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EOSG  
DPA  
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*Handwritten initials and date: R 11/8/01*

*(99-12958)*  
*30 Aug* **Note to Mr. Riza** *13093*  
*1 Sep (99-16277)*

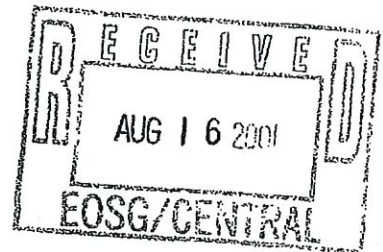
**Subject: Notes from DPA and DPKO to the Secretary-General: "Organizing for the Challenges Ahead"**

As requested, I attach summaries of the above-mentioned notes together with the notes proper.

I see no reason for revising my own assessment of the issues involved reflected in my note to you dated 31 August 1999.

*Handwritten signature of Rolf G. Knutsson*

Rolf G. Knutsson  
3 September 1999



*DPA files in PLO  
included in DPKO*

### DPA's note

- The very fact that the DSG has been required to lead task forces for Kosovo and East Timor demonstrates that current institutional arrangements are not adequate.
- There is some merit in DPKO coordinating the inputs of all departments, funds and agencies; leading in operational and related matters; and providing a coherent channel of communication for all operations.
- But DPA's primary responsibility for preventive diplomacy, peacemaking and post-conflict is not reflected in the arrangements for the management and direction of peacekeeping operations.
- At present, there is an inevitable overlap and duplication between DPA and DPKO, which is wasteful.
- DPA has a responsibility, as a core function, to maintain and analyze developments in all countries. This responsibility does not and cannot lapse when a peacekeeping operation is established in a given country.
- DRC and East Timor illustrate the need for better arrangements. The former conflict has three inter-linked political dimensions: internal, regional and international. The latter, in its post-electoral phases, involves essentially political tasks such as decolonization, governance, administration reform and institution-building, i.e. post-conflict peace-building for which DPA is the focal point.
- Arrangements need to be worked out reflecting the competencies given to the two Departments by the General Assembly. Cyprus and Georgia may provide useful models.

### DPKO's note

- If a mission is required to report to more than one Department an "operational nightmare" would result.
- There are well-established mechanisms for inter-departmental coordination e.g. the Executive Committee, task forces, etc.
- DPKO was established in 1992 as an "operational arm" of the Secretariat whereas DPA "was not intended to conduct field operations".
- Whereas a case could be made for combining peacemaking, peacekeeping, and peace-building in one single department, this would require a division along geographical lines among two or more USGs.
- The creation of DPKO in 1992 as a department dedicated to the direction and management of peacekeeping operations in all their aspects was a decision to entrust political responsibilities to DPKO.
- The Secretary-General's reform programme confirmed these arrangements.
- The separation of functions between DPKO and DPA with regard to Cyprus and Georgia, rather than being a model as suggested by DPA, is "awkward and sometimes confusing".
- It remains the prerogative of the Secretary-General – and not the General Assembly – to decide how to organize the Secretariat and organize its work.
- When a peacekeeping operation is established and a DPKO desk officer takes the lead for a certain country, the DPA desk officer for that country will then be able to devote more time to other countries in his/her portfolio, thus eliminating duplication.