Continuous growth in scale & complexity

Uniformed Personnel in UN Peacekeeping: 1991- present

- Jul 1993: 78,444 (Largest missions: UNPROFOR, UNOSOM, UNTAC)
- Nov 2001: 47,778 (UNAMSIL, UNTAET)
- Oct 2006: 80,976 (MONUC, UNMIL, UNMIS, UNIFIL)
- Jan. 2008: 90,883 (MONUC, UNMIL, UNIFIL)
- Dec. 2008: 91,712 (MONUC, UNAMID, UNIFIL)

Number of Uniformed Personnel

Prepared by the Peace and Security Section of the United Nations Department of Public Information in consultation with the Military Planning Service of the Department of Peacekeeping Operations — DPI/2444/Rev.5 — January 2009
Brahimi: Peacekeeping is not temporary!!
Shift from *ad hoc* → institutionalizing a professional system.

“With peacekeeping having seemingly reached a peak and now a plateau, we have now an opportunity to take further steps towards finding solutions to these challenges”

USG Le Roy (GA UN Peacekeeping Debate June 2010)
50% staff in 2004 survey reported having to “reinvent the wheel” always or often.
Department for Policy, Evaluation and Training

Improving peacekeeping through policy, practice, partnership and learning

Policy Planning Team
Guidance Team
Knowledge Management Team
Integrated Training Service
Evaluation Unit
Partnerships Team
Advisors: Civil Affairs, Child Protection, Gender, HIV/AIDS
Field BPOs & TOs
Learning ➔ Knowledge Sharing

Institution strengthening concept
Guidance and Policy Planning
Guidance framework

Over the past six decades, United Nations peacekeeping has evolved into a complex, global undertaking. During this time, the conduct of United Nations peacekeeping operations has been guided by a largely unwritten body of principles and informed by the experiences of the many thousands of men and women who have served in the more than 60 operations launched since 1948. This document captures these experiences for the benefit and guidance of planners and practitioners of United Nations peacekeeping operations.
2010 Policy and Lessons Learning Agenda

1. Support to Departmental Policy and Doctrine
   - Protection of Civilians
   - Robust approach to peacekeeping
   - Peacekeeping-peacebuilding
   - Capability development
   - Global Field Support Strategy
   - Planning and Oversight
   - Integration

2. Roll-out of key policy and guidance documents in 2010
   - Police and Elections Guidelines
   - Civil-Military Coordination in UN Integrated Missions
   - Training for all Peacekeeping Personnel
   - Mission Start-up Field Guide
   - Gender Policy

3. Haiti Lessons Learnt and Linking Best Practices to New Horizon and Global Field Support Strategy
Knowledge sharing and management
Knowledge Sharing: collection & connection (governed by KS Policy)

Best Practices Toolbox
Resources
BP Toolbox - structured way of identifying and sharing best practices and lessons learned in DPKO-DFS

- End of Assignment Reports
- After Action Reviews
- Surveys of Practice
- Less. Learned Reports
- Practice Note
- Exit interviews
BP Resources

(a) KM Team
- Analyses BP material to identify trends, issues and good practices;
- Coordinates the network of BPOs;
- Informs the strategy and policy planning agenda of DPKO-DFS

(b) Best Practices Officers
- Help ‘recycle’ work done elsewhere to save time and resources
- Set up learning tools and connect staff to peers in other missions;
- Capture lessons from the mission’s experience
- Policy and practice research
BP Resources continued…

c) Intranet
BP Resources continued…

(d) 25 online knowledge information-sharing networks

(e) PBPS website - PK Resource Hub

http://www.unprh.unlb.org/PBPS/Pages/Public/Home.aspx
### Processing BP reports and information at HQ

<table>
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<tr>
<th>Collect</th>
<th>Sort</th>
<th>Analyze</th>
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<td>Operations</td>
<td>Police</td>
<td>Mission Support</td>
<td>Military</td>
<td>OUSG</td>
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</tbody>
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#### Major issues & trends per sector

1. Remove issue
2. Handle internally
3. Refer to ESMT
Statistics
May 2006 – August 2010
Intranet - 1235 BP materials:

- 728 BP reports
- 507 mission materials

Authority, Command and Control, & Mission Readiness among the most popular Intranet documents
BP Community of Practice:
751 queries & replies

Examples of COP questions & replies

- Female recruitment in local police
- Safe storage of UNPOL weapons
Added value of knowledge management
Effectiveness

Lessons informing policy:

- UNOCI AAR of Civil Unrest/Crowd Control revision of the Policy on Formed Police Units (2006)

- MINUSTAH AARs of integrated police & military operations / curbing gang activities draft Monitoring and Surveillance Technology Policy (2007)
Community Based Policing: UNMIS UNPOL working with authorities and communities in 10 states to provide safety and security through use of traditional justice mechanisms, vocation training, literacy drives, village/farm/business watches.

(AAR Community Based Policing in South Sudan, 2008)
Questions?