, I do not intend to change the roles and responsibilities of that department with respect to peacekeeping. However, the Departments of Safety and Security, Peace Operations and Field Support will need to review and revise certain existing standard operating procedures to take into account the proposed realignment of the Department of Peacekeeping Operations.

50. With regard to oversight, and in accordance with its existing mandate, the Office of Internal Oversight Services will continue to provide internal oversight over the Department of Peace Operations and the Department of Field Support activities through independent audit, monitoring, inspection, evaluation and investigation of Headquarters activities and peace operations in the field. To that end, the Office will continue to review internal controls and management practices and, where necessary, make recommendations to promote the responsible administration of resources, assign accountability, improve transparency and enhance efficiency and effectiveness in the management of peace operations.

VI. Conclusion

51. The proposals I have set out above may appear, at first glance, as a radical overhaul of the way the Secretariat is structured and organized to support peace

operations. Together, however, they represent the continuation and culmination of the collective efforts of Member States to address the fundamental issue of how we can best equip this Organization to carry out the responsibilities and tasks mandated in support of international peace and security. The Brahimi report of 2000, the report of the High-level Panel on Threats, Challenges and Change (A/59/563, annex), the 2005 World Summit Outcome (resolution 60/1) and the peacekeeping reform agenda outlined in "Peace operations 2010" have been distinct stages during the process to establish responsive, effective and accountable United Nations peace operations.

52. I am mindful of my responsibility to contribute to the collective effort to enable United Nations peace operations to meet the challenges of the future. The success of United Nations peacekeeping depends on its ability to evolve at the same rate that new challenges and demands confront it. We owe it to the millions of people around the world who put their faith in United Nations peace operations on a daily basis. I look forward to working with the Member States to build on this confidence and to ensure that peacekeeping remains a flagship of activity not only for the United Nations, but for the global community.