



TO: see Distribution List

DATE: 3 January 2017

A:

REFERENCE:

THROUGH:

S/C DE:

FROM: The Secretary-General

A handwritten signature in black ink, appearing to be 'Ban Ki-moon', written over the 'FROM' field.

DE:

SUBJECT: **Enhancing Performance in the Peace and Security Pillar**

OBJET:

1. A recent series of reports has identified fragmentation in the governance, funding and institutional architecture relating to peace and security as an impediment to effective policy and strategy formulation. The conclusion in all cases has been that the United Nations Secretariat is under-performing in conflict prevention, in peace operations and in its efforts to sustain peace, and that some of the solutions to this problem lie within our control. I intend to pursue cultural, process and structural opportunities to improve the working of the peace and security architecture of the Secretariat and its coordination with others.

2. Governance and funding questions are matters for Member States and I will, in due course, make appropriate budget submissions as well as use the platforms provided to me via, inter alia, the Security Council and General Assembly resolutions on sustaining peace (S/ERS/2282 and A/RES/70/262) to engage with Member States on those questions.

3. Meanwhile, I am taking certain steps within my own authority to reduce structural disincentives and bureaucratic barriers to effective performance of core peace and security functions and to adapt our ways of doing business to the evolving nature of those functions and the needs to which they respond.

Co-location of and improved collaboration between Regional Divisions of DPA and DPKO, and other relevant capacities of DPA, DPKO and DFS

4. To that end, the regional divisions of the Departments of Political Affairs (DPA) and of Peacekeeping Operations (DPKO), as well as the United Nations Support Office in Somalia (UNSOS) Team of DFS, will be co-located to facilitate more effective and integrated decision making and implementation. The details of the arrangements will be worked out by the Under-Secretaries-General for Political Affairs and Peacekeeping Operations, to be implemented by the Under-Secretary-General for Management, with a view to completion by March 2017. Until further notice, the reporting lines and functions of the relevant divisions will continue to be as described in ST/SGB/2009/13 and ST/SGB/2010/1.

5. The Under-Secretaries-General for Political Affairs, Peacekeeping Operations and Field Support will also consider whether other capacities of their Departments might benefit from co-location, such as planning for peace operations, policy, training and rapid deployment activities, including human resources, logistics, communications and budgeting.

6. I count on the Under-Secretaries-General for Political Affairs, Peacekeeping Operations and Field Support to identify and pursue all possible options for closer collaboration and working arrangements among the three Departments, including more flexible use of staff while respecting the Financial and Staff Rules and Regulations. I take note of additional measures proposed by the Under Secretaries-General for Political Affairs, Peacekeeping and Field Support, such as the monthly DPA/DPKO/DFS meeting at the USG-ASG-Director level; enhanced coordination measures between the three Departments on countries in transition; and strengthened regional-level coordination across peacekeeping operations and special political missions operating in the same region to leverage their comparative advantages.

7. The Under-Secretaries-General for Political Affairs, Peacekeeping Operations and Field Support will also strengthen existing joint mechanisms for individual peace operations that require close political and operational coordination. They will enhance regular consultative mechanisms, such as the joint approval of the Concepts of Operations initiated by the USGs of DPKO and DFS, to ensure coherence and clear directives to these joint mechanisms and to all staff in their Departments.

Internal Review Team to advise on options for further improvements

8. I have also decided to establish an internal review team to study the existing proposals for change in the Secretariat peace and security architecture contained in but not limited to reports, such as the Peacebuilding Architecture Review and the resulting resolutions on 'Sustaining Peace'; the Report of the High-level Independent Panel on United Nations Peace Operations; and the Global Study on the implementation of Security Council resolution 1325.

9. The team will develop options for further improvements to the functioning of the peace and security work of the Secretariat. It will distinguish between those steps that lie within my authority and those for which I would need the approval of Member States. The team will submit its recommendations to me by June 2017.

10. The team will be led by Mr. Tamrat Samuel and will include staff from DPA, DPKO, DFS, DM, OHCHR, UNDP and PBSO. These staff members will not represent their entities but will be expected to contribute to the overall exercise in their capacities as staff members of the Organization with individual expertise and experience, as well as institutional knowledge, which are of relevance. My office will be in touch with the heads of these entities to arrange for the release of the staff selected for this important assignment.

cc: The Deputy Secretary-General
The Chef de Cabinet
Senior Adviser Kang
Assistant Secretary-General for Strategic Coordination

Distribution List

Mr. Maged Abdelaziz, Special Adviser of the Secretary-General on Africa
Mr. Gyan Chandra Acharya, High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
Ms. Shamshad Akhtar, Executive Secretary, United Nations Economic and Social Commission for Asia and the Pacific
Mr. Zeid Ra'ad Al Hussein, United Nations High Commissioner for Human Rights
Mr. Christian Friis Bach, Executive Secretary, United Nations Economic Commission for Europe
Ms. Zainab Hawa Bangura, Special Representative of the Secretary-General on Sexual Violence in Conflict
Ms. Alicia Bárcena, Executive Secretary, United Nations Economic Commission for Latin America and the Caribbean
Ms. Helen Clark, Administrator, United Nations Development Programme
Mr. Joan Clos, Executive Director, United Nations Human Settlements Programme
Ms. Ertharin Cousin, Executive Director, World Food Programme
Mr. Adama Dieng, United Nations Special Adviser on the Prevention of Genocide
Mr. Peter Drennan, Under-Secretary-General, Department of Safety and Security
Mr. Yury Fedotov, Director-General, United Nations Office at Vienna and Executive Director, United Nations Office on Drugs and Crime
Mr. Jeffrey D. Feltman, Under-Secretary-General for Political Affairs
Mr. Oscar Fernandez-Taranco, Assistant Secretary-General for Peacebuilding Support
Ms. Cristina Gallach, Under-Secretary-General for Communications and Public Information
Mr. Filippo Grandi, United Nations High Commissioner for Refugees
Mr. Abdalla Hamdok, Acting Executive Secretary a.i., United Nations Economic Commission for Africa
Ms. Rima Khalaf, Executive Secretary, United Nations Economic and Social Commission for Western Asia
Mr. Atul Khare, Under-Secretary-General for Field Support
Mr. KIM Won-soo, Acting High Representative for Disarmament Affairs
Mr. Mukhisa Kituyi, Secretary-General, United Nations Conference on Trade and Development
Mr. Hervé Ladsous, Under-Secretary-General for Peacekeeping Operations
Mr. Anthony Lake, Executive Director, United Nations Children's Fund
Ms. Heidi Mendoza, Under-Secretary-General for Internal Oversight Services
Ms. Phumzile Mlambo-Ngcuka, Executive Director, UN Women
Mr. Michael Møller, Director-General, United Nations Office at Geneva
Mr. Stephen O'Brien, Under-Secretary-General for Humanitarian Affairs & Emergency Relief Coordinator
Dr. Babatunde Osotimehin, Executive Director, United Nations Population Fund
Ms. Catherine Pollard, Under-Secretary-General for General Assembly and Conference Management
Mr. Miguel de Serpa Soares, Under-Secretary-General for Legal Affairs, Legal Counsel
Mr. Erik Solheim, Executive Director, United Nations Environment Programme
Mr. Yukio Takasu, Under-Secretary-General for Management
Mr. WU Hongbo, Under-Secretary-General for Economic and Social Affairs
Ms. Leila Zerrougui, Special Representative of the Secretary-General for Children and Armed Conflict
Ms. Sahle-Work Zewde, Director-General, United Nations Office at Nairobi