



THE PRESIDENT
OF THE
GENERAL ASSEMBLY

19 June 2015

Excellency,

I wish to refer to the High-Level Independent Panel on Peace Operations appointed by the Secretary-General on 31 October 2014 to undertake a thorough review of United Nations peace operations today and consider the emerging needs of the future.

In this regard, I have the honour to transmit a letter dated 17 June 2015 addressed to me by the Secretary-General and the report of the High-Level Panel. The report is expected to be issued as document A/70/95 in all official languages by 6 July 2015, for consideration by the Assembly at its seventieth session.

Peace operations constitute an important work of the United Nations. The report will make an important contribution to the deployment of peace operations so that the United Nations can respond effectively and appropriately to future challenges. I encourage member states to study the report carefully and participate in its consideration during the coming session.

Please accept, Excellency, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Sam K. Kutesa', with a stylized flourish at the end.

Sam K. Kutesa

To All Permanent Representatives and
Permanent Observers to the United Nations
New York



THE SECRETARY-GENERAL

RECEIVED

JUN 17 2015

By: _____
Office of the PGA

17 June 2015

Dear Mr. President,

On 31 October 2014, I convened a High-Level Independent Panel on Peace Operations to undertake a thorough review of United Nations peace operations today and the emerging needs of the future. I invited this panel to take a comprehensive look at how United Nations peace operations could continue to contribute to the prevention and resolution of conflicts and be best designed and equipped to deal with the challenges of tomorrow. I encouraged the panel to be bold and forward leaning and to engage widely in the course of their review.

I asked Mr. José Ramos-Horta, the former Head of State of Timor-Leste, to chair the Panel, and Ms. Ameerah Haq to co-chair. The Panel also included the following eminent personalities from around the world: Mr. Jean Arnault, Ms. Marie-Louise Baricako, Ms. Radhika Coomaraswamy, Lt. Gen. (Retd.) Abhijit Guha, Mr. Andrew Hughes, Mr. Alexander Ilitchev, Ms. Hilde F. Johnson, Mr. Youssef Mahmoud, Mr. Ian Martin, Ms. Henrietta Joy Abena Nyarko Mensa-Bonsu, Mr. B. Lynn Pascoe, Lt. Gen. (Retd.) Floriano Peixoto Vieira Neto, Ms. Rima Salah and Mr. Wang Xuexian.

I would be grateful if the report of the Panel, which has been transmitted to me in the enclosed letter dated 16 June 2015 from the Chairman of the Panel, could be brought to the attention of Member States. I will study it carefully and will present to the Security Council and the General Assembly my proposals on how we can take forward the findings of this important work. My office will be in charge of following up on the recommendations, with close participation of all key departments and stakeholders. We see the task as nothing less than preparing the United Nations to rise to the peace and security challenges of the future.

His Excellency
Mr. Sam Kahamba Kutesa
President of the General Assembly
New York

Many of the recommendations of the Panel relate to matters within the purview of the Secretary-General, while others will need the approval and support of the General Assembly or the Security Council. I look forward to working closely with Member States and other key partners as we review the report and determine how best to implement its recommendations.

Please accept, Mr. President, the assurances of my highest consideration.

A handwritten signature in black ink, reading "Ban Ki-moon". The signature is written in a cursive, flowing style. The first name "Ban" is written in a larger, more prominent script, followed by "Ki-moon" in a similar but slightly smaller script. The signature is positioned above the printed name.

BAN Ki-moon

United Nations Nations Unies

HEADQUARTERS • SIEGE NEW YORK, NY 10017
TEL.: 1 (212) 963.1234 • FAX: 1 (212) 963.4879

REFERENCE:

16 June 2015

Dear Secretary-General,

In October 2014, you honoured us with our appointment as members of your High-Level Independent Panel on Peace Operations. As charged, we have worked over the last six months to undertake a comprehensive assessment of the state of UN peace operations, in light of the emerging needs and evolving challenges they face. Since then, the Panel has considered a broad range of issues facing peacekeeping and special political missions, including the changing nature of conflict, evolving mandates, good offices and peacebuilding challenges, managerial and administrative arrangements, planning, partnerships, human rights and protection of civilians, uniformed capabilities for peace operations and performance.

United by our commitment to the Organization, and motivated by your encouragement to be bold and creative, we have worked to provide analysis and recommendations on how these instruments can better support the Organization's work to prevent conflict, achieve durable political settlements, protect civilians, and sustain peace. We have wrestled with challenging issues such as the use of force which have divided the Membership. We have endeavoured to balance the principles with the practical as change is propelled forward through both of these motors.

I was humbled by your appointment as Chair of the Panel as I remain continually grateful for the opportunity to have served as your Special-Representative in Guinea-Bissau. It was my opportunity to repay, in some small measure, a debt to the United Nations for standing by the people of Timor-Leste in our years of need. The United Nations is a powerful presence; but its challenges are also its weaknesses.

Even as the UN Mission in South Sudan struggled to shelter those fleeing violence, there were too many beyond the reach of the mission who had to look within for the courage and strength to survive. Nyakhat Pal, a 4-year old South-Sudanese girl, walked for four hours by foot to a UNICEF-WFP rapid response distribution centre in April 2014, leading her blind father. She had heard the UN was providing vaccines, food and water. Nyakhat received the help she hoped for and returned to her village to await the return of her missing mother. Nyakhat looked up to

the United Nations with hope. Her tenacity and bravery was rewarded; her story should touch the most hardened of hearts, as it did mine. But her story should also shame us; for we have collectively failed the people of South Sudan. Despite the courageous efforts of some, we have as an international community fallen short - and continue to fall short - in Burundi, Iraq, Libya, Palestine, Syria, Yemen, Ukraine, amongst other places.

My fellow Panel members and I accepted this challenging assignment so as to contribute to a more credible, relevant, and legitimate United Nations, effective in preventing and ending conflicts, making and sustaining peace so that Nyakhat, and her peers, can live in security and in freedom.

It is with great honour that I submit to you the Panel's report: *Uniting our Strengths for Peace: Politics, Partnerships and People*.

The report and its recommendations are based on an extensive consultation process carried out during the course of the past six months. The Panel received more than 80 written submissions from Member States, regional and other international organizations, civil society organizations and think tanks, and UN entities. These were of very high quality and greatly informed the Panel's thinking, but it is impossible to do them justice, and to address all the issues they raise, within the scope of this report. The Panel has therefore asked that, if the entities which submitted them so agree, the Secretariat should make them available through appropriate channels. We hope that the Secretariat will take them into account in considering the implementation of our report and in other internal reviews.

In addition, the Panel held regional consultations in Asia, Africa, the Middle East, Europe and Latin America, all of which were well attended by Member States, regional and international organizations, civil society and think tanks. The Panel also participated in thematic workshops on Protection of Civilians, Use of Force, Women, Peace and Security as well as Prevention and Mediation and Sustaining Peace. To gather first-hand information on the concerns of communities and governments hosting UN peace operations, as well as to listen to staff, local and other partners on the ground; Panel members visited three peace operations, MONUSCO, MINUSMA and UNOWA. Throughout, the Panel met many of your Special Representatives, Special Envoys, Force Commanders, and other senior mission leaders as well as staff at all levels at Headquarters and in the field.

In New York, the Panel met with Permanent Representatives of Member States, UN Secretariat and agencies, funds and programmes, the Security Council, the Special Political and Decolonization Committee (the Fourth Committee), the Administrative and Budgetary Committee (the Fifth Committee) and the Special Committee on Peacekeeping Operations (the C-34). The

Panel also maintained close communication with the Security Council resolution 1325 Expert Study and the Advisory Group on the Review of Peacebuilding Architecture to ensure a synergized approach in our respective areas of focus.

During these past six months, we have encountered numerous examples of the dedication and commitment of staff and leaders, both in field missions and Headquarters. Our deep appreciation and admiration goes to the national and international, civilian and uniformed personnel of peace operations as well as to their national and international partners on the ground, many of whom risk their lives every day in some of the most dangerous places in the world in pursuit of peace, security and freedom. We are grateful to the many civil society organizations and think tanks who met with us and enriched our deliberations through their frank, rich and grounding perspectives. We are also very appreciative of the support, financial and in-kind, provided by Member States to the work of the Panel. Our particular gratitude goes to Canada, Denmark, Finland, France, New Zealand, Norway, Sweden, The Netherlands, and Timor-Leste, as well as the Center on International Cooperation, the International Peace Institute, the Norwegian Institute for International Affairs and the United Nations University.

I would like to thank the governments of Bangladesh, Belgium, Brazil, Egypt and Ethiopia for hosting our regional consultations. The Panel is grateful by the hospitality extended to us by the host governments during our visits to China, Ethiopia, Finland, France, India, Japan, The Netherlands, Pakistan, the Russian Federation, Rwanda, Switzerland, the United Kingdom and the United States. Finally, we thank the governments of the Democratic Republic of Congo, Mali and Senegal and the leadership and personnel of MINUSMA, MONUSCO, UNOWA and UNOAU for so warmly receiving and supporting our visits.

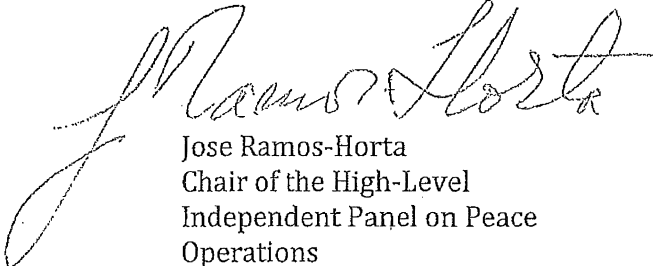
When we commenced our work, you encouraged us to be bold and creative; we hope our report meets that expectation. On behalf of the Panel members, allow me to thank you for the privilege and the responsibility you have entrusted to us. It is our hope that this report will contribute to a new generation of UN peace operations strengthened to meet today's and tomorrow's challenges.

Meanwhile, we are aware of the limits of the power of the United Nations to anticipate and prevent all tensions and violence and end wars. Expectations are naturally high, particularly among those most in need of our collective will, in need of the United Nations to act. But we also must acknowledge the UN cannot be everywhere, every time, to solve every conflict in the world.

To my esteemed colleagues - Ameerah Haq, Jean Arnault, Marie-Louise Baricako, Radhika Coomaraswamy, Lt. Gen. (Retd.) Abhijit Guha, Andrew Hughes, Hilde Johnson, Alexander Ilitchev, Youssef Mahmoud, Ian Martin, Henrietta Mensa Bonsu, B. Lynn Pascoe, Lt. Gen. (Retd.) Floriano Peixoto Vieira Neto, Rima Salah and Xuexian Wang - I am profoundly grateful for their wisdom and dedication throughout these long months of travel, meetings, reading and drafting, in all regions of the world.

We are very different people, from all regions of the world, with our own beliefs, experiences and sensitivities, but we have worked harmoniously together, united by our firm belief in the United Nations, its goals, ideals and principles. I am particularly grateful to Ameerah who, as Vice-Chair, provided me with great wisdom and invaluable advice.

To the tireless, dedicated and highly professional staff of the Panel Secretariat: Bela Kapur, Tamara Al-Zayyat, Heather Belrose, Paul Keating, Moritz Meier-Ewert, Madalene O'Donnell, Suman Pradhan, Jessica Serraris, and Mike Yuanhu Yin, who supported the work of the Panel, my eternal gratitude and admiration. These staff members are the very best among the best serving the UN; dedicated, working many long hours and weekends and through holidays. I am deeply impressed by the quality of their work; they are highly competent international civil servants; they serve no government or country; they loyally uphold only the principles and values enshrined in the Charter.



Jose Ramos-Horta
 Chair of the High-Level
 Independent Panel on Peace
 Operations