

Fifth Committee

Meeting scheduled for Tuesday, 5 June 2007

Introductory Remarks by the Under-Secretary-General for the Department of Management

Comprehensive report on strengthening the capacity of the Organization to manage and sustain peace operations

Mr. Chairman,

It is an honour for me to be here today to introduce the Secretary-General's proposals to strengthen the capacity of the Organization to manage and sustain peace operations.

Mr. Chairman,

In its resolution 61/256 of 15 March 2007 on strengthening the capacity of the Organization on peacekeeping operations, the General Assembly affirmed its support for the restructuring of the Department of Peacekeeping Operations, including the establishment of a Department of Field Support.

In paragraph 3 of that resolution, the Assembly requested the Secretary-General to submit a comprehensive report elaborating on the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support, including budgetary discipline and full financial implications – taking into account the recommendations of the Office of Internal Oversight Services as contained in its report A/61/743 dated 14 February 2007 on the audit of management structures of the Department of Peacekeeping. The Comprehensive report was mandated by the General Assembly for consideration during its sixty-first session. I wish to thank the Advisory Committee and the leadership of its Chairman, for the thorough review and insightful comments on the Secretary-general's proposals that were undertaken in such

a short period of time. I hope that the Committee's recommendations will provide a good basis for Member States discussions and an early outcome.

The restructuring proposals are contained in three reports. The main document (A/61/858 and Corr.1) presents the proposed changes to the current structural arrangements and staffing levels which are detailed more fully in the annexes and addenda to the report. The report also describes in response to paragraph 4 of General Assembly resolution 61/256, how these proposals take into full account the views expressed in the 2007 session of the Special Committee on Peacekeeping Operations, in particular the need to take all measures to guarantee unity of command, to promote integration of efforts and to strengthen operational capacities, both at Headquarters and in field missions.

Addendum 1 presents the proposed resources for the Support Account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008. Addendum 2 presents the regular budget revised estimates in respect of Section 5, peacekeeping operations, and Section 28D Office of Central Support Services of the Programme Budget for the current biennium 2006-2007 and the proposed Programme Budget for the biennium 2008-2009. These addenda contain detailed descriptions of individual functions, post justifications, and the full financial implications as requested in paragraph 3 of General Assembly resolution 61/256.

Mr. Chairman,

The Secretary-General's proposals present fundamental structural changes to support senior management in peacekeeping and also represents a continuum of reform which has been undertaken by the Organization to meet the growing volume and complexity of peacekeeping demands over the years. Such reform efforts intensified in 2000 following the recommendations contained in the report of the Panel on United Nations Peace Operations (the "Brahimi report") (A/55/305-S/2000/809). Subsequent efforts at reform were addressed in the report of the High-level Panel on Threats, Challenges and Change (A/59/565), the 2005 World Summit Outcome (resolution 60/1) and the internal reform strategy of the Department of Peacekeeping Operations entitled "Peace

operations 2010". The objective of the 2000 reform agenda was to equip the Department of Peacekeeping Operations with sufficient capability to launch one new multidisciplinary mission per year; yet the past 3 years alone have seen the start-up or expansion of nine field missions, with three additional missions currently in active start-up phase. The Secretary-General underscores that a significant departure from the status quo is required to equip the Secretariat to rise to the challenge of this substantial increase in the volume and breadth of operations.

The pace of sustained expansion of peacekeeping operations has far exceeded what anyone had envisaged or predicted 5 years ago. The number of military contingents in United Nations peacekeeping missions grew from 36,000 in 2002/03 to a projected number of 74,671 in 2007/08, representing a 107 per cent increase. *[2006/07 – military contingents 70,960]* Similarly, the number of military observers has increased by 50 per cent, from 1,804 in 2002/03 to an estimated 2,698 in 2007/08. *[2006/07 military observers 2,720]*. Overall, the total number of field personnel in missions managed by DPKO is now over 100,000 compared to 57,000 five years ago.

In 2007, the number of United Nations peace operations personnel could further increase by 20 to 40 per cent with the completion of deployments to Lebanon and Timor-Leste and the possible deployment of new operations presently under discussion, such as a hybrid African Union/United Nations mission in Darfur and the operation in Chad and the Central African Republic. As you know, the Security Council has authorized the deployment of the Heavy Support package to the African Union in Sudan which will require substantial resources and backstopping. Recent history has demonstrated that other demands could arise quite suddenly and unexpectedly as well. It is therefore imperative to ensure that the Secretariat is equipped to be able to absorb such growth.

In view of this level of activity, all Departments in the Secretariat that work with peacekeeping need to strengthen their support capacity to continue operating. Headquarters capacity continues to lag behind expansion in the field, resulting in

managerial overstretch and weakness, as identified and highlighted in the reports of the Board of Auditors and the OIOS.

To provide an illustration of the growing demands that have been placed on staff at Headquarters, following the implementation of the Brahimi reforms in 2002/03 the ratio of DPKO staff to Field personnel was 1:96. This figure was envisaged to be sufficient to enable the Department of Peacekeeping Operations to effectively manage existing demand, as well as to absorb the need to plan for and deploy one new unexpected mission. Today, the ratio in DPKO is 1:149 (increase of 55%), which means that the growing number of Field personnel has not been adequately accompanied by a commensurate increase of backstopping support at Headquarters. In the Department of Management and other Departments except OIOS that support peacekeeping, the ratios are even worse. While the Secretary-General recognizes that there is no absolute linear relationship between resources for backstopping support and the number of personnel deployed in the field, the growing number of Field personnel illustrates the growing magnitude of the demands that have been placed on staff at Headquarters at all levels.

It must also be said that the growth in peacekeeping is not just a matter of quantity but of complexity. Security Council mandates have assigned an increasingly wider range of substantive responsibilities to peacekeeping missions over the past several years in such areas as protection of civilians, promotion of the rule of law, support for national efforts in reforming security institutions, child protection and gender.

In summary, while the Department of Peacekeeping Operations and other areas of the Secretariat have been strengthened considerably since 2002/03, the increased staff resources are not commensurate with the growth in the number of field personnel being supported, nor with the complexity of tasks mandated since that time. This has been recognized in OIOS' recent report on the audit of the management structures of the Department of Peacekeeping Operations (A/61/743). Similarly, at its most recent session as well as at its 2006 session, the Special Committee on Peacekeeping

Operations reiterated the urgent need to strengthen the operational capacity of the United Nations at all levels in the field and at Headquarters.

The Organization requires a major injection of additional resources to keep pace with the level of peacekeeping activity in the field, especially at the mid-to-senior managerial levels – whether or not it is restructured. The Secretary-General's primary motivation in initiating a realignment of Secretariat structures must be seen in this context. The ultimate aim is to strengthen the capacity of the Organization to mount and sustain peacekeeping operations in the face of their growing volume and complexity.

Consequently, restructuring the Department of Peacekeeping Operations into two Departments and the creation of a new Department of Field Support to be headed by an Under-Secretary-General is of the highest priority.

The Department of Field Support would be responsible for delivering dedicated support to United Nations field operations, including on personnel, finance, procurement, logistical, communications, information technology and other administrative and general management issues. The Department of Field Support would be a provider of services to the Departments of Peacekeeping Operations and Political Affairs. To strengthen the efficiency and coherence of support provided to the field and to ensure effective oversight, existing Headquarters capacities related to field operations would be consolidated and assigned to the Department of Field Support. The entirety of the current Office of Mission Support in the Department of Peacekeeping Operations would be transferred to the Department of Field Support. Significant strengthening of its staffing would, however, be required particularly to establish the necessary senior management capacity to ensure effective, coherent and responsive support to field operations and the effective management of resources provided by Member States. The new Department of Field Support would be empowered by additional delegations of authority for procurement and personnel management that will enable it to be more focused on and responsive to field needs.

The Department of Management will continue to play its leadership role in central policy-setting and monitoring in all areas of management, namely, human resources, budgetary discipline, finance and accounting, procurement and information and communications technology.

With regard to proposal to establish a Field Procurement Service in the Department of Field Support, the Secretary-General believes that in order cope with the increasing value of goods and services procured for peacekeeping missions which is estimated at \$2 billion for 2006/07, the best way to mobilize resources for peacekeeping operations including the deployment of military and police personnel in the theatre of operations, is to vest the Department of Field Support with adequate authority to appoint procurement officers at Headquarters and in the field. This would result in improved responsiveness of the procurement process to field needs and streamlined procurement processes resulting in more timely delivery of goods and services to the field. It would provide clarity on roles, responsibilities and accountability; increased ability to exercise control over priorities; and oversight of all stages of the supply chain management. Integrating procurement into the supply chain management system and simplifying the line of authority and accountability for procurement would also help address the underlying weaknesses in controls identified by the Office of Internal Oversight Services.

With respect to procurement, the Department of Management would continue to retain control, ownership and leadership of the Secretariat procurement function in respect of, among other things, the vendor database, the vendor review committee, the procurement manual, the training programme and the website in order to prevent any duplication in operation and resources. Procurement Division will continue to undertake a review that takes fully into account the needs of field procurement and the development of common information technology systems for both field and Headquarters procurement. The newly established "Vendor Management Team" in the Procurement Division of the Department of Management would ensure diversity for requirement sourcing within the member states and will strive for business opportunities for developing countries. In addition, the Procurement Reform Implementation Team (PRIT) and the new Compliance and Monitoring Section will continue to develop and

implement various procurement reform initiatives focusing on strengthening internal control measures, optimization of acquisition and procurement management of United Nations procurement. The Procurement Division in Department of management would continue to develop high-level procurement policies and procedures to be implemented at the peacekeeping missions, Office Away of HQs as well as Headquarters at New York; it would also continue to develop training to all procurement staff including best value for money and procurement ethics. Lastly, the Headquarters Committee on Contracts, with representation from the Department of Field Support would serve both the Department of Management and the Department of Field Support.

Lastly, Mr Chairman, additional resources for strengthened capacity are also proposed for other areas of the Secretariat, particularly in the Department of Management, the Office of Internal Oversight Services, the Department of Public Information and the Office of Legal Affairs to respond to the dramatic increase in the volume of demand for backstopping support.

Proposed resources for the support account for peacekeeping operations for 2007/08 (A/61/858/Add.1)

The budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008 amounts to \$254.5 million and provides for 819 continuing posts. The budget proposes 303 posts for new functions, 185 posts for conversion of functions currently approved under GTA in 2006/07 and 7 transfers from the regular budget. The increase of \$65.5 million in the support account budget from the 2006/07 approved level is 1.2% of the \$5.3 billion currently proposed for peacekeeping in 2007/08. The total support account budget of \$254.5 million represents 4.8% of the proposed 2007-08 peacekeeping budget level.

Performance report for the support account for the period from 1 July 2005 to 30 June 2006 (A/61/733 and Add.1)

Financial and human resource performance:

- Appropriation: \$146.9 million (GA resolution 59/301).
- Expenditures: \$136.0 million.
- Unencumbered balance: \$10.9 million and budget implementation rate: 92.5%.

Proposed resources for the programme budget for the 2006-07 biennium and the proposed programme budget for the 2008-09 (A/61/858/Add.2)

Mr. Chairman,

The Secretary-General proposes to finance the new Under-Secretary-General post for DFS, 2 new ASG posts in DPKO and 1 new ASG post in DFS from the regular budget as part of the core resources in both Departments. The changes under the regular budget, pertain to the requirements for six new posts which would be met through realignment of resources and abolition of seven existing posts. Accordingly, no net additional resources are sought under the programme budget for the biennium 2006-2007.

Actions to be taken by the General Assembly

The actions to be taken in respect of the financing of Support Account for Peacekeeping Operations, the programme budget for the 2006-07 and the proposed programme budget for 2008-09 are set out in and paragraph 163 of the comprehensive report (A/61/858) paragraph 67 of the performance report (A/61/733).

Conclusion

Mr Chairman,

The Secretary-General understands the daunting task before Member States in reviewing these large documents, within the timeframe of the Committee's current programme of work, and has attempted to provide pertinent information required by Member States to be able to make fully informed decisions. The Secretary-General is looking forward to the General Assembly's early approval in the 61st session, of the structure and related resources for DPKO and the establishment of the DFS to fully

implement resolution 61/256. It is of critical importance that all Departments in the Secretariat that support this highly visible and important programme be strengthened to deliver support and monitor activities on the ground. The Secretary-General is counting on the continued support of Member States to provide the Secretariat with the resources needed to ensure efficient and effective peacekeeping operations.

Thank you Mr. Chairman.