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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

Summary

The present report includes proposals for a total amount of \$321.2 million with respect to core post and non-post requirements for the 2020/21 period, compared with \$303.9 million approved for the 2019/20 period, representing an increase of \$17.3 million for the core component of the support account. While the proposed estimates for core post and non-post resources increased by 4.9 per cent, the overall proposed level of \$363.4 million, including peacekeeping contributions to Organizational initiatives, reflects an increase of 14.6 million, or 4.2 per cent, compared with authorized resources for the 2019/20 period (\$348.9 million).

The decrease in provisions for the peacekeeping share of Organizational initiatives (\$2.7 million), which are shown separately from the core requirements, is offset by the increase in core requirements. For the core post and non-post part of the support account, which is increasing by \$17.3 million, the increase is due mainly to a standard adjustment in salary costs, including vacancy rates (\$16.6 million). In addition, the transfer of provisions for ICT applications from the UNLB budget (\$1.6 million) and an increase in standard facility costs (\$1.4 million) are the two major factors behind the increase in the core requirements. This is offset in part by the non-requirement for the triennial Working Group on Contingent-Owned Equipment in the 2020/21 period (\$1.1 million), and the proposed abolishment of 13 posts.

The proposed resources for the 2020/21 period also include targeted strengthening in the following areas: (a) to improve effective peacekeeping, DPO is proposing two new posts and positions related to countering threats from improvised explosive devices and for the enhancement of police training; (b) to enhance support to legislative bodies, DMSPC and the secretariat of the Advisory Committee on Administrative and Budgetary Questions are proposing one post each to support the expanded Advisory Committee; (c) to improve post-deployment care of peacekeeping personnel, three positions are proposed by DOS to review and manage claims of PTSD



raised by military personnel from peacekeeping operations; and (d) to support mechanisms related to accountability and conduct, two positions are proposed by DMSPC to support the appeals and dispute tribunal process. The proposed amount provides for up to 1,423 posts and general temporary assistance positions, compared with the current approved level of 1,427 posts and positions.

The requirements for peacekeeping contributions to Organizational initiatives, which are shown separately from the core requirements, amount to \$42.2 million for the 2020/21 period, which represents a decrease of \$2.7 million compared with the amount of \$44.9 million for the 2019/20 period. The requirements comprise the following: (a) enterprise resource planning (\$13.4 million; see General Assembly resolution [74/263](#), sect. XVII); (b) the global service delivery model project (\$0.9 million; see Assembly resolution [74/264](#) A-C); (c) peacekeeping capability readiness (\$3.9 million; see Assembly resolution [71/296](#)); (d) Umoja maintenance and support costs (\$20.6 million); and (e) provisions for claims relating to PTSD (\$3.5 million). The decrease in the requirements for enterprise resource planning is offset in part by the inclusion of provisions for claims relating to PTSD for closed peacekeeping operations.

In the 2020/21 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 116,163 to 112,153 and the number of civilian personnel in missions is expected to decrease from 14,132 to 13,872, owing mainly to the expected reductions in UNAMID and the closure of MINUJUSTH during the 2019/20 period. On the other hand, the mandates for remaining missions in Africa, including MINUSMA, MINUSCA and UNMISS, as well as missions in the Middle East regions, namely UNIFIL and UNDOF, are likely to remain complex and challenging to implement. While the number of peacekeeping operations is decreasing, the complexity of the work undertaken by peacekeeping operations has persisted.

Troops and police, as well as civilian staff, continue to be deployed to remote and high-risk areas. The political instability of the environments in which missions are operating and the complexity of the mandates of peacekeeping missions, which have been increasing, are among the factors that influence backstopping requirements.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4) = (3) - (2)	(5) = (4) ÷ (2)
I. Post resources	229 363.0	229 564.8	242 675.0	13 110.2	5.7
II. Non-post resources					
General temporary assistance	11 323.9	9 535.4	12 111.8	2 576.4	27.0
Consultants	2 207.7	2 689.2	2 663.3	(25.9)	(1.0)
Official travel	6 852.2	8 626.1	8 416.2	(209.9)	(2.4)
Facilities and infrastructure	21 203.8	21 793.3	23 736.7	1 943.4	8.9
Ground transportation	71.0	55.5	72.6	17.1	30.8
Air operations	27.8	—	—	—	—
Communications and information technology ^a	14 215.0	16 335.4	17 791.7	1 456.3	8.9
Medical	71.1	84.1	87.6	3.5	4.2
Other supplies, services and equipment	7 401.1	15 253.9	13 635.3	(1 618.6)	(10.6)
Subtotal	63 373.6	74 372.9	78 515.2	4 142.3	5.6
Total, I and II	292 736.6	303 937.7	321 190.2	17 252.5	5.7
Corporate costs					
Enterprise resource planning	28 859.1	19 376.9	13 381.3	(5 995.6)	(30.9)
Global service delivery model project	1 302.8	868.5	868.5	—	—
Peacekeeping capability readiness	1 805.0	3 881.6	3 881.6	—	—
Umoja maintenance and support costs	—	20 803.3	20 553.7	(249.6)	(1.2)
Post-traumatic stress disorder claims	—	—	3 545.4	3 545.4	—
Subtotal	31 966.9	44 930.3	42 230.5	(2 699.8)	(6.0)
Gross requirements	324 703.5	348 868.0	363 420.7	14 552.7	4.2
Staff assessment income	26 794.6	25 317.8	26 820.1	1 502.3	5.9
Net requirements	297 908.9	323 550.2	336 600.6	13 050.4	4.0

^a The provision for information and system security, previously reflected under corporate costs, is mainstreamed under this class in OICT.

Human resources

Category	2019/20			2020/21			Change ^a		
	Post ^b	Position	Total	Post ^a	Position	Total	Post	Position	Total
Professional and higher									
D-2	9	–	9	9	–	9	–	–	–
D-1	32	–	32	32	–	32	–	–	–
P-5	123	1	124	121	1	122	(2)	–	(2)
P-4	434	17	451	432	20	452	(2)	3	1
P-3	318	34	352	317	36	353	(1)	2	1
P-2	30	–	30	29	–	29	(1)	–	(1)
National Professional Officer	1	–	1	1	–	1	–	–	–
Subtotal	947	52	999	941	57	998	(6)	5	(1)
General Service and related									
Principal level	35	–	35	35	–	35	–	–	–
Other level	339	7	346	336	8	344	(3)	1	(2)
Field Service	21	–	21	19	–	19	(2)	–	(2)
Security Service	3	–	3	3	–	3	–	–	–
National General Service	20	3	23	21	3	24	1	–	1
Subtotal	418	10	428	414	11	425	(4)	1	(3)
Total	1 365	62	1 427	1 355	68	1 423	(10)	6	(4)

^a Posts proposed for establishment on 1 January 2021 and abolishment on 1 April 2021 are presented as changes to human resources.

^b Excludes 1 NGS post approved in OIOS for seven months from 1 July 2019 to 31 January 2020.

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMISOM	African Union Mission in Somalia
ASG	Assistant Secretary-General
CEB	United Nations System Chief Executives Board for Coordination
DDR	disarmament, demobilization and reintegration
DGC	Department of Global Communications
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
EOSG	Executive Office of the Secretary-General
FS	Field Service
GS	General Service
GTA	general temporary assistance
IAAC	Independent Audit Advisory Committee
ICSC	International Civil Service Commission
ICT	information and communications technology
IPSAS	International Public Sector Accounting Standards
JIU	Joint Inspection Unit
LL	Local level
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
N/A	not applicable
NGO	non-governmental organization

NGS	national General Service
NPO	National Professional Officer
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OL	Other level
OLA	Office of Legal Affairs
OPPFB	Office of Programme Planning, Finance and Budget
OSLA	Office of Staff Legal Assistance
PL	Principal level
PTSD	post-traumatic stress disorder
RSCE	Regional Service Centre in Entebbe, Uganda
SS	Security Service
SWIFT	Society for Worldwide Interbank Financial Telecommunication
TC	Trades and Crafts
UE2	Umoja Extension 2
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNODC	United Nations Office on Drugs and Crime
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNSOM	United Nations Assistance Mission in Somalia

UNSOS (formerly UNSOA)	United Nations Support Office in Somalia (formerly United Nations Support Office for the African Union Mission in Somalia)
UNTSO	United Nations Truce Supervision Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
USG	Under-Secretary-General

I. Introduction

A. Level of peacekeeping resources and the support account

1. The United Nations peacekeeping budget, in the proposed amount of \$6,655.2 million for the 2020/21 period, is \$118.9 million lower than the level approved for the 2019/20 financial period and \$502.6 million lower than that approved for the 2018/19 period. Reductions in recent years are largely due to changing conditions on the ground, including the closure, drawdown and transition of missions and ongoing efforts by the Secretariat to deliver real efficiencies to Member States. From the 2018/19 to 2020/21 periods, MINUJUSTH closed, and planning continued for the transition of UNAMID and the reconfiguration of MONUSCO.

2. In the 2020/21 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 116,163 in the 2019/20 period to 112,153, and the number of civilian personnel in missions is expected to decrease from 14,132 to 13,872, owing mainly to the expected reductions in UNAMID and the closure of MINUJUSTH during the 2019/20 period.

3. The Secretariat departments that backstop peacekeeping operations are proposing a reduction in resources in areas where activities are expected to decrease as a result of recent and expected future closures of missions. At the same time, the proposal also includes targeted strengthening in the following areas: (a) to improve effective peacekeeping, DPO is proposing two new posts and positions related to countering threats from improvised explosive devices and for the enhancement of police training; (b) to enhance support to legislative bodies, DMSPC and the secretariat of the Advisory Committee on Administrative and Budgetary Questions are proposing one post each to support the expanded Advisory Committee; (c) to improve post-deployment care of peacekeeping personnel, three positions are proposed by DOS to review and manage claims of PTSD raised by military personnel from peacekeeping operations; and (d) to support mechanisms related to accountability and conduct, two positions are proposed by DMSPC to support the appeals and dispute tribunal process.

4. The financial resources required for core activities of the support account for the 2020/21 period are estimated at \$321.2 million, a \$17.3 million increase from the 2019/20 period, and the proportion of support account requirements proposed is 5.19 per cent of the projected aggregate resources for the 11 active peacekeeping operations and UNSOS for the 2020/21 period, compared with 4.80 per cent in the 2019/20 period.

Table 1
Financial resources of the support account, UNLB and RSCE, compared with missions under peacekeeping budgets, 2015/16 to 2020/21

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>2015/16 (actual)</i>	<i>2016/17 (actual)</i>	<i>2017/18 (actual)</i>	<i>2018/19 (actual)</i>	<i>2019/20 (approved)^b</i>	<i>2020/21 (projected)^c</i>
Peacekeeping missions, UNSOS	7 614.4	7 354.6	6 984.1	6 678.8	6 326.4	6 191.3
RSCE	29.7	36.3	32.8	31.4	35.4	37.6
UNLB	67.1	82.2	80.2	82.1	63.4	62.9
Support account ^a	303.8	309.4	299.1	292.7	303.9	321.2
Support account ratio (percentage)	3.99	4.21	4.28	4.38	4.80	5.19
Backstopping ratio: support account and UNLB compared with peacekeeping missions (percentage)	4.87	5.32	5.43	5.61	5.81	6.20
Field support ratio: support account, RSCE and UNLB compared with peacekeeping missions (percentage)	5.26	5.82	5.90	6.08	6.37	6.81

^a Excluding provisions for enterprise resource planning, the global service delivery model project, peacekeeping capability readiness, Umoja maintenance and support costs and PTSD claims.

^b Exclusive of the request for authority to enter into commitments of \$36.4 million for MONUSCO for the 2019/20 period.

^c The proposed resource requirements in respect of UNAMID cover a 6-month period from 1 July to 31 December 2020.

Table 2
Overview of human resources for peacekeeping operations, 2015/16 to 2020/21

	<i>2015/16 (approved)^a</i>	<i>2016/17 (approved)^a</i>	<i>2017/18 (approved)^a</i>	<i>2018/19 (approved)^a</i>	<i>2019/20 (approved)^a</i>	<i>2020/21 (projected)^a</i>
Number of missions						
Peacekeeping missions and UNSOS ^a	15	15	14	13	13	12
Number of approved personnel						
Military and police personnel authorized by the Security Council ^b	143 083	143 157	128 448	120 698	116 163	112 153
Civilian staff in missions and UNSOS	21 134	19 730	18 241	15 925	14 132	13 872
RSCE	—	421	427	406	404	404
UNLB	452	444	445	445	446	447
Support account	1 461	1 469	1 440	1 427	1 427	1 423
Total, approved personnel	166 130	165 221	149 001	138 901	132 572	128 229

^a Excluding UNMOGIP and UNTSO, which are funded from the programme budget.

^b Highest level of personnel authorized.

5. The backstopping ratio has increased since the 2014/15 period, in part because 2014/15 was a peak year for expenditures in peacekeeping missions, following the establishment and growth of MINUSMA and MINUSCA and as a result of subsequent strengthening at Headquarters in targeted priority areas, including force generation, prevention of sexual exploitation and abuse and sexual harassment, environmental responsibility and initiatives relating to the safety of staff and to human rights. The growth is also attributable to technical factors such as revised salary scales, as well as an increase in the provision for the peacekeeping share of after-service health

insurance, facility costs at Headquarters and the transfer of provisions for ICT applications from the budget for UNLB.

6. The support account shows a lag in responding to decreases or increases in the overall level of resource requirements for peacekeeping field operations. For example, the level of the support account decreased by 6.3 per cent from the expenditures in the 2016/17 period to the approved resources in the 2018/19 period. In part this is because some of the decrease in overall resource requirements is attributable to reductions in uniformed personnel, which do not immediately translate into a reduced workload for backstopping functions, as well as to the fact that the closure of missions continues to require administrative and completion accounting activities and that the downsizing of missions requires transition planning and entails a sustained workload during the transition.

7. The focus of the 2020/21 period will be to continue seamless backstopping support for peacekeeping operations in accordance with the priorities identified in the Declaration of Shared Commitments on United Nations Peacekeeping Operations of the Action for Peacekeeping initiative under the restructured Secretariat, and to continue to realize the effectiveness resulting from the reform initiatives.

B. Analysis of resource requirements

8. The main elements contributing to the increase in requirements for the 2020/21 period are presented in table 3.

Table 3

Summary of resource changes between the 2019/20 and 2020/21 periods

(Thousands of United States dollars)

		<i>Related paragraphs of the present report</i>
2019/20		
Approved gross requirements		348 868.0
<i>Less: enterprise resource planning; global service delivery model project; peacekeeping capability readiness; and Umoja maintenance and support costs for 2019/20</i>		<i>(44 930.3)</i>
Core requirements for 2019/20		303 937.7
2020/21		
Periodic special requirements		(1 125.3)
Triennial Working Group on Contingent-Owned Equipment (not required)	10	(1 125.3)
Computation of salary		16 609.9
Updated standard salary costs	11	6 937.6
Higher common staff costs	11	1 858.7
Lower average vacancy factors	11	7 813.6
Major changes in regular activities		
Post actions		(694.7)
Establishment of 9 new posts and GTA positions	12–16	1 367.3
Abolishment of 13 posts	12–16	(1 827.1)
Redeployment, reassignment, reclassification	12–16	(174.5)
Delayed effect of post actions approved in 2019/20	12–16	(60.4)

	<i>Related paragraphs of the present report</i>	
Changes in operational resources		2 462.6
After-service health insurance	295	280.7
Peacekeeping share of administration of justice	374	(760.2)
Transfer of ICT applications from UNLB	20	1 584.8
Increase in standard facilities and infrastructure cost for New York staff	18–19	1 443.2
Miscellaneous other changes		(85.9)
Proposed core requirements for 2020/21		321 190.2
Enterprise resource planning; global service delivery model project; peacekeeping capability readiness; Umoja maintenance and support costs; and PTSD claims for 2020/21	29–41	42 230.5
Proposed gross requirements for 2020/21		363 420.7
Gross changes		14 552.7

9. As indicated in table 3, gross requirements increased by \$14.6 million, from \$348.9 million approved in the 2019/20 period to the proposed \$363.4 million in the 2020/21 period. The increase is attributable mainly to: (a) standard adjustments in staff costs for the updated salary scale, steps, vacancy rates and common staff costs (\$16.6 million); and (b) changes in operational resources mainly owing to the transfer of provisions for ICT applications from the budget for UNLB and the increase in standard facility costs for Headquarters (\$2.5 million). The increase is offset in part by reductions relating to proposed post actions (\$0.7 million) and the lack of a requirement for the triennial Working Group on Contingent-Owned Equipment (\$1.1 million).

Periodic special requirements

10. There is no provision for periodic special requirements under the support account for the 2020/21 period. Accordingly, a provision of \$1,125,300 approved in the 2019/20 period for the triennial Working Group on Contingent-Owned Equipment, under official travel (\$145,900) and other supplies, services and equipment (\$979,400) in the Office of Supply Chain Management, is not included in the proposed budget for the 2020/21 period.

Computation of salary

11. The increase of \$16.6 million for salary is driven mainly by the updating of the standard salary costs, vacancy factors and common staff costs used to estimate the costs of posts and GTA positions, as follows (see also paras. 44–48 below):

(a) An increase of \$2.5 million related to the increase in the post adjustment multiplier in New York as of February 2020 from 65.5 to 68.2, derived from the evolution of the cost of living in New York as at 1 February 2020 and published by ICSC on 13 February 2020;

(b) An increase of \$2.0 million related to the increase in post adjustment multipliers, including an increase in New York from 68.2 to 70.3, as of February 2020, derived from the active management of ICSC of the United Nations/United States of America net remuneration margin through the operation of the post adjustment system, pursuant to General Assembly resolution [71/264](#);

(c) An increase of \$1.2 million related to the application of the updated standard salary scale for field locations, mainly for OIOS staff;

(d) An increase of \$1.2 million related to the annual increase in the average step and increase of post adjustment multipliers outside New York from January 2019;

(e) An increase of \$1.9 million in common staff costs based on average actual common staff costs during the period from 1 January to 31 December 2019;

(f) An increase of \$7.8 million related to the application of vacancy factors based on the average vacancy rates for the latest six months of the 2019/20 period, adjusted for actual vacancy rates as at 31 January 2020 by entity, taking into account projected recruitments.

Major changes in regular activities

12. It is proposed that nine new posts and positions be established in DPO, DOS, DMSPC and the ACABQ secretariat. These requirements are considered priorities for the departments and offices in the 2020/21 period. They relate to targeted strengthening under the following themes: (a) to improve effective peacekeeping, DPO is proposing two new posts and positions related to countering threats from improvised explosive devices and for the enhancement of police training; (b) to enhance support to legislative bodies, DMSPC and the secretariat of the Advisory Committee on Administrative and Budgetary Questions are proposing one post each to support the expanded Advisory Committee; (c) to improve post-deployment care of peacekeeping personnel, three positions are proposed by DOS to review and manage claims of PTSD raised by military personnel from peacekeeping operations; and (d) to support the mechanisms related to accountability and conduct, two positions are proposed by DMSPC to support the appeals and dispute tribunal process. The amount of \$1.4 million includes salary and non-post resources related to the establishment of the posts and positions.

13. Based on the current downward trend of overall peacekeeping activities, departments reviewed their resource requirements, and the abolishment of 13 posts is proposed for DPO, DOS, OICT and OIOS. The reduction of \$1.8 million includes salary and non-post resources related to the abolishment of the 13 posts.

14. Of the seven posts approved in the Resident Audit Office of UNAMID, OIOS is proposing that three posts be abolished as at 1 April 2021, two posts be reassigned and two posts be redeployed to other locations. Owing to the 50 per cent vacancy rate applied to reassignments and the difference in staff costs, it is estimated that the proposed reassignments and redeployments will result in a \$0.2 million reduction in provisions for salary.

15. A 50 per cent vacancy factor is applied to new and reassigned posts and positions during the first year of approval. In the second year, the regular vacancy rate is applied. Accordingly, a lower vacancy rate will be applied in 2020/21 for those posts and positions approved for the 2019/20 period. This will be offset in part by a reduction in requirements for one-time facilities and infrastructure and ICT equipment costs related to the new posts and positions approved in 2019/20.

16. The financial implications corresponding to each of the proposals for posts and GTA positions are summarized in table 4, including a reference to the paragraph(s) of the present report where additional details will be found.

Table 4
Summary of financial implications of proposed post actions

(Thousands of United States dollars)

<i>Department/office</i>		<i>Related paragraph(s) of the present report</i>	<i>Amount</i>
New posts and GTA positions			
DPO	Establishment of 1 post (P-4) and 1 GTA position (P-3)	81–84, 97–98	324.7
DOS	Establishment of 3 GTA positions (2 P-4 and 1 GS (OL))	171–172, 185–186	469.1
DMSPC	Establishment of 1 post (GS (OL)) and 2 GTA positions (P-4 and P-3)	251, 268–273	421.7
ACABQ	Establishment of 1 post (P-4)	480–485	151.8
Subtotal			1 367.3
Abolishment of posts			
DPO	4 posts (1 P-5, 2 P-4 and 1 P-2)	68	(900.3)
DOS	5 posts (1 P-4, 1 P-3 and 3 GS (OL))	160, 177–180, 193	(739.6)
OICT	1 post (GS (OL))	302	(104.8)
OIOS	3 posts (1 P-5, 1 P-4 and 1 FS) as at 1 April 2021	333	(82.4)
Subtotal			(1 827.1)
Redeployment and reassignments			
DMSPC	Redeployment of 5 posts (2 P-4, 1 P-3 and 2 GS (OL)) within OPPFB	250	Nil
OIOS	Redeployment of 2 posts (P-4 and P-3) and reassignment of 2 posts (P-3 and FS)	334–339	(174.5)
Subtotal			(174.5)
Delayed effect of post actions approved in 2019/20			
DPO	Establishment of 1 GTA position (P-3)		4.1
OIOS	Reassignment of 1 post (P-4), abolishment of 1 post (NGS) and redeployment of 2 posts (P-5 and P-3)		(42.8)
DSS	2 new GTA positions (P-3 and GS (OL))		(21.7)
Subtotal			(60.4)
Total			(634.3)

Additional operational resources

17. The increase in operational resources is mainly due to: (a) an increase in standard rates applied to staff at Headquarters from \$15,900 to \$17,000 per staff member, centrally provisioned under DOS; and (b) the transfer of provisions for two ICT applications from the budget for UNLB to OICT, as set out below.

Office space in New York

18. The standard cost for office accommodations at Headquarters had remained at \$15,900 per staff member since 2013 and was updated to keep up with the normal upward escalation of lease costs. The new rates were applied to the proposed budget for the support account for 2020/21 in accordance with established budgetary procedures.

19. The calculations of the new rates took into account the impact of the implementation of the flexible workplace policy in the Secretariat building. Data on

standard office space (non-flexible), flexible workplace space and off-site office space was used to calculate an average square feet per seat capacity for the entire New York office portfolio. Table 11 presents the comparison of the previous and new rates.

Movement of two information and communications technology applications from the United Nations Logistics Base at Brindisi, Italy

20. Movement of provisions for two ICT applications, namely the customer relationship management solution for the troop-contribution management system and the enterprise identity management system, from UNLB to the support account is proposed based on the ownership of the project. The alignment will allow for better accountability as OICT is responsible for the maintenance and support of these applications.

21. The proposed budget, by department and office, which is detailed in section III below, is summarized in table 5.

Table 5
Summary of resource changes by department/office

(Thousands of United States dollars)

Department/office	Expenditure (2018/19)	Appropriation (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Reformed departments/offices					
DPO (including DPKO)	90 223.7	89 718.3	90 942.7	1 224.4	1.4
DOS	47 129.8	96 711.4	102 676.2	5 964.8	6.2
DMSPC	16 331.3	46 534.0	48 480.0	1 946.0	4.2
OICT ^a	10 495.2	19 039.8	20 876.5	1 836.7	9.6
DFS	36 486.2	—	—	—	—
DM	40 363.5	—	—	—	—
Subtotal	241 029.7	252 003.5	262 975.4	10 971.9	4.4
Other departments/offices					
UNOAU	8 335.9	7 287.1	8 458.7	1 171.6	16.1
OIOS	29 721.2	28 771.2	32 000.3	3 229.1	11.2
EOSG	1 106.7	960.1	1 211.7	251.6	26.2
Administration of justice	—	1 745.2	985.0	(760.2)	(43.6)
OSLA	242.3	167.5	228.0	60.5	36.1
UNOMS	2 097.4	2 112.0	2 621.5	509.5	24.1
Ethics Office	1 104.5	1 035.1	1 132.5	97.4	9.4
OLA	2 876.6	3 594.4	4 091.3	496.9	13.8
DGC	610.3	704.9	873.0	168.1	23.8
DSS	3 221.9	3 252.1	3 567.7	315.6	9.7
ACABQ	377.9	409.6	659.9	250.3	61.1
OHCHR	2 012.2	1 895.0	2 385.2	490.2	25.9
Subtotal	51 706.9	51 934.2	58 214.8	6 280.6	12.1
Total	292 736.6	303 937.7	321 190.2	17 252.5	5.7

Department/office	Expenditure (2018/19)	Appropriation (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Corporate costs					
Enterprise resource planning ^b	28 859.1	19 376.9	13 381.3	(5 995.6)	(30.9)
Global service delivery model project ^c	1 302.8	868.5	868.5	—	—
Peacekeeping capability readiness ^d	1 805.0	3 881.6	3 881.6	—	—
Umoja maintenance and support costs ^e	—	20 803.3	20 553.7	(249.6)	(1.2)
Post-traumatic stress disorder claims ^f	—	—	3 545.4	3 545.4	—
Subtotal	31 966.9	44 930.3	42 230.5	(2 699.8)	(6.0)
Gross requirements	324 703.5	348 868.0	363 420.7	14 552.7	4.2

^a The provision for information and system security, previously reflected under corporate costs, is mainstreamed under this class in OICT.

^b See para. 29.

^c See para. 30.

^d See para. 31.

^e See para. 32.

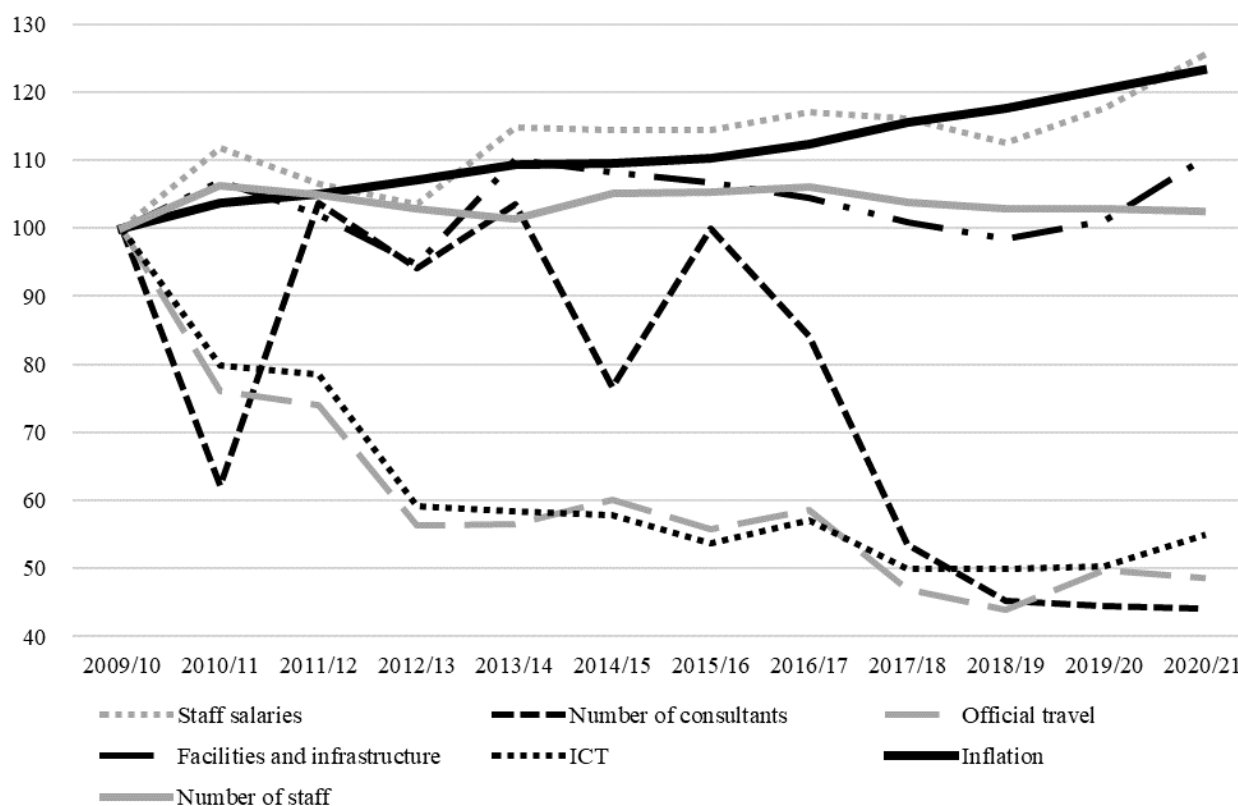
^f See para. 39.

C. Analysis of non-staff costs

22. The figure below depicts the trends in support account expenditures over the past 10 years as well as the proposed level for the 2020/21 period. The amounts are in nominal terms, and the figure includes the development of the inflation rate over the same period for reference. Staff salaries have increased at roughly the same pace as inflation over the past 10 years, and thus have remained relatively constant in real terms. There are no significant increases in the number of staff over the period.

Figure I
Resources trends from 2009/10 to 2020/21, by category

(Index base period 2009/10=100)



23. The provision for consultants reflects requirements for specialized expertise that cannot be accommodated in-house, which have varied greatly over the past decade. In the 2010/11 period, expenditures for consultants declined sharply as resource-demanding projects, such as the development of United Nations rule of law indicators by the Department of Field Support and the engagement of industry best practice field fuel operations by the Logistics Support Division, were completed in the 2009/10 period. However, they increased again in the 2011/12 period, owing mainly to new requirements for the implementation of financial and accounting policy and standards (IPSAS) by the Department of Management. The decline in the 2014/15 period was attributable primarily to the engagement of fewer consultants by the Department of Management in relation to IPSAS implementation as a result of high IPSAS field consultant turnover rates, the transition of the team from the implementation stage to the sustainability stage and non-recurrent activities budgeted in the 2013/14 period, in particular a survey on a troop-personnel reimbursement framework conducted by DFS and a reduction in consultant resources budgeted for a financial disclosure programme by the Ethics Office. As has been recommended by the Advisory Committee on Administrative and Budgetary Questions, most recently in its report dated 28 April 2017 ([A/71/883](#)) and as endorsed by the General Assembly in its resolution [71/295](#), in-house capabilities were leveraged and IPSAS requirements were mainstreamed in the Department of Management, resulting in a reduction in requirements under consultants from the 2016/17 period onward (see also sect. I.D below).

24. Approved resources for official travel have declined, except for periodic events, for the past decade. As repeatedly recommended by the Advisory Committee on Administrative and Budgetary Questions, most recently in its report dated 28 April

2017 ([A/71/883](#)) and as endorsed by the General Assembly in its resolution [71/295](#), the Secretariat has striven to keep official travel costs to a minimum, while continuing to deliver its backstopping programmes in better coordination with the field. The Secretariat has sought, wherever possible and reasonable, to leverage available technologies to advance its mandates, including through the use of teleconferencing or videoconferencing facilities for regular meetings between staff in the field and at Headquarters. Concerted efforts have been made to ensure compliance with the 16-day advance booking requirements and other provisions of the administrative instruction on official travel ([ST/AI/2013/3](#), [ST/AI/2013/3/Amend.1](#), [ST/AI/2013/3/Amend.2](#) and [ST/AI/2013/3/Amend.3](#)). Each trip is carefully reviewed to ensure that only essential staff travel and that trips are combined when possible to gain efficiency.

25. Provisions for facility and infrastructure reflected mainly the combined impact of staff numbers and inflation until 2013/14. The provision for facility costs at Headquarters steadily diverged from the inflation trend, as the provision was set at \$15,900 per staff member up through the 2019/20 period. In the 2020/21 period, a new standard rate of \$17,000 per staff member has been applied. The increase is needed to keep up with the escalation of lease costs (see also para. 18 above).

26. Provisions for ICT saw significant declines in the 2010/11 and 2012/13 periods. The decline in the ICT class of expenditure for the 2010/11 period reflected reduced requirements associated with the development or implementation in peacekeeping operations of certain information technology projects, compared with the one-time costs of start-up and acquisition by OICT of enterprise content management and customer relationship management solutions in the 2009/10 period. Similarly, the decrease in requirements under ICT in the 2012/13 period was attributable primarily to non-recurrent requirements associated with the implementation of information technology systems for which a provision was included in the 2011/12 period, while no resources for new information technology initiatives were proposed for the 2012/13 period. The costs were largely stable in subsequent periods. In the 2020/21 period, the overall level under this class shows an increase owing to the transfer of the maintenance costs related to the troop-contribution management and enterprise identity management systems from the budget for UNLB budget (see also para. 20 above).

D. Analysis of consultancy requirements

27. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution [60/268](#), table 6 reflects the approved resources for consultants from 2015/16 to 2019/20 and the proposed resources for the 2020/21 period. The Assembly, in its resolution [73/308](#), also reaffirmed that the use of external consultants should be kept to an absolute minimum and that their services should be used only when necessary, stressing the need to use the in-house capacity of the Organization to perform core activities or to fulfil functions that were recurrent over the long term. All requirements for consultants have been carefully analysed and reviewed on a case-by-case basis, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the objectives referred to in the results-based budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

Table 6
Budgetary provision under consultants

(Millions of United States dollars)

	<i>2015/16 approved</i>	<i>2016/17 approved</i>	<i>2017/18 approved</i>	<i>2018/19 approved</i>	<i>2019/20 approved</i>	<i>2020/21 proposed</i>	<i>Six-year average</i>
Consultancies	6.0	5.1	3.2	2.7	2.7	2.7	3.7
Variance (percentage)	30.4	(15.0)	(37.3)	(15.6)	—	—	(37.8)
Support account total ^a	304.4	309.7	299.1	289.8	303.9	321.2	304.7
Variance (percentage)	(0.3)	1.7	(3.4)	(3.1)	4.9	5.7	0.1
Consultancies as a percentage of the support account	2.0	1.6	1.1	0.9	0.9	0.8	1.2

^a Excluding provisions for enterprise resource planning, the global service delivery model project, peacekeeping capability readiness, Umoja maintenance and support costs and PTSD claims.

28. The proposed provision for consultants in the support account for the 2020/21 period, which is slightly lower than that for the 2019/20 period, reflects requirements for specialized expertise based on the criteria cited above. Details are provided in the resource proposals of the departments and offices and are summarized in table 7.

Table 7
Detailed consultancy requirements for 2020/21

(Thousands of United States dollars)

<i>Department/office</i>	<i>Initiative</i>	<i>Estimated requirements</i>	<i>Status</i>
DPO/Policy, Evaluation and Training Division	Comprehensive performance assessment system	80.6	Continuing
	Specialized training programme and conferences	193.4	Continuing
DOS/Office of Support Operations	Staffing principles and parameters project	10.0	Continuing
	Human resources expert	13.5	Continuing
	Onboarding process improvement	11.8	New
	Governance training	14.8	Continuing
	Evaluation of PTSD claims	75.0	New
DOS/PTSD claims	Evaluation of PTSD claims	75.0	New
	Category management project	140.0	Continuing
DOS/Office of Supply Chain Management	Logistics job network refresh	300.0	Continuing
	Air charter procurement	15.0	Continuing
	Web-based supply chain training	200.0	Continuing
	Financial evaluation training	5.0	Continuing
	Global presenter training	7.5	Continuing
	Peacekeeping archives security screening	13.0	Continuing
	Award review subject-matter expert	33.0	Continuing
DMSPC/Office of the Under-Secretary-General	IPSAS	51.7	New
	Internal control	13.8	Continuing
	Actuarial services	25.0	Continuing
DMSPC/Office of Programme Planning, Finance and Budget	Human resources data analysis	153.0	Continuing
	Inspira enhancement	130.4	Continuing
	Self-evaluation capacity	75.0	Continuing

<i>Department/office</i>	<i>Initiative</i>	<i>Estimated requirements</i>	<i>Status</i>
DMSPC/Business Transformation and Accountability Division	Enterprise risk management	93.8	Continuing
	Audit procedures and inquiries	6.8	Continuing
	Annual oversight focal point workshop	4.9	Continuing
	Environmental management systems standards	60.0	New
OIOS	Multidimensional mission and thematic evaluations and inspections	285.0	Continuing
	Specialized investigative skills	5.0	Continuing
	Unmanned aerial system expert	33.8	New
	ICT audit capacity-building	43.7	New
UNOMS	Auditing of substantive programmes	10.0	New
	Specialized on-call conflict resolution and mediation services	57.5	Continuing
Ethics Office	Financial disclosure programme	448.5	Continuing
	Design of special ethics education	15.0	Continuing
OLA	Specialized legal counsel	37.8	Continuing
Total		2 663.3	

E. Contribution of peacekeeping resources to corporate initiatives and resources presented to the General Assembly in separate reports of the Secretary-General

Enterprise resource planning (Umoja)

29. As proposed by the Secretary-General in his eleventh progress report on the enterprise resource planning project (Umoja) ([A/74/478](#)) and as noted by the General Assembly in section XVII, paragraph 6, of its resolution [74/263](#), a total amount of \$13,381,300 is proposed to be funded from the support account for the 2020/21 period.

Global service delivery model project (Secretariat)

30. Pursuant to its resolution [71/272](#), in which the General Assembly approved the resource requirements for the global service delivery model project team, and on the basis of the programme budget ([A/74/6 \(Sect. 29A\)](#)) approved by the Assembly in its resolution [74/264](#) A-C, the peacekeeping share of costs for the dedicated global service delivery model project team, in the amount of \$868,500, is proposed to be funded from the support account for the 2020/21 period.

Peacekeeping capability readiness

31. The 2017 Working Group on Contingent-Owned Equipment recommended that, at the end of every 12-month period, troop- and police-contributing countries that have held contingents at the rapid deployment level should be paid a reimbursement equivalent to 25 per cent of the usual maintenance component of the reimbursement rates normally applied to major equipment deployed to peacekeeping operations. In its resolution [71/296](#), the General Assembly endorsed the related recommendation of the Working Group contained in the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment ([A/71/802](#)). As approved since the 2018/19 period, a provision of

\$3,881,600 is made under the support account based on the projected requirement for reimbursement for the 2020/21 period.

Umoja maintenance and support costs

32. With the deployment of the enterprise resource planning system (Umoja), many direct operating and maintenance costs, including hosting and support services, software licences and connectivity, have become recurrent operating costs. In order to present the resource requirements relating to recurrent operating, maintenance and support costs for peacekeeping operations in a cohesive manner, provisions for those costs have been consolidated in the proposed budget for the support account since the 2019/20 period. Based on the level of total cost of ownership presented in the report of the Secretary-General on the eleventh progress report on the enterprise resource planning project (A/74/478, sect. V), table 8 provides the peacekeeping share as well as specific requirements for application support, infrastructure services and training for maintenance and support of Umoja for the peacekeeping operations.

33. The Advisory Committee on Administrative and Budgetary Questions, in paragraph 14 of its report dated 26 April 2019 (A/73/849), which was endorsed by the General Assembly in its resolution 73/308, emphasized the need for a more accurate, realistic and coherent application of the budget methodology and presentation in future budget proposals. Accordingly, the provision is also included in the financial requirements of each entity responsible for each category (see table 8).

Table 8

Umoja maintenance and support costs

(Thousands of United States dollars)

<i>Category</i>	<i>Business owners</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>
Umoja global maintenance costs (62% of global costs)	OICT	14 345.1	14 873.6	528.5
Umoja global master data management (62% of global costs)	DMSPC/ OPPFB	890.4	932.9	42.5
Field-specific infrastructure, business analysis and support desk	OICT	3 264.2	2 352.0	(912.2)
Field-specific application linked to Umoja	OICT	506.3	597.9	91.6
Field-specific training	DOS/Office of Supply Chain Management	1 797.3	1 797.3	—
Total		20 803.3	20 553.7	(249.6)

34. Umoja maintenance costs include a 62 per cent share of the global costs for the infrastructure to support Umoja, including software licences, hosting and ICT contractors, as well as the cost of the Unite Service Desk (tier 1) related to Umoja requests, Unite Identity and iNeed, which are the primary mechanisms for user identity management and production support. The level proposed under this budget is based on the level of total cost of ownership presented in the report of the Secretary-General on the eleventh progress report on the enterprise resource planning project (A/74/478, sect. V). The provision is included in the financial requirements for OICT.

35. The peacekeeping share of the cost for the master data management team is also included. The provision for the master data management team includes salaries for 13 staff members and the associated costs, such as office space and ICT equipment. The team is responsible for creating all master data related to finance and business

partners, which cut across multiple Umoja processes. The provision is included in the financial requirements for OPPFB.

36. The field-specific infrastructure, business analysis and support desk costs include contractual services to manage the storage, provision of support for analysis, development, testing and hypercare support of business intelligence, data services activities and self-service and semantic layer initiatives. It also includes the tier 2 service desk for queries from field mission help desks, local process experts and focal points. Through coordination with other support teams, the service desk will be the second-level point of contact providing centralized support, escalation and follow-up. The provision is included in the financial requirements for OICT.

37. The maintenance costs for the field-specific application are to support the Umoja Extension 2 uniformed capabilities management solution, which replaces the government claims management system and closely interlinks processes such as the statement of unit requirements, memorandums of understanding, calculations of reimbursements, claims and payments. The first phase was deployed primarily in two major releases, one in December 2018 and one in August 2019, effectively enabling claims processing and Umoja integration for payments. The next phase, to be developed during the 2020/21 cycle, will incorporate troop-strength reporting, personnel payment calculations and claims for troop- and police-contributing countries. The provision is included in the financial requirements for OICT.

38. The training requirement is for the Umoja Extension 2 supply chain management modules, and includes further improvements to the transportation management modules and content design for demand planning, supply network planning and the uniformed capabilities management system (phase 2). In addition, the training team is responsible for ongoing training to sustain the Umoja and process knowledge capacity for all previously deployed Umoja supply chain management functionalities. Furthermore, the team will support the planned deployment of e-tendering, scheduled to go live in 2021. The training team will be responsible for designing content and delivering end user training for all field missions throughout the 2020/21 period, while continuing to provide support for previously deployed modules. The provision is included in the financial requirements for the Office of Supply Chain Management.

Post-traumatic stress disorder cases

39. In accordance with General Assembly resolution [52/177](#), the United Nations provides compensation for the death or disability of uniformed personnel. The Assembly has set a single standard rate of reimbursement, which was last adjusted by its resolution [72/285](#).

40. The Department of Operational Support received a significant number of cases of claims relating to PTSD, which need to be processed expeditiously in accordance with the mandate of the General Assembly. While 7 previous cases of PTSD claims have been reimbursed, the Department received 342 cases in 2019, of which only 24 cases have been reviewed, owing to a lack of required capacity. Accordingly, DOS is proposing additional resources to review and handle these complex cases in the 2020/21 period. In addition, 304 cases of the 342 pending cases originate from closed peacekeeping operations where resources are not readily available to compensate the claimant. Consequently, additional requirements for compensation for claims from closed missions are included as part of the resource proposal for DOS.

41. The resources for proposed new GTAs, consultants and related operational costs are presented as part of the Department's main resource requirements in the Office of Support Operations and the Office of Supply Chain Management, while the provision

for compensation for claims from closed missions is presented separately as a corporate cost at the bottom of the financial requirement table.

Table 9

Summary of additional financial resource requirements for post-traumatic stress disorder

(Thousands of United States dollars)

<i>Category</i>	<i>Cost estimates</i>
3 new GTA positions	316.3
Consultants and consulting services	75.0
Standard facilities and infrastructure costs for 3 new positions	142.3
Standard ICT costs for 3 new positions	10.5
Provision for PTSD compensation for closed peacekeeping operations	3 545.4
Total	4 089.5

F. Presentation

42. In accordance with General Assembly resolution [71/295](#), in which the Assembly requested the Secretary-General to streamline his report on the support account to make it more strategic and analytical and encouraged the use of more tables and graphics, the presentation of the present report has been improved through the highlighting of strategic and changing elements relevant to the decision-making of Member States.

43. The Advisory Committee on Administrative and Budgetary Questions, in paragraph 14 of its report dated 26 April 2019, emphasized the need for a more accurate, realistic and coherent application of budget methodology and presentation in future budget proposals. The General Assembly endorsed this recommendation in its resolution [73/308](#). Accordingly, the following improvements have been made to the presentation of the present report:

(a) Additional footnotes have been included in resource requirements tables to facilitate the cross-referencing of figures between tables across sections;

(b) Umoja maintenance and support costs are broken down by lead entity and included in sections related to each business owner;

(c) Facility costs for support account staff in New York, which are centrally provisioned in DOS, are no longer shown in a separate line in table 5 to ensure consistency of presentation between the resource requirements table and the resource requirements in each section;

(d) Similarly, the peacekeeping share of after-service health insurance provisioned in DMSPC is no longer shown in a separate line in table 5 to ensure consistency of presentation between the resource requirements table and the resource requirements in each section;

(e) Addressing cases of PTSD claims from peacekeeping military personnel has emerged as a new priority for DOS. In order to show the totality of the new proposal and its clear financial implications, the proposal is separately outlined in the DOS section;

(f) The provision for information and system security, previously reflected under corporate costs, is mainstreamed under core continuing requirements for OICT.

G. Budget parameters

Post and general temporary assistance requirements

44. Standard salary costs, based on the salary scale and post adjustment multiplier published by ICSC effective 1 January 2020, have been applied to all positions at Headquarters, Addis Ababa and Vienna. To take into account the actual steps of the staff at each grade level, the weighted average of salary based on the actual position occupancy as at 1 January 2020 is used. With regard to positions located in peacekeeping missions and RSCE, relevant mission-specific salary costs determined by the Field Operations Finance Division have been applied. This approach is in line with the call by the General Assembly (see resolution [70/286](#)) for the enhancement of the accuracy of budgeting forecasts (see also para. 11 above).

45. The updated common staff costs for staff funded from the support account for the 2020/21 period have been estimated at 56.0 per cent of net salaries, compared with 54.4 per cent of net salaries for the 2019/20 period. The level is based on the actual expenditures incurred from 1 January to 31 December 2019 (see also para. 11 above).

46. On the basis of the recommendation of the Advisory Committee that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates ([A/69/860](#), para. 22), which was endorsed by the General Assembly in its resolution [69/308](#), and continuing the methodology used for the approved budget since the 2017/18 period, the vacancy factors reflect the application of the average actual vacancy factors of the latest six months of the 2019/20 period (August 2019 to January 2020) adjusted for actual vacancy rates as of the end of January 2020 and taking into account projected recruitment (see also para. 11 above).

47. As a result of the experience in the 2018/19 period, when the higher cost in staff salary prevented the Secretariat from implementing some activities, and to improve the management of staff salary costs, the appropriation for the 2019/20 period reflected actual vacancy rates for each entity as of the end of the 2018/19 period. This approach is in line with the recommendation from the Advisory Committee that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates, and reflects efforts to align resources with the realistic requirements of each entity for better management of resources. Accordingly, proposed vacancy rates for the 2020/21 period are set out separately for each entity (see table 10).

48. In addition, based on a separate recommendation by the Advisory Committee ([A/71/883](#), para. 98), and endorsed by the General Assembly in its resolution [71/295](#), 50 per cent vacancy factors are applied for new and reassigned positions. As recommended by the Committee, the most up-to-date vacancy rates will be provided to the Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision.

Table 10
Proposed vacancy factors applied to posts and general temporary assistance positions

(Percentage)

Entity	Approved 2019/20 vacancy factor for appropriation		Proposed 2020/21 vacancy factor for cost estimate	
	Professional and higher	General Service and related	Professional and higher	General Service and related
Continuing posts				
DPO	8.3	8.5	8.6	14.4
UNOAU	18.3	5.0	5.4	—
DOS	11.8	15.6	8.0	13.3
DMSPC	11.9	12.9	10.5	18.6
OICT	3.7	17.8	5.4	13.6
OIOS	15.7	20.4	8.7	19.0
EOSG	21.6	7.1	—	—
OSLA	21.6	7.1	—	—
UNOMS	21.6	7.1	—	—
Ethics Office	21.6	7.1	—	—
OLA	21.6	7.1	12.7	—
DGC	21.6	7.1	—	—
DSS	21.6	7.1	18.2	—
ACABQ	21.6	7.1	—	—
OHCHR	21.6	7.1	—	—
Overall average	11.4	13.2	8.5	13.6
New and reassigned posts	50.0	35.0	50.0	35.0
Continuing GTA positions	25.9	30.0	13.5	10.0
New GTA positions	50.0	35.0	50.0	35.0

49. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead ([A/60/682](#)) and the recommendation of the Advisory Committee ([A/66/779](#)), as endorsed by the General Assembly in its resolution [66/265](#), the Secretariat has reviewed the standard costs and has applied estimated rates to the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies and ICT equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

50. As noted in paragraph 18 above, the rates for facility costs at Headquarters have been updated. Requirements under facilities and infrastructure for the rental of premises, alterations and improvements and furniture computed at standard rates, are centrally administered by the Facilities and Commercial Activities Service of the Division of Administration, New York.

Table 11
Summary of standard rates applied

(United States dollars)

	2019/20				2020/21			
	Continuing positions		New positions		Continuing positions		New positions	
	All categories	D-1/2	Professional category	General Service and related categories	All categories	D-1/2	Professional category	General Service and related categories
Facilities and infrastructure								
Rental and maintenance of premises	15 900	15 900	15 900	15 900	17 000	17 000	17 000	17 000
Alteration to premises for new staff	–	62 900	31 400	21 000	–	65 800	20 600	20 600
Furniture for new staff	–	10 700	10 300	8 300	–	10 700	10 300	8 300
Office supplies	200	200	200	200	200	200	200	200
Communications and information technology								
Acquisition of desktop phones	–	500	500	500	–	500	500	500
Standard communication services	300	300	300	300	300	300	300	300
Acquisition of computers	300	1 200	1 200	1 200	300	1 200	1 200	1 200
OICT service-level agreements	1 535	1 535	1 535	1 535	1 535	1 535	1 535	1 535

II. Proposed staffing

51. The proposed staffing by departments and offices, which is detailed in section III below, is summarized in table 12.

Table 12
Summary of proposed staffing, by department/office

	Proposed changes 2020/21					
Department/office	Approved 2019/20 ^a	Abolishment ^b	Reassignment/ redeployment	Conversion from GTA positions	New posts ^b	Proposed 2019/20
Posts						
DPO	435	(4)	—	—	1	432
UNOAU	50	—	—	—	—	50
DOS	437	(5)	—	—	—	432
DMSPC	194	—	—	—	1	195
OICT	53	(1)	—	—	—	52
OIOS	129	(3)	—	—	—	126
EOSG	5	—	—	—	—	5
OSLA	1	—	—	—	—	1
UNOMS	9	—	—	—	—	9
Ethics Office	3	—	—	—	—	3
OLA	19	—	—	—	—	19
DGC	4	—	—	—	—	4
DSS	16	—	—	—	—	16

Department/office	Proposed changes 2020/21					Proposed 2019/20
	Approved 2019/20 ^a	Abolishment ^b	Reassignment/ redeployment	Conversion from GTA positions	New posts ^b	
Secretariat of ACABQ	2	—	—	—	1	3
OHCHR	8	—	—	—	—	8
Subtotal	1 365	(13)	—	—	3	1 355

^a Excludes 1 NGS post approved in OIOS for seven months from 1 July 2019 to 31 January 2020.

^b Posts proposed for establishment on 1 January 2021 and abolishment on 1 April 2021 are presented as changes in human resources.

Department/office	Approved 2019/20	Discontinuation	Reassignment/ redeployment	Conversion to posts	New positions	Proposed 2019/20
GTA positions						
DPO	3	—	—	—	1	4
DOS	17	—	—	—	3	20
DMSPC	7	—	—	—	2	9
OICT	3	—	—	—	—	3
OIOS	26	—	—	—	—	26
UNOMS	2	—	—	—	—	2
DSS	2	—	—	—	—	2
OHCHR	2	—	—	—	—	2
Subtotal	62	—	—	—	6	68
Total	1 427	(13)	—	—	9	1 423

III. Results-based budgeting frameworks and analysis of resource requirements

A. Department of Peace Operations

52. In the 2020/21 period, the Department of Peace Operations will provide substantive backstopping support and guidance to 13 peacekeeping operations deployed in volatile environments. The Department will enable missions to adapt their strategies, develop new approaches and strengthen performance in the execution of mandates, including during transitions. Six major operations will continue to be tasked with complex, multidimensional mandates, including the protection of civilians, elections support, peacebuilding and the promotion of rule of law and human rights. In addition to the continued implementation of the peace and security architecture reform, the priorities of the Department for the period reflect the commitments set out in the eight areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations, which is part of the Secretary-General's Action for Peacekeeping initiative: (a) advance political solutions to conflict and enhance the political impact of peacekeeping; (b) implement the women and peace and security agenda; (c) strengthen the protection provided by peacekeeping operations; (d) support effective performance and accountability by all peacekeeping components; (e) strengthen the impact of peacekeeping on sustaining peace; (f) improve the safety and security of peacekeepers; (g) improve peacekeeping partnerships; and (h) strengthen the conduct of peacekeeping operations and personnel.

53. To meet these objectives, the Department will continue to: strengthen regional and subregional strategies to develop commonly agreed political road maps for peacekeeping operations; strengthen integrated information gathering, management and analysis and strategic and operational planning; improve reporting to and consultations with the Security Council, troop- and police-contributing countries and the General Assembly; support greater consultation by the Security Council with host Governments; advance strategic force and police generation, in particular of enabling capacities and through triangular capacity-building arrangements; strengthen the modalities for rapid deployment and the capacity of troop- and police-contributing countries to deploy personnel trained to United Nations standards; improve the ability of missions to effectively implement core mandates, including through policy, guidance and training initiatives; conduct periodic assessments to ensure the alignment of mandates with required capacities, capabilities and resources; improve the monitoring and measuring of progress towards mandate implementation and strengthen performance and accountability, in particular through the comprehensive performance assessment system; ensure the implementation of police and military standards and compliance with the operational readiness assurance framework; support national accountability mechanisms to address serious crimes, including crimes against peacekeepers; provide specialized expertise in support of inclusive political processes, including on armed group management, mine action and security sector reform; leverage the power of modern technology as a strategic and operational enabler; strengthen the organizational resilience and preparedness of missions and support the prevention and management of crises by providing conflict analysis, contingency planning, situational awareness and crisis facilities; develop and implement “whole-of-the-United-Nations” strategies to support peacebuilding and strengthen the rule of law, in partnership with the Peacebuilding Commission and through joint initiatives under the Global Focal Point for the Rule of Law in post-conflict and other crisis situations; and promote effective transition strategies in close collaboration with host Governments, international partners and development actors.

(a) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Office of the Under-Secretary-General	Approved 2019/20	2	2	9	16	22	4	55	2	22	–	–	24	79
	Proposed 2020/21	2	2	9	16	22	4	55	2	22	–	–	24	79
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Single regional political-operational structure	Approved 2019/20	–	5	10	19	12	5	51	–	16	–	–	16	67
	Proposed 2020/21	–	5	9	17	12	4	47	–	16	–	–	16	63
	Net change	–	–	(1)	(2)	–	(1)	(4)	–	–	–	–	–	(4)
Office of Military Affairs	Approved 2019/20	1	1	9	84	14	–	109	–	18	–	–	18	127
	Proposed 2020/21	1	1	9	84	14	–	109	–	18	–	–	18	127
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Rule of Law and Security Institutions	Approved 2019/20	1	3	9	48	30	–	91	–	16	–	–	16	107
	Proposed 2020/21	1	3	9	49	30	–	92	–	16	–	–	16	108
	Net change	–	–	–	1	–	–	1	–	–	–	–	–	1

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Policy, Evaluation and Training Division	Approved 2019/20	1	2	6	21	14	–	44	–	12	–	2	14	58
	Proposed 2020/21	1	2	6	21	15	–	45	–	12	–	2	14	59
	Net change	–	–	–	–	1	–	1	–	–	–	–	–	1
Total, DPO	Approved 2019/20	5	13	43	188	92	9	350	2	84	–	2	88	438
	Proposed 2020/21	5	13	42	187	93	8	348	2	84	–	2	88	436
	Net change	–	–	(1)	(1)	1	(1)	(2)	–	–	–	–	–	(2)

(b) Financial resource requirements

(Thousands of United States dollars)

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	16 452.6	16 189.4	16 666.9	477.5	2.9
Single regional political-operational structure	11 687.1	13 056.3	12 503.2	(553.1)	(4.2)
Office of Military Affairs	27 067.8	25 936.8	26 378.5	441.7	1.7
Office of Rule of Law and Security Institutions	21 484.9	21 423.2	21 993.2	570.0	2.7
Policy, Evaluation and Training Division	13 531.3	13 112.6	13 400.9	288.3	2.2
Total	90 223.7	89 718.3	90 942.7	1 224.4	1.4

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

54. The Office of the Under-Secretary-General comprises the front office, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Director for Coordination and Shared Services. The Office of the Under-Secretary-General will ensure an integrated approach to planning, directing, managing and supporting peacekeeping operations and will support the Under-Secretary-General in overseeing the strategic direction of the Department and in the performance of political, programmatic, managerial and administrative functions.

55. The Office will oversee the implementation of the priorities of the Department, in particular the Declaration of Shared Commitments on United Nations Peacekeeping Operations of the Action for Peacekeeping initiative. The main focus will remain on improving the safety and security of peacekeepers, enhancing the performance of peacekeeping operations, progressing the peace and security architecture reform, improving the business processes of the Department and strengthening partnerships. The Integrated Assessment and Planning Unit will strengthen analysis and planning processes at Headquarters and in the missions and provide related guidance and training. The Gender Unit will operationalize the Action for Peacekeeping commitments on women, peace and security through strategic advice, policy development and the operational and technical backstopping of peacekeeping operations.

56. The Office of the Director, Peacekeeping Strategic Partnership, will continue to contribute to ongoing efforts to improve peacekeeping performance and enhance the security of United Nations peacekeepers by overseeing the implementation of the action plan developed in response to the report of Lieutenant General (Retired) Carlos Alberto dos Santos Cruz, entitled “Improving security of United Nations peacekeepers: we need to change the way we are doing business” (also known as the Santos Cruz report) and through the conduct of mandated targeted reviews of uniformed components of peacekeeping operations.

57. The Office of the Director for Coordination and Shared Services, which reports to the Under-Secretaries-General of both the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, ensures the coherence and consistency of management, administrative, budgetary and similar processes across the peace and security pillar. The Office includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will ensure that security risk management processes are harmonized across components within peacekeeping operations and strengthen organizational resilience and mission crisis management capabilities. The Office will streamline information management processes and develop data methodologies that support improved strategic analysis, reporting and decision-making, and will continue its outreach efforts, in particular through digital media. The Office will support the leadership of missions: it will continue to increase and diversify the pool of candidates and improve both its selection processes and its support to senior leaders.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Target	6	6	6	6
		Estimate		6	6	6
		Actual			6	6
	(ii) Strengthened partnerships with Member States, in particular troop- and police-contributing States, other relevant Member States, regional organizations and actors, and enhanced coordination with United Nations partners	Target	40	30	30	25
		Estimate		30	30	15
		Actual			30	15
	(iii) Improved mandate delivery through the implementation of recommendations from the 5 field reviews	Target	5	5	5	5
		Estimate		5	5	5
		Actual			4	3
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	Target	100	100	100	100
		Estimate		100	N/A	100
		Actual			N/A	100

Expected accomplishments of the Secretariat		Indicators of achievement	Performance measures				
			2020/21	2019/20	2018/19	2017/18	
(c)	Increased efficiency and effectiveness of peacekeeping operations	(i) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Target	4	4	4	4
			Estimate		4	10	4
			Actual			10	10
		(ii) Percentage of compliance of all peacekeeping operations with information management standards	Target	100	100	100	100
			Estimate		100	100	100
			Actual			100	100
		(iii) Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Target	80	80	80	80
			Estimate		80	80	80
			Actual			80	80

External factors

58. Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and other entities will provide the necessary support.

Outputs

59. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Special Committee on Peacekeeping Operations</i>	
Substantive servicing of meetings	
1. Briefings on new and developing policies and procedures	4
2. Briefings on developments, trends and challenges on women and peace and security	1
<i>Security Council and General Assembly</i>	
Substantive servicing of meetings	
3. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	35
4. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations on women and peace and security policy issues related to peacekeeping	1
Parliamentary documentation	
5. Peacekeeping Strategic Partnership performance inputs to the reports of the Secretary-General	5
6. Data for analytical supplements to the reports of the Secretary-General on mission/country-specific or mandated issues	4
Other services	
7. Meetings with or briefings to Member States, regional organizations and group of friends/contact groups on all aspects of peacekeeping	290
8. Meetings with or briefing to Member States, regional organizations and groups of friend/contact groups on the security and safety of peacekeepers and systemic issues in peacekeeping	20
9. Briefing to the Special Committee on Peacekeeping Operations on the security of United Nations peacekeeping and systemic issues in peacekeeping	1

<i>Outputs</i>	<i>Quantity</i>
10. Briefings and consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on delivery of the mandate by uniformed components to support the conduct of mission reviews (5 meetings to support preparation of reviews and 5 follow-up meetings)	10
11. Briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35
12. Notifications to troop- and police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within 2 hours of formal receipt of this information from the mission	1
13. Media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues	250
14. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90
15. Peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000
16. Digital correspondence repository and archive specific to peacekeeping operations and training on its use	1
17. Datasets declassified and made available on the Peacekeeping open data portal	3
18. Bilateral meetings with or briefings to Member States, regional organizations and/or group of friends/contact groups on women and peace and security	1
Good offices, fact-finding and other special missions	
19. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10
20. Reports on the reviews and assessment of uniformed components to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards, including operational performance, at 5 peacekeeping operations, with follow-up actions as applicable	5
21. Advice and support to at least 4 mission planning processes	4
22. High-level visit to a peacekeeping mission to promote the implementation of women and peace and security mandates	1
23. Revised action plan on improving the security of United Nations peacekeepers	1
24. Technical assessments of the implementation of information management frameworks in 6 missions, including protection of sensitive information and collection of structured data to support planning and analysis	6
25. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations	4
26. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges	3
Senior appointments	
27. Outreach visits to expand the pool of candidates for senior mission appointments and to meet Organizational objectives for gender and geographical balance	3
28. Annual sponsorship of candidates for the United Nations Resident Coordinator Assessment Centre	4
29. Provision of leadership support for newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former/current mission leaders)	8
Technical material	
30. Field-based technical workshop or mission report related to the guidance and documenting of good practices/lessons learned to inform 2020 and beyond, and in line with Action for Peacekeeping initiative commitments on women and peace and security mandates	1
31. Technical guidance material developed, anchored in the gender policy and Action for Peacekeeping initiative commitments on women and peace and security	1
32. Workshop for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1
33. Daily reports and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain strategic-level situational awareness of developments in all peacekeeping operations, UNSOS and related areas of interest	506

<i>Outputs</i>	<i>Quantity</i>
34. Analytical products, including infographic products, focusing on potential, emerging and ongoing crisis situations, to further contribute to enhanced situational awareness	35
35. Evaluations of the implementation of security policies in field operations	14
36. Evaluations of field implementation of the organizational resilience management policy in peacekeeping operations	14
Seminars	
37. Training sessions to senior leadership and mid-level managers on women and peace and security	2
38. Workshops/training sessions on assessment and planning for Headquarters and field personnel	4
39. Annual conference for special representatives of the Secretary-General and heads of the missions of DPO-led operations	1
40. Workshop for chiefs of joint operations centres to align the management of individual centres with the strategic goals of peacekeeping and crisis management	1
41. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres	2
42. Training course on field crisis management arrangements for relevant mission staff	1
43. Workshop for senior public information personnel from all peacekeeping operations to review DPO/DOS strategic communications policy for the field and its implementation	1
44. Training course for mission focal points on organizational resilience	1
45. Workshop on the innovative use of structured data to improve evidence-based analysis for mission planning	1
International cooperation and inter-agency coordination and liaison	
Other services	
46. Outreach and engagement with national/regional/international peacekeeping training institutions, think tanks and peacekeeping policy institutes on addressing systemic issues in peacekeeping operations and to share best practices and lessons learned	5
47. Presentations, discussion papers and briefings to national and regional peacekeeping training/academic institutions, think tanks, peacekeeping policy institutes and women and peace and security networks and coalitions	2
48. Inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	6
Technical cooperation	
49. Provision of technical support to support regional peacekeeping exercises to enhance the efficiency and effectiveness of uniformed personnel in mandate implementation	5
50. Technical workshop/briefing on good practices and lessons learned for international/regional partners on women and peace and security priorities, in line with the priorities of the Action for Peacekeeping initiative	1
51. Briefing and exchange of best practices in operational reporting and information management with international/regional partner organizations	1

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Posts	Approved 2019/20	2	2	9	15	22	4	54	2	22	–	–	24	78
	Proposed 2020/21	2	2	9	15	22	4	54	2	22	–	–	24	78
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2019/20	–	–	–	1	–	–	1	–	–	–	–	–	1
	Proposed 2020/21	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal		
<i>Posts and temporary positions</i>															
Total, Office of the Under-Secretary-General	Approved 2019/20	2	2	9	16	22	4	55	2	22	–	–	24	79	
	Proposed 2020/21	2	2	9	16	22	4	55	2	22	–	–	24	79	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Office of the Director for Coordination and Shared Services

Executive Office

1 Human Resources Officer (P-4) (continuation)

60. The Executive Office comprises six posts (1 D-1, 1 P-3, 1 P-2 and 3 GS (OL)) and one GTA position (P-4) under the support account. The GTA position of Human Resources Officer (P-4) was initially approved in the 2015/16 period. Effective February 2013, the recruitment activities for seconded active-duty military and police officers were delegated to the Executive Office. Subsequently, the implementation of the exceptional measures for seconded active-duty military and police officers outlined in General Assembly resolutions [67/287](#), [68/252](#) and [71/263](#) was also delegated to the Executive Office.

61. The functions of the position will continue to entail support for the ongoing activities related to the recruitment of seconded active-duty military and police officers in DPO and the implementation of General Assembly resolutions [67/287](#) and [68/252](#) on exceptional measures for seconded active-duty military and police officers. In its resolution [68/252](#), the Assembly requested the Secretary-General to intensify his engagement with Member States with a view to identifying alternative solutions for addressing the conflicts between national legislation and the Staff Regulations and Rules of the United Nations.

62. The functions of the position also include working directly with Member States on the nomination of active-duty officers and providing crucial support during military and police recruitment campaigns. The Human Resources Officer coordinates and conducts data analytics and statistics reporting, as well as outreach activities necessary to ensure proper representation of troop- and police-contributing countries. The functions of the position continue to include identifying any compliance issues with the Staff Rules and developing solutions, in collaboration with OHR and OLA, to address compliance for each Member State that provides a seconded active-duty military or police officer.

2. Single regional political-operational structure

(a) Results-based budgeting framework

63. The regional structure is led by three Assistant Secretaries-General with distinct regional geographic responsibilities, and consists of regional divisions combining the capacities previously found in the Department of Political Affairs and the Department of Peacekeeping Operations. The regional structure serves as a single point of entry at Headquarters for all peace and security presences in the field, providing them with coordinated and consolidated political and operational guidance and support.

64. The priorities of the single regional political-operational structure in relation to peacekeeping operations are to develop and provide integrated strategies and direction on political, cross-cutting and mission-specific issues; deliver day-to-day

integrated operational advice/support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations and support them vis-à-vis the parties to the conflict and other interested stakeholders; engage with members of the Security Council, Member States and other relevant partners on issues of concern; lead the integrated mission planning process for new operations and coordinate transitions in existing operations, including consolidation and exit strategies; serve as a single point of entry at Headquarters for all peacekeeping operations, providing them with coordinated and consolidated political and operational guidance and support; and ensure the unity of command and integration of effort of the departments at Headquarters in the political direction, planning and operational management of peacekeeping missions through the provision of an overall political, strategic and operational framework and through the integrated operational teams, as appropriate.

65. In the 2020/21 period, the single regional political-operational structure will continue to focus on the delivery of the Secretariat's efforts to prevent conflict, sustain peace, manage peace operations and develop and implement regional political strategies. In particular, support to peacekeeping operations will focus, where appropriate, on advancing political solutions in peacekeeping settings, in line with regional strategies, while enhancing cooperation with regional and subregional organizations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member States	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of peacekeeping operations in integrated settings that have up-to-date integrated strategic frameworks or equivalent frameworks	Target	100	100	100	75
		Estimate		100	100	75
		Actual			100	75
	(ii) Percentage of peacekeeping operations that fulfil major milestones, as defined and mandated in Security Council resolutions	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

66. Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations.

Outputs

67. During the 2020/21 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
Substantive servicing of meetings	
1. Briefings/consultations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	3 700
2. Informal meetings of the Fifth Committee on specific reviews of peacekeeping operations	11
3. Informal briefings to the Special Committee on Peacekeeping Operations	4
<i>Security Council</i>	
Substantive servicing of meetings	
4. Oral briefings to the Security Council on peacekeeping issues	45
5. Weekly briefing notes to the Security Council	51
6. Reports of the Secretary-General on mission/country-specific issues	38
7. Letters from the Secretary-General to the President of the Security Council	25
Other services	
8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	120
9. Consultations with troop- and police-contributing countries	22
Other substantive activities	
Good offices, fact-finding and other special missions	
10. Official substantive communications (code cables) providing policy, political-operational and crisis management advice	250
11. Meetings of regular integrated mission task forces and integrated task forces to take stock of and review progress on the ground by peacekeeping operations	144
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	3
13. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	18
Seminars	
14. Workshops on regional and subregional political strategies in peacekeeping operations	3
International cooperation and inter-agency coordination and liaison	
Other services	
15. Advisory notes on strategic cooperation of the United Nations and the African Union in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	5
16. Contribution to progress reports on the United Nations-African Union partnership, in coordination with UNOAU	1

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Posts	Approved 2019/20	–	5	10	19	12	5	51	–	16	–	–	16	67
	Proposed 2020/21	–	5	9	17	12	4	47	–	16	–	–	16	63
	Net change	–	–	(1)	(2)	–	(1)	(4)	–	–	–	–	–	(4)
Temporary positions	Approved 2019/20	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2020/21	–	–	–	–	–	–	–	–	–	–	–	–	–
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, single regional political-operational structure	Approved 2019/20	–	5	10	19	12	5	51	–	16	–	–	16	67
	Proposed 2020/21	–	5	9	17	12	4	47	–	16	–	–	16	63
	Net change	–	–	(1)	(2)	–	(1)	(4)	–	–	–	–	–	(4)

(c) Justification of posts**Americas Division**

Abolishment of 1 Senior Political Affairs Officer (P-5)

Abolishment of 2 Political Affairs Officers (P-4)

Abolishment of 1 Associate Political Affairs Officer (P-2)

68. On 12 April 2019, the Security Council, in its resolution [2466 \(2019\)](#), decided that the mandate for MINUJUSTH would end on 15 October 2019. The Division undertook an internal review and 4 associated posts are proposed for abolishment.

3. Office of Military Affairs**(a) Results-based budgeting framework**

69. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

70. The core tasks of the Office are to provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to maintain strategic engagement with Member States for the generation of critical peacekeeping capabilities and improve dialogue with Member States and regional organizations to further strengthen partnerships and enhance contributions to peacekeeping, with an emphasis on cooperation in developing capabilities for regional military peacekeeping.

71. In the 2020/21 period, building on the Secretary-General's Action for Peacekeeping initiative and the Declaration of Shared Commitments, the 2019 United Nations Peacekeeping Ministerial Conference and the United Nations Chiefs of Defence Conference identified the need to strengthen peacekeeping through generating capabilities to meet high-performance requirements. The Office of

Military Affairs will continue its efforts with regard to generating and deploying critical and appropriate forces, including by improving rapid deployment capabilities, enhancing the performance of military components through training of senior military leaders and staff and increasing the participation of women in peacekeeping. The Office will continue to conduct operational assessments and assessment and advisory visits with an emphasis on force generation of critical and qualified units. This process will allow new troop-contributing countries to efficiently prepare for future participation in peacekeeping operations and help identify shortfalls to be addressed by capacity builders. The Office will also focus its efforts on the development of clear, comprehensive and well-defined standards for military performance evaluation. These standards will enable troop-contributing countries to tailor their training to United Nations standards and facilitate the linkage between performance, safety and the security of peacekeepers. In addition, the Office will ensure that training of engagement platoon capability is standardized. (The engagement platoon within infantry battalions of peacekeeping missions aims to ensure that more routine military patrols, consisting of both men and women, are conducted in order to have better interactions with local women, men, girls and boys within the communities they operate.)

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Target	95	95	90	90
		Estimate		95	95	90
		Actual			96	99
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Target	7	7	7	7
		Estimate		7	7	7
		Actual			7	7
	(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Target	15	15	15	15
		Estimate		15	15	15
		Actual			15	15
	(iii) Increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and maintained at the rapid deployment level of the Peacekeeping Capability Readiness System at its authorized maximum	Target	25	20	16	16
		Estimate		20	20	16
		Actual			28	16
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/ action reports, visits and study and assessment reports	Target	100	100	100	100
		Estimate		95	95	95
		Actual			86	86

External factors

72. Member States will contribute to the required military personnel and materiel to peacekeeping operations, and to the Peacekeeping Capability Readiness System, in a timely manner to effect deployment, and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations.

Outputs

73. During the 2020/21 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
Substantive servicing of meetings	
1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, including the Peacekeeping Capability Readiness System, the outcome of military capability studies, performance issues of contingents, military peacekeeping intelligence and the security of peacekeepers	23
<i>Security Council</i>	
Substantive servicing of meetings	
2. Briefings on new or anticipated developments, crisis and security situations and changes to the mandate of peacekeeping	30
Other services	
3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	40
4. Strategic military plans or recommendations for new or significantly adjusted peacekeeping operations to improve capacity and performance	4
5. Updated threat assessment reports for military operations in peacekeeping settings	13
Other substantive activities	
Good offices, fact-finding and other special missions	
6. Reports on military assessment and advisory missions to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations	6
7. Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days	1
Technical material	
8. Strategic or oversight assessment reports of military components of peacekeeping operations	8
9. Predeployment reports of troop-contributing country capacities	9
10. Reports on the deployment of military forces, observers and Headquarters staff, with emphasis on achieving gender balance	12
11. Reports on the visits of the Military and Police Advisers' Community to peacekeeping missions on operational issues and challenges in peacekeeping	2
12. Revision of the United Nations Military Units Manuals on aviation and engineering and the development of a manual on ammunition management	3
Seminars and conferences	
13. Conference of heads of military components of peacekeeping operations	1
14. Predeployment induction and post-appointment briefings for senior military personnel	12
15. Intensive orientation course for newly appointed heads of military components	2
16. Courses for sector commanders/force chiefs of staff and infantry battalion commanders	4
17. Workshop for military gender advisers	1
18. Training sessions on engagement platoons and gender parity for military observers in Africa	2

<i>Outputs</i>	<i>Quantity</i>
19. Training-of-trainers sessions for command post exercises at force headquarters	3
20. Military peacekeeping intelligence course and training-of-trainers sessions for military peacekeeping intelligence personnel	3
21. Regional workshops on the development, revision and implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3
International cooperation and inter-agency coordination and liaison	
Other services	
22. Presentations to Member States, regional organizations and regional military peacekeeping training centres to improve the quality of contributions to peacekeeping, encourage new peacekeeping initiatives and share and discuss the achievements and challenges of current and future peacekeeping operations to enhance effectiveness and performance	8
23. Military-to-military meetings with the European Union Military Staff and the North Atlantic Treaty Organization, and table top exercise with the European Union Military Staff	3

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
Total, Office of Military Affairs	Approved 2019/20	1	1	9	84	14	–	109	–	18	–	–	18	127
	Proposed 2020/21	1	1	9	84	14	–	109	–	18	–	–	18	127
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

4. Office of Rule of Law and Security Institutions

(a) Results-based budgeting framework

74. The Office of Rule of Law and Security Institutions was established by the General Assembly in its resolution [61/279](#). It comprises the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Justice and Corrections Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

75. Under the new peace and security architecture reform, the Office of Rule of Law and Security Institutions serves as a system-wide service provider for mission and non-mission settings, supporting the implementation of the Secretary-General's vision for preventing violent conflict and sustaining peace. The Office will continue to strengthen its relationships with key partners and to lead system-wide initiatives during the 2020/21 period, including through inter-agency arrangements such as the Global Focal Point for the Rule of Law.

76. During the 2020/21 period the Office will continue to focus on the Action for Peacekeeping initiative, including by furthering: the agenda presented in the reports of the Secretary-General on United Nations policing ([S/2018/1183](#) and [A/74/223](#)); the gender parity strategies of the Secretary-General and the Department of Peace Operations; Security Council resolutions [2447 \(2018\)](#) on police, justice and corrections, [2151 \(2014\)](#) on security sector reform, [2365 \(2017\)](#) on mine action and [2185 \(2014\)](#) and [2382 \(2017\)](#) on policing; General Assembly resolution [72/75](#) on assistance in mine action; the reports of the Secretary-General on peace and security reform and on the strengthening of the United Nations system, as well as his sustaining peace and prevention agenda; the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 16; the recommendations

of the comprehensive reviews of peacekeeping operations; and the operationalization of the Strategy of the United Nations on Mine Action 2019–2023. The Office will also continue to support the implementation of the Secretary-General's action plan to improve the security of United Nations peacekeepers, especially with respect to improving the performance of peacekeepers and reducing impunity.

77. During the 2020/21 period, the Office will advance the Organization's mandated tasks as part of broader rule of law responses. It will prioritize capacity-building and institutional development in host States; the revision and/or development of new policy, guidance and training tools; the targeted recruitment of experts; the rapid deployment of specialist capacities; support for transitioning peacekeeping missions; and strengthened partnerships (including with Member States and regional organizations) to garner support for rule of law and security institutions assistance in complex operational environments.

78. The Police Division will provide operational and capacity development support to police services and other law enforcement entities by continuing to implement the Vision for United Nations Police 2018–2022. The Justice and Corrections Service will continue to backstop nationally led efforts to strengthen criminal justice systems and deliver essential justice and prison services, including by supporting accountability mechanisms to address crimes that fuel conflict and enhancing prison security and management. The Security Sector Reform Unit will deliver advisory and technical support to peacekeeping operations to advance the implementation of defence and security provisions in peace agreements, coordinate international assistance mandates and design relevant strategies. The Disarmament, Demobilization and Reintegration Section will provide strategic and technical support to disarmament, demobilization and reintegration processes and community violence reduction programmes, and prioritize the implementation of the revised Integrated Disarmament, Demobilization and Reintegration Standards. The Mine Action Service will strengthen the United Nations response to improvised explosive devices through the development of a whole-of-system approach, technical advice and training.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Number of General Assembly resolutions that reflect the critical contribution of mine action assistance in peace operations	Target	1	1	N/A	1
		Estimate		1	N/A	1
		Actual			N/A	1
	(ii) Percentage of Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device threat mitigation responses in the establishment or adjustment of peacekeeping operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	25	25	25	25
		Estimate		25	25	25
		Actual			25	25
	(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			30	30
	(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			30	30
	(iv) Number of days needed to deploy personnel specializing in disarmament, demobilization and reintegration to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Reduction of the vacancy rate for police in field operations (percentage)	Target	13	13	13	14
		Estimate		13	13	14
		Actual			13	14
	(iii) Integrated mission plans reflecting the response of police, justice, corrections, disarmament, demobilizations and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5

External factors

79. External factors that may have an impact on the delivery of performance targets and outputs include the availability of necessary resources to fulfil mandated tasks.

Outputs

80. During the 2020/21 period, the following outputs will be delivered:

Outputs

Quantity

Servicing of intergovernmental and expert bodies, including reports thereto*General Assembly***Substantive servicing of meetings**

- | | |
|--|----|
| 1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of rule of law and security institutions | 34 |
| 2. Technical briefing to members of the Special Committee on Peacekeeping Operations | 1 |

Briefings on peacekeeping operations

- | | |
|---|----|
| 3. Mine action, including weapons and ammunition management and improvised explosive device threat mitigation | 10 |
| 4. Police | 34 |
| 5. Justice and corrections | 10 |
| 6. DDR and community violence reduction | 10 |
| 7. Security sector reform | 10 |

Parliamentary documentation**Reports of the Secretary-General**

- | | |
|---|----|
| 8. Inputs to reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing and law enforcement; justice and corrections; DDR and community violence reduction; mine action, weapons and ammunitions management and improvised explosive device threat mitigation; and/or security sector reform | 42 |
|---|----|

Other substantive activities

- | | |
|--|----|
| 9. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of female police officers, including senior leadership in peacekeeping | 3 |
| 10. Direct support to DDR training courses by the Integrated Disarmament, Demobilization and Reintegration Training Group | 4 |
| 11. Outreach activity to promote the rapidly deployable security sector reform capacity, including the United Nations roster of security sector reform experts | 2 |
| 12. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and improvised explosive device threat mitigation | 2 |
| 13. Mine action, weapons and ammunition management and improvised explosive device threat mitigation | 7 |
| 14. New or reviewed concepts of operations and/or plans for police components of peacekeeping operations | 5 |
| 15. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel units and equipment | 45 |
| 16. Briefing notes on developments in DDR and community violence reduction in field operations | 4 |
| 17. Study on lessons learned and/or guidance note on key operational aspects of DDR and reduction of community violence | 1 |
| End-of-assignment reports on required ongoing support, lessons learned and best practices for new, existing or transitioning peacekeeping operations for: | |
| 18. Police | 7 |
| 19. Justice | 3 |
| 20. Corrections | 3 |
| Technical or strategic review or assessment reports on the implementation of activities or mandates in peacekeeping operations for: | |
| 21. Police | 10 |
| 22. DDR and community violence reduction | 7 |
| 23. Justice | 6 |
| 24. Corrections | 6 |
| 25. Security sector reform | 4 |
| 26. Mine action, weapons and ammunition management and improvised explosive device threat mitigation | 7 |

<i>Outputs</i>	<i>Quantity</i>
Guidance documents and training tools that are compliant with the Strategic Guidance Framework for International Police Peacekeeping	
27. Justice and corrections	2
28. Security sector reform	1
29. Police	4
Seminars and conferences	
30. International Meeting of National Mine Action Programme Directors and United Nations Advisers	1
31. Conference of the heads of the mine action components	1
32. Joint United Nations-African Union police seminar on police planning to increase the number of trained, specialized and equipped police capabilities and/or personnel	1
33. Joint seminar with regional organizations to facilitate coherent design and delivery of security sector reform, in line with the United Nations approach and coordination mandates	1
34. Co-chairing of meetings of the Inter-Agency Security Sector Reform Task Force to facilitate strategic coherence in the implementation of mandates and joint programmes, in line with Security Council resolution 2151 (2014) , relating to the integrated technical guidance notes and the policy on defence sector reform	6
35. Co-chairing of videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information	4
36. Conference of the heads of police components	1
37. Training course on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping	1
38. Meeting of senior DDR/reduction of community violence officers	1
International cooperation and inter-agency coordination and liaison	
39. Briefings to Member States, specialized agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the areas of rule of law and security institutions	5

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					
<i>Posts and temporary positions</i>		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	<i>Total</i>
Posts	Approved 2019/20	1	3	9	47	30	–	90	–	16	–	–	16	106
	Proposed 2020/21	1	3	9	48	30	–	91	–	16	–	–	16	107
	Net change	–	–	–	1	–	–	1	–	–	–	–	–	1
Temporary positions	Approved 2019/20	–	–	–	1	–	–	1	–	–	–	–	–	1
	Proposed 2020/21	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of Rule of Law and Security Institutions	Approved 2019/20	1	3	9	48	30	–	91	–	16	–	–	16	107
	Proposed 2020/21	1	3	9	49	30	–	92	–	16	–	–	16	108
	Net change	–	–	–	1	–	–	1	–	–	–	–	–	1

(c) Justification of posts**Mine Action Service***1 Programme Management Officer (P-4) (establishment)*

81. The Mine Action Service comprises eight posts (1 D-2, 1 P-4, 5 P-3 and 1 GS (OL)) under the support account. The Mine Action Service is a specialized service of the United Nations located within the Department of Peace Operations. Mandated by the General Assembly as the coordinator for mine action in the United Nations system, the Service ensures coherence and effective responses to explosive threats, including mitigation of the threat from improvised explosive devices. This entails providing expert advice, training and guidance to the United Nations system as well as to affected States. The report of the Secretary-General on countering the threat posed by improvised explosive devices ([A/71/187](#)) reflects the role that the Service plays in mitigating those threats. In its resolution [71/72](#), the Assembly welcomed the report of the Secretary-General and took note of its recommendations.

82. The Security Council, in resolution [2365 \(2017\)](#), noted with grave concern that the indiscriminate use of improvised explosive devices remained a major threat to civilians, including returnees, to the safety of peacekeeping personnel, and to the effective implementation of mission mandates. The report of the Special Committee on Peacekeeping Operations on its 2018 substantive session ([A/72/19](#)) also underscored the safety and security concerns for uniformed personnel.

83. In 2015, the General Assembly adopted resolution [70/46](#). This was the first resolution on the need for an effective global, comprehensive, coordinated approach to counter the proliferation of improvised explosive devices. In 2018, the Assembly adopted resolution [73/67](#) encouraging the full implementation in all peacekeeping operations of the Guidelines on Improvised Explosive Device Threat Mitigation in Mission Settings developed by the Department of Peacekeeping Operations and the Department of Field Support of the Secretariat. To enable the full implementation of these guidelines and to respond to the needs of today's peacekeepers, who operate in new threat environments involving improvised explosive devices, it is crucial to establish a continuous capacity within the Department of Peace Operations and the Mine Action Service that can deliver technical expertise to troop-contributing countries in all peacekeeping operations.

84. The Service is tasked under action point 18 of the Secretary General's Disarmament Agenda to lead the development of a whole-of-system approach to improvised explosive devices. In addition, the new United Nations weapons and ammunition management policy, which will be reflected in the 2020 review of the Contingent-Owned Equipment Manual, requires additional training and support initiatives for troop- and police-contributing countries to enable them to adhere to the new standards for the storage of ammunition in peacekeeping operations. The proposed post would be essential to enable the Mine Action Service to deliver on these tasks.

(d) Justification of general temporary assistance positions**Justice and Corrections Service***1 Judicial Affairs Officer (P-4) (continuation)*

85. The Justice and Correction Service comprises 16 posts (1 D-1, 2 P-5, 8 P-4, 3 P-3 and 2 GS (OL)) and 1 GTA position of Judicial Affairs Officer (P-4) under the support account. The GTA position of Judicial Affairs Officer was established in the 2010/11 period to support rule of law efforts in Haiti. However, with the start-up of MINUSCA in the 2014/15 period, the criticality of rule of law and transitional justice

expertise for mandate implementation and the limited additional backstopping capacity in the team, the post has been used to backstop MINUSCA since 2014/15 while gradually reducing its support to MINUSTAH and later on to MINUJUSTH. In 2017/18, as the backstopping workload intensified for MINUSCA, particularly with regard to efforts to set up the Special Criminal Court. The position was proposed for conversion; however, that was not approved by the General Assembly, and the post continued as a GTA position along with other MINUSCA GTA backstopping positions in the Office of Rule of Law and Security Institutions. The position has continued to be indispensable to providing high-quality backstopping to MINUSCA and assuming key cross-cutting tasks of the Justice and Correction Service.

86. Sustainable backstopping capacity for MINUSCA in the area of justice, corrections and transitional justice is more needed than ever. As a Mission that has taken an innovative approach in the fight against impunity in the Central African Republic, while also helping to facilitate political processes and improve security, MINUSCA will continue to require dedicated assistance from a justice expert to support the Special Criminal Court, as well as the Security Council's mandate on urgent temporary measures and efforts to support the extension of State authority outside of Bangui. The peace agreement concluded in Khartoum on 6 February 2019 has had significant implications for the work being done on criminal accountability for serious crimes under international law, including through the Mission's involvement in broader transitional justice initiatives, which has resulted in an increased demand for backstopping support from Headquarters. The position is also important for continued close liaison with Member States in New York, regional organizations and members of the reference group on the rule of law and the fight against impunity in the Central African Republic to ensure sustained political, financial and technical support for the Court, including assistance with resource mobilization efforts (so far, more than \$7 million has been contributed by external donors, with another \$3 million likely to be committed in 2020; however, there is still a significant shortfall in funding for the court for the coming years, with operating expenses estimated to exceed \$10 million annually), and with the recruitment of international magistrates who are largely deployed through secondments by Member States at the Headquarters level. The Judicial Affairs Officer plays a key role engaging with other Global Focal Point for the Rule of Law partners based in New York, in support of the Action for Peacekeeping focus on developing partnerships (key partners are UNDP, UNODC and UN-Women, in addition to DPO and DPPA).

87. The position has also ensured critical technical support to criminal accountability work across other peacekeeping operations, in support of the Secretary-General's Action for Peacekeeping initiative and in line with the recommendations of the Santos Cruz report issued in 2017. Peacekeeping operations are increasingly called upon to support host country authorities in bringing the perpetrators of serious crimes targeting civilians, as well as United Nations peacekeepers, to justice; the importance of this work was recently highlighted in Security Council resolution [2447 \(2018\)](#). The Justice and Corrections Service supports peacekeeping operations in fulfilling this role. In this context, the Judicial Affairs Officer also contributes to efforts to support national authorities in investigating and prosecuting crimes against peacekeepers, building on the first-ever conviction for such a crime through a process supported by MINUSCA in January 2020. Given the growing demand in the field of criminal accountability, and the overstretched capacity of the Service's judicial affairs officers and corrections officers, the sustainability of this position to continue this cross-cutting work continues to be a critical need.

88. Continuation is requested, as the areas in which the Judicial Affairs Officer is providing support are not likely to decrease in importance and workload. For reasons

involving effective work planning, the protection of institutional memory and the continuity and predictability of support, the continuation of this long-existing GTA position is necessary.

5. Policy, Evaluation and Training Division

(a) Results-based budgeting framework

89. The mandate of the Policy, Evaluation and Training Division was established by the General Assembly in its resolution [61/279](#).

90. The Policy, Evaluation and Training Division is an integrated resource for DPO and parts of DOS which provides an institutional capacity for strengthening peacekeeping through: the formulation of cross-cutting peacekeeping policy and guidance; knowledge management and the capture and sharing of best practices and innovations; the setting of training standards for peacekeeping personnel; the evaluation of programme performance towards mandate implementation; and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping/peace operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPO and DOS, Member States and all peacekeeping/peace operations in several thematic areas, including protection of civilians, sustaining peace, child protection and civil affairs.

91. In the area of policy and best practices, the Division will continue to focus on the implementation of the Action for Peacekeeping Declaration of Shared Commitments, including the Santos Cruz report, as well as other priority and emerging policy areas faced by United Nations peacekeeping operations, including, but not limited to, adapting peacekeeping to new environments, uniformed capability requirements through the Strategic Force Generation and Capability Planning Cell, protection of civilians, local conflict analysis, community engagement, programmatic funding planning and partnerships.

92. With regard to training, the Division provides ongoing support to Member States and field missions, develops and delivers training standards and provides support for predeployment training for uniformed personnel, predeployment training for all new civilian personnel deploying to field missions and peace operations-specific leadership training for uniformed and civilian personnel deploying to senior posts in field missions. The Division will facilitate the provision of predeployment and in-mission training and capacity-building to troop- and police-contributing countries by the Secretariat as well as by Member States willing to extend bilateral support. With regard to civilian mission personnel, the focus will be on predeployment and mission induction training for all staff as well as programme-specific activities such as the protection of civilians. The provision of peacekeeping-specific training for civilian and uniformed mission leaders at all levels will remain a high priority. The key challenges faced by the Division are the wide breadth of policy issues faced by peacekeeping operations, the requirement to translate new guidance material into training and disseminate it to all Member States and field missions, the number of troop- and police-contributing countries and their varying needs and levels of experience in peacekeeping operations and the level of resources provided to the Division compared with the requirements of Member States and field missions.

93. On evaluating programme performance towards mandate implementation, the Division will continue to provide ongoing support and technical expertise for the implementation of the comprehensive performance assessment system, including the management and oversight of the 12 peacekeeping operations where the system will operate. The system was piloted in five peacekeeping operations during the 2018/19

period. After incorporating lessons learned, it will be launched in seven more peacekeeping operations during the 2019/20 period. The system generates information on past and current performance to inform planning and decision-making and assess the impact of peace operations. This data and analysis will help improve transparency and accountability for resources and reporting. Missions report that the system's methodology, in particular context mapping and building a results framework, builds synergy across components and reduces silos.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Military and police units that form the core of an early deployment of a new or significantly adjusted peacekeeping operation are selected and verified to be on high readiness	Target	12	11	11	N/A
		Estimate		11	11	N/A
		Actual			11	N/A
	(ii) Percentage of training standards available to all troop- and police-contributing countries and peacekeeping operations within 30 days from approval	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping operations implementing the comprehensive performance assessment system are supported with technical expertise, guidance and oversight by Headquarters	Target	11	6	N/A	N/A
		Estimate		7	N/A	N/A
		Actual			5	N/A
	(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace and security policy and practice database (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

94. Member States will provide the necessary support to implement the activities related to training and policy development and external factors, such as crises in field missions and unforeseen needs created by new emerging threats, will not require a reallocation of resources to meet those needs.

Outputs

95. During the 2020/21 period, the following outputs will be delivered:

Outputs

Quantity

Parliamentary documentation

- | | |
|---|---|
| 1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations | 1 |
|---|---|

Comprehensive performance assessment system

- | | |
|--|----|
| 2. Support visits to peacekeeping operations for the implementation of the system, including management, oversight and provision of technical guidance | 11 |
| 3. Advanced training sessions on the system delivered to 11 peacekeeping operations, DPO, DOS and other stakeholders | 2 |
| 4. Training modules on the system developed for peacekeeping leadership and induction training | 2 |
| 5. Development of an information technology platform for the system and its integration with relevant United Nations-wide enterprise systems | 1 |
| 6. Development of a United Nations policy on the comprehensive performance assessment system based on the existing guidance document | 1 |

Training

- | | |
|---|----|
| 7. Training-of-trainers courses for 48 peace operations training personnel from Member States | 2 |
| 8. Mobile training teams deployed to provide training support for peace operations training institutes in Member States and peace operations training experts (number of teams) | 6 |
| 9. Training recognition services provided to Member States in relation to predeployment training of their uniformed personnel for peacekeeping operations | 7 |
| 10. Development of United Nations peace operations training materials | 2 |
| 11. Support for the delivery of women's outreach courses for the United Nations Signals Academy | 2 |
| 12. Support for the delivery of medical courses for Member States' trainers and personnel serving in peace operations | 5 |
| 13. Exercises to strengthen troop- and police-contributing countries' performance in peacekeeping operations designed and delivered | 4 |
| 14. Predeployment courses for 150 civilian personnel serving in peacekeeping operations | 18 |
| 15. Workshop for personnel serving in peacekeeping training centres and training focal points from the field | 1 |
| 16. Training-of-trainers sessions for field mission training personnel serving in peacekeeping in substantive priorities, e-learning design and skills enhancement, and the conduct of training support visits for field missions | 7 |
| 17. Training delivery for Entebbe-based entities | 4 |
| 18. United Nations senior mission leaders courses for 26 civilian and uniformed personnel | 2 |
| 19. Senior leadership programmes for 26 newly appointed senior leaders in field missions | 2 |
| 20. New senior mission administration and resource training programme for 24 managers from field missions and other entities supported by DOS | 1 |
| 21. Advanced training programme for 16 senior staff in peace operations | 1 |
| 22. Intensive orientation courses for the heads of military components | 2 |
| 23. Guidance document or standards on training development, design, delivery and evaluation | 1 |
| 24. Conduct of training needs assessment or evaluation to support peace operations | 1 |
| 25. Support provided to Member States in the establishment of peacekeeping training institutions and the design and delivery of mission-specific training for uniformed personnel | 6 |

Other services

- | | |
|--|----|
| 26. Briefings to Member States on cross-cutting thematic issues, partnerships, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations | 7 |
| 27. Briefings to the Security Council and/or the Military Staff Committee and/or the Security Council Working Group on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations | 4 |
| 28. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations | 10 |

<i>Outputs</i>	<i>Quantity</i>
29. Opening statements by the Under-Secretaries-General for Peace Operations, Operational Support and Management Strategy, Policy and Compliance during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	2
30. Organization and delivery of regional training session on the monitoring and reporting mechanism on grave violations against children in situations of armed conflict aimed at country task forces on monitoring and reporting in coordination with UNICEF and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict	1
Other substantive activities	
Good offices, fact-finding and other special missions	
31. Support for high-level and technical missions of the Office of the Special Representative for Children and Armed Conflict to peacekeeping operations	2
Technical material	
32. Reports on lessons learned across peacekeeping/peace operations missions on policy, reform and operational issues in line with departmental priorities	6
33. E-newsletters to peacekeeping operations on new guidance and knowledge management reports	12
34. Survey on cross-cutting and/or emerging knowledge needs in peace operations	1
35. Technical guidance material developed or revised, or implemented and/or rolled out on, but not limited to, cross-cutting peacekeeping issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	3
36. Field-based technical reports related to the development and implementation of guidance by peacekeeping/peace operations, including with respect to civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	4
37. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping/peace operations missions	1
Seminars	
38. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	3
International cooperation and inter-agency coordination and liaison	
39. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping/peace operations	7
40. Briefings to international financial institutions, international and regional organizations and NGOs on peacekeeping partnerships and related issues	7
41. Presentations to technical experts from Member States, regional organizations and partners on new or updated guidance, training and policy on cross-cutting thematic issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	5
42. Technical support to the Monitoring and Reporting Mechanism Technical Reference Group in coordination with UNICEF and the Office of the Special Representative for Children and Armed Conflict	12
43. Development and roll-out of force commander's and police commissioner's directives on child protection to peacekeeping operations that have a child protection mandate	2
44. Updated reports on the capability requirements for United Nations peacekeeping operations	4
45. Technical support to regional organizations and Member States in developing policies, guidelines and training materials on emerging strategic issues related to peacekeeping/peace operations	1

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	<i>Total</i>
<i>Posts and temporary positions</i>														
Posts	Approved 2019/20	1	2	6	21	13	–	43	–	12	–	2	14	57
	Proposed 2020/21	1	2	6	21	13	–	43	–	12	–	2	14	57
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2019/20	–	–	–	–	1	–	1	–	–	–	–	–	1
	Proposed 2020/21	–	–	–	–	2	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	1	–	1	–	–	–	–	–	1
Total, Policy, Evaluation and Training Division	Approved 2019/20	1	2	6	21	14	–	44	–	12	–	2	14	58
	Proposed 2020/21	1	2	6	21	15	–	45	–	12	–	2	14	59
	Net change	–	–	–	–	1	–	1	–	–	–	–	–	1

(c) Justification of general temporary assistance positions**Policy and Best Practices Service****Policy Planning Team***1 Political Affairs Officer (P-3) (continuation)*

96. The Policy Planning Team comprises one post (P-4) and one GTA position (P-3) under the support account. The GTA position was initially established in the 2019/20 period. It is proposed that the GTA position of Political Affairs Officer (P-3) be continued in the 2020/21 budget period. The position is located in the Policy Planning Team of the Policy and Best Practices Service to support the implementation of the Action for Peacekeeping initiative launched by the Secretary-General in 2018. The Declaration of Shared Commitments on United Nations Peacekeeping Operations, prepared as part of the Action for Peacekeeping initiative, has been endorsed by 152 Member States and four partner organizations, and continues to be the principal framework under which peacekeeping reform takes place. The Declaration lays out 45 commitment areas, most of which are collective commitments by Member States and the Secretariat to improve and strengthen peacekeeping. Member States, through the Special Committee on Peacekeeping Operations, have adopted the Action for Peacekeeping initiative as the framework for their discussions, and the Secretariat has adapted its reporting to align with the initiative. Implementation continues to require extensive coordination, outreach and liaison with Member States and civil society as well as United Nations system counterparts, both in the field and at Headquarters. The work involves defining action points, ensuring that implementation is on track and pushing for progress through reporting, advocacy and the development of messaging to external partners. The Service relies heavily on the GTA position to service the many and varied needs of the Secretariat related to the initiative. In the light of the foregoing, dedicated capacity continues to be a critical requirement.

Integrated Training Service

Member States Support Team

1 Training Officer (P-3) (establishment)

97. The Member States Support Team comprises seven posts (1 P-5, 2 P-4, 3 P-3 and 1 GS (OL)) under the support account. It is proposed that one GTA position of Training Officer (P-3) be established. The position is required for 24 months to support the development and roll-out of seven new police courses in four geographic regions. The global roll-out of each course encompasses at least four courses: two courses for Africa, one course for the Asia-Pacific region and one course for the rest of the world. The courses are to be delivered in English and French. The roll-outs are planned to begin before the end of 2020. Given the seven courses and the requirement for the delivery of a minimum of four courses for each subject area, this entails the delivery of at least 28 courses. These courses are in addition to the ongoing requirements to deliver police command courses and protection of civilians training to meet the needs of Member States.

98. The proposal for the Training Officer links directly to the Action for Peacekeeping priority action area on enhanced performance and accountability, which is in turn linked to the Strategic Guidance Framework for International Police Peacekeeping. The GTA position of Training Officer is intended to address new police training issues and to provide continuity to the small police training team of two seconded police officers in the Member States Support Team during the roll-out of training to support the Strategic Guidance Framework.

6. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	82 977.0	82 565.4	83 619.3	1 053.9	1.3
II. Non-post resources					
General temporary assistance	967.4	523.6	768.0	244.4	46.7
Consultants and consulting services	233.1	292.0	274.0	(18.0)	(6.2)
Official travel	3 195.1	3 647.6	3 647.6	—	—
Facilities and infrastructure	109.3	109.4	173.2	63.8	58.3
Ground transportation	3.7	4.2	4.2	—	—
Communications and information technology	2 058.1	1 794.2	1 562.2	(232.0)	(12.9)
Medical	0.4	2.5	2.5	—	—
Other supplies, services and equipment	679.6	779.4	891.7	112.3	14.4
Subtotal	7 246.7	7 152.9	7 323.4	170.5	2.4
Total, I and II	90 223.7	89 718.3	90 942.7	1 224.4	1.4

(a) Analysis of financial resource requirements¹**Post resources**

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	13 433.3	13 620.5	13 897.2	276.7	2.0
Single regional political-operational structure	11 189.3	12 502.9	11 949.8	(553.1)	(4.4)
Office of Military Affairs	26 626.3	25 394.2	25 908.1	513.9	2.0
Office of Rule of Law and Security Institutions	20 377.0	20 576.0	21 157.5	581.5	2.8
Policy, Evaluation and Training Division	11 351.1	10 471.8	10 706.7	234.9	2.2
Total	82 977.0	82 565.4	83 619.3	1 053.9	1.3

99. The provision would cover the salaries, common staff costs and staff assessment for 432 posts. The variance is due to the proposed establishment of one post in the Mine Action Service and the updated salary costs (see paras. 44–48 above), offset in part by the proposed abolishment of four posts in the single regional political-operational structure.

General temporary assistance

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	398.6	250.3	284.8	34.5	13.8
Single regional political-operational structure	0.1	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	568.7	174.5	209.8	35.3	20.2
Policy, Evaluation and Training Division	—	98.8	273.4	174.6	176.7
Total	967.4	523.6	768.0	244.4	46.7

100. The provision would cover the salaries, common staff costs and staff assessment for the continuation of three positions and the proposed establishment of one new position in the Integrated Training Service as well as provision for the replacement of staff on maternity or sick leave (3 person-months for staff in the Professional category and 3 person-months for staff in the General Service category). The variance is the result of the proposed establishment of one new position and updated salary costs (see paras. 44–48 above).

¹ Resource variance amounts are expressed in thousands of United States dollars; analysis is provided for variances greater than plus or minus 10 per cent or \$50,000.

Consultants and consulting services

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	10.3	—	—	—	—
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	—	—	—	—
Policy, Evaluation and Training Division	222.8	292.0	274.0	(18.0)	(6.2)
Total	233.1	292.0	274.0	(18.0)	(6.2)

101. The following table provides a breakdown of consultancy requirements, which are lower than those approved for the 2019/20 period.

Consultants and consulting services, by item

<i>Item</i>	<i>Number of beneficiaries</i>	<i>Amount</i>
Implementation of the comprehensive performance assessment system	—	80.6
Training for DPO staff	436	50.8
Training for DOS staff	452	22.4
DPO and DOS biannual conference	—	35.6
Training for Member States and field operations	—	84.6
Total		274.0

102. As shown in the table above, provision is made for the implementation of the comprehensive performance assessment system as well as the costs of subject matter experts for development and facilitation of training activities. A reduced level is proposed based on an assessment of the expected requirements and internal capacities of each specific area.

Official travel

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	401.4	423.3	616.6	193.3	45.7
Single regional political-operational structure	497.7	553.4	553.4	—	—
Office of Military Affairs	441.5	525.9	470.4	(55.5)	(10.6)
Office of Rule of Law and Security Institutions	516.0	650.7	601.7	(49.0)	(7.5)
Policy, Evaluation and Training Division	1 338.5	1 494.3	1 405.5	(88.8)	(5.9)
Total	3 195.1	3 647.6	3 647.6	—	—

103. The following table provides a breakdown of requirements under official travel, which remain at the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Office of the Under-Secretary-General	286.9	91.7	213.2	24.8	—	616.6
Single regional political-operational structure	438.2	64.3	—	50.9	—	553.4
Office of Military Affairs	205.4	240.0	25.0	—	—	470.4
Office of Rule of Law and Security Institutions	115.8	437.6	28.8	19.5	—	601.7
Policy, Evaluation and Training Division	131.0	86.5	53.4	—	1 134.6	1 405.5
Total	1 177.3	920.1	320.4	95.2	1 134.6	3 647.6

104. The provision of \$3,647,600 is made to implement the outputs of the Department as set out in the results-based budgeting frameworks of each office.

Facilities and infrastructure

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	73.8	86.2	146.2	60.0	69.6
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	—	—	—	—
Policy, Evaluation and Training Division	35.5	23.2	27.0	3.8	16.4
Total	109.3	109.4	173.2	63.8	58.3

105. The following table provides a breakdown of the requirements under facilities and infrastructure.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
All DPO staff		
Stationery and office supplies (\$200 per staff member)	436	87.2
Acquisition of office and other equipment	—	5.6
Brussels and Entebbe		
Rental of premises in Brussels and Entebbe	—	74.3
Security services in Entebbe	—	1.9
Sanitation and cleaning materials in Entebbe	—	4.2
Total		173.2

106. Standard rates are used for the computation of the requirements for stationery and office supplies. The remaining costs are mainly for the liaison office in Brussels (two staff members) and the Civilian Predeployment Training Team in Entebbe.

107. The increase in requirements of \$63,800 is due to the increase in office supplies provisioned at the standard rate (\$200 per staff member).

Ground transportation

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	0.5	—	—	—	—
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	—	—	—	—
Policy, Evaluation and Training Division	3.2	4.2	4.2	—	—
Total	3.7	4.2	4.2	—	—

108. Provision is made at a maintenance level for the Civilian Predeployment Training Team located in Entebbe for their use of vehicles to transport attendants.

Communications and information technology

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2 003.1	1 644.0	1 533.2	(110.8)	(6.7)
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	12.7	22.0	24.2	2.2	10.0
Policy, Evaluation and Training Division	42.3	128.2	4.8	(123.4)	(96.3)
Total	2 058.1	1 794.2	1 562.2	(232.0)	(12.9)

109. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	434	130.2
Standard equipment for new posts (\$1,700 per staff member)	2	3.4
Standard desk phones (\$300 per staff member)	436	130.8
Standard OICT service level agreement (\$1,135 per staff member)	436	494.8
Managed output service (printer)	—	101.4
Other items	—	701.6
Total		1 562.2

110. The following items are included under other items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2019/20</i>	<i>Proposed 2020/21</i>	<i>Variance</i>
Acquisition of ICT equipment	36.4	95.0	58.6
Software, licences and fees	—	142.7	142.7
Telecommunications and network services	269.9	178.6	(89.3)
Ongoing ICT support services	239.7	191.8	(47.9)
Public information and publication services	213.9	93.5	(120.4)
Total	757.9	701.6	(56.3)

111. The decrease in requirements of \$232,000 is due to: (a) the provision for the translation services for best practices policy and training materials, which had been previously included under the public information service in the ICT class, is now included under the other supplies, services and equipment class of expenditure in the Policy, Evaluation and Training Division; and (b) a decrease in the provision for long-distance communication as well as web services.

Medical

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	—	—	—	—	—
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	—	—	—	—
Policy, Evaluation and Training Division	0.4	2.5	2.5	—	—
Total	0.4	2.5	2.5	—	—

112. Provision is made for a first-aid exercise for the Civilian Predeployment Training Team located in Entebbe.

Other supplies, services and equipment

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	131.6	165.1	188.9	23.8	14.4
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	16.7	—	(16.7)	(100.0)
Office of Rule of Law and Security Institutions	10.5	—	—	—	—
Policy, Evaluation and Training Division	537.5	597.6	702.8	105.2	17.6
Total	679.6	779.4	891.7	112.3	14.4

113. The following table provides a breakdown of the requirements under this budget class.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Amount</i>
Training fees, supplies and services	573.2
Other hospitality	0.6
Other freight and related costs	36.2
Implementing partners and grants	70.0
Other services	211.7
Total	891.7

114. The provision would cover: (a) the organization of the training for DPO, DOS and Member States, as well as the Civilian Predeployment Training Team in Entebbe; (b) freight based on actual expenditure patterns; (c) individual contractual services; (d) the peacekeeping share of the contribution to the programme criticality framework managed by UNFPA; and (e) other service costs in Brussels and Entebbe, as well as individual contractors and meeting and translation services.

115. The increase in requirements of \$112,300 is owing mainly to: (a) an increase in other services; and (b) translation services for training materials. As a consequence of the Secretary-General's peace and security reform, there is a need to streamline administrative processes and internal communications to clients by enhancing the existing communication platforms for DPPA and DPO. The increase is the result of the need to harmonize workflow processes through process re-engineering in order to streamline workflows in the light of the reform. The translation services for best practices policy and training materials, which had been included under the public information service in the ICT class, is now provisioned under this class in the Policy, Evaluation and Training Division.

B. United Nations Office to the African Union

116. The mandate of the United Nations Office to the African Union was established by the General Assembly in its resolution [64/288](#). The Security Council, in its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#), [2320 \(2016\)](#), [2378 \(2017\)](#) and [2457 \(2019\)](#), called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and operationalizing the African Peace and Security Architecture.

117. The partnership between the United Nations and the African Union is essential to effectively seek solutions to the increasingly complex peace and security challenges in Africa. The two organizations are leveraging their respective comparative advantages towards achieving the common objectives of enhancing peace and security, promoting human rights and good governance and implementing Agenda 2063: The Africa We Want and the 2030 Agenda for Sustainable Development. The Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security signed by the Secretary-General and the Chairperson of the African Union Commission in April 2017 commits the two organizations to developing an enhanced strategic partnership to address the continent's peace and security challenges. UNOAU has been designated as the United Nations lead office in facilitating an enhanced strategic and operational partnership with the African Union in peace and security through strategic convergence in decision-making and effectively responding to conflicts on the continent. UNOAU engagement is guided by the following thematic pillars of the Framework:

(a) Preventing conflict and sustaining peace: the two organizations will work together to develop a shared understanding of the key factors that give rise to conflict;

(b) Responding to conflict: strategic support will be provided to the African Union Commission with regard to the development and review of doctrine and policy frameworks for peace support operations, humanitarian response, standby capacity-building and beyond, including support to regional initiatives and the adoption of good practices;

(c) Addressing the root causes of the conflict: UNOAU engages with the African Union and regional organizations to primarily support policy development and decision-making and peacebuilding activities, including by participating in and contributing to high-level assessment missions and engagement as part of conflict-prevention initiatives;

(d) Continuous partnership review and enhancement: in order to implement, review and continuously update the partnership, UNOAU will undertake regular assessments and reviews with the African Union, including lessons-learned exercises on both specific situations and thematic issues.

118. Activities in the area of conflict prevention and sustaining peace aim to enable the United Nations and the African Union to better respond earlier and decisively to address crises before they emerge into violent conflicts. Support for the development of capacity and policy frameworks will contribute towards this objective. In this area, the Office focuses on:

(a) Developing policy frameworks, guidelines and guidance notes to facilitate the efficient and effective deployment and role of military, police and civilian staff in peace support operations. It will further enhance operational and support capacity for the African Standby Force and regional standby forces, including the operationalization of continental and regional logistics and movement control mechanisms;

(b) Developing standardized training modules for peace support operations and the African Standby Force that incorporate child protection, gender and the African Union Human Rights and Conduct and Discipline Compliance Framework, and are cognizant of realistic mission requirements and challenges, to prepare a force that is mission-ready, meets the highest international standards and is fit for purpose;

(c) Streamlining security sector governance, including security sector reform and disarmament, demobilization and reintegration efforts, in overall responses to conflict, through joint assessments, fact-finding and planning and building the capacity of the African Union to effectively manage its own programmes;

(d) Enhancing complementarity and capabilities among the United Nations, the African Union and regional organizations in peacebuilding and sustaining peace processes by addressing the root causes of conflict in a more coordinated and coherent manner to ensure sustainable peace on the African continent;

(e) Increasing support to African Union efforts to address human rights and conduct and discipline compliance in peace support operations, including the development and implementation of African Union policies and the Compliance Framework, and issues related to the human rights due diligence policy, gender, sexual and gender-based violence and child protection;

(f) Enhancing strategic partnership, in line with the Joint United Nations-African Union Framework, in depth and scope, and thereby strengthening synergies and the ability of the African Union, the United Nations and regional economic communities to respond more efficiently, coherently and effectively to conflict on the continent.

(a) Results-based budgeting framework

119. The proposal for the 2020/21 period reflects the immediate responsibilities required to support the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, signed on 19 April 2017, and the joint declaration issued by the Secretary-General and the Chairperson of the African Union Commission on 6 December 2018. The Framework identifies five key areas for the partnership: (a) preventing and mediating conflict and sustaining peace, including through conflict prevention, good offices and mediation, and cooperation on electoral matters, governance, human rights and humanitarian assistance; (b) responding to conflict, including by strengthening efforts to coordinate engagement in a mutually supportive manner across the range of possible responses from mediation and conflict management to peacekeeping and peace support operations and peacebuilding; (c) addressing the root causes of conflict by strengthening capacities to address conflict in all its forms without recourse to arms and violent confrontation; (d) continuously reviewing and enhancing the United Nations-African Union partnership; and (e) enhancing support to the predictability, sustainability and flexibility of financing for African Union-led peace support operations.

120. In its resolution [2320 \(2016\)](#), the Security Council noted the decision to conduct an assessment of United Nations-African Union cooperation, as well as the structure and capacity of UNOAU to meet the growing demands for the partnership, and requested the Secretary-General to report to the Council after the assessment had been completed. The assessment was conducted in early November 2019. The anticipated outcomes of the assessment of the efforts of the partnership and the Office to better support the efforts of the African Union, as well as the Office's increased facilitation role between the United Nations and the African Union, will be captured in the budget proposal for the 2021/22 period, subject to the approval of any resulting proposals by the relevant organs of the General Assembly and the Security Council.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increased coordination and harmonization between the United Nations and the African Union on key peace and security issues in Africa (number of substantive code cables)	Target	45	40	40	40
		Estimate		40	40	40
		Actual			40	40
	(ii) Consultative mechanisms are in place at separate levels between the United Nations Secretariat/United Nations Security Council and the African Union Commission/African Union Peace and Security Council (number of mechanisms)	Target	7	7	7	6
		Estimate		7	7	6
		Actual			7	6
	(iii) Coordination mechanisms are implemented with 2 key groups, United Nations specialized agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	Target	2	2	2	2
		Estimate		2	2	2
		Actual			2	2

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(i) The five strategic priorities of the African Peace and Security Architecture continue to be supported both operationally and in building African Union capacity (number of priorities)	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(ii) Support for African Standby Force activities in accordance with the five-year Maputo workplan (2016–2020) is implemented (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iv) UNOAU supports the African Union and AMISOM in developing revised concepts of operations (number of concepts of operations)	Target	1	1	1	1
		Estimate		1	1	1
		Actual			1	1

External factors

121. The African Union will remain committed to its strategic partnership with the United Nations. Donors will provide resources to the African Union to support the implementation of the African Peace and Security Architecture and the African Governance Architecture, and the African Union Commission will have adequate resources to undertake the above-mentioned activities.

Outputs

122. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>Security Council</i>	
Substantive servicing of meetings	
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1
Parliamentary documentation	
Reports of the Secretary-General	
2. The United Nations-African Union partnership and activities of UNOAU	1
3. Peace and security in Africa	1
Other substantive activities	
Good offices, fact-finding and other special missions	
4. Regional African Standby Force planning and support capabilities strengthened with joint field assessment missions, field operational assessments missions, work sessions, workshops/seminars, videoconferences and meetings	28

<i>Outputs</i>	<i>Quantity</i>
Technical material	
5. Annual reports on the achievements of the African Peace and Security Architecture	5
6. Submission of inputs to reports of the Secretary-General on various issues related to peace and security in Africa including Somalia, the Lake Chad basin and the Sahel	5
7. Policies or guidelines produced in support of African Union peace and security capabilities	19
8. Monthly reports on cooperation between the United Nations and the African Union	12
9. Weekly reports on developments in peace operations of the African Union	50
10. Code cables/briefing notes on African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	45
11. Informational publications to inform a broad public audience of the United Nations-African Union activities of the Office in support of the African Union	4
Workshops, conferences and seminars	
12. Participation in workshops, conferences and seminars on peace and security in Africa	30
Meetings	
13. Attend meetings of the African Union Partners Group when held	10
Joint missions with the African Union	
14. Participation in United Nations-African Union joint reviews and joint assessment missions	21
International cooperation and inter-agency coordination and liaison	
Other services	
15. Participation of the Secretary-General and Deputy Secretary-General in 1 African Union summit each	2
16. Meetings of the United Nations-African Union Joint Task Force on Peace and Security	2
17. Annual African Union-United Nations conference with the African Union Commission Chairperson and the United Nations Secretary-General	1
18. Presentations to the African Union Peace and Security Council on peace and security issues	18
19. Joint meeting to review progress in implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	1

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>								<i>General Service and related categories</i>					
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>NPO</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	<i>Total</i>
	Approved 2019/20	–	2	2	20	3	–	1	28	–	–	8	14	22	50
Total, UNOAU	Proposed 2020/21	–	2	2	20	3	–	1	28	–	–	8	14	22	50
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	6 929.3	5 884.5	7 000.8	1 116.3	19.0
II. Non-post resources					
General temporary assistance	56.5	39.2	52.2	13.0	33.2
Official travel	228.3	239.3	239.3	—	—
Facilities and infrastructure	438.6	428.1	449.3	21.2	5.0
Ground transportation	57.6	51.3	59.9	8.6	16.8
Communications and information technology	566.6	573.4	559.3	(14.1)	(2.5)
Medical	12.6	23.8	23.8	—	—
Other supplies, services and equipment	46.4	47.5	74.1	26.6	56.0
Subtotal	1 406.6	1 402.6	1 457.9	55.3	3.9
Total, I and II	8 335.9	7 287.1	8 458.7	1 171.6	16.1

(d) Analysis of financial resource requirements¹

	Cost estimates	Variance	
Posts	\$7 000.8	\$1 116.3	19.0%

123. The provision would cover salaries, common staff costs and staff assessment for the existing 50 posts. The variance is due to updated salary costs (see paras. 44–48 above).

	Cost estimates	Variance	
General temporary assistance	\$52.2	\$13.0	33.2%

124. The provision would cover salaries, common staff costs and staff assessment for the replacement of staff on maternity or sick leave (4 person-months for the Field Service category and 4 person-months for the national General Service category). The increased requirements result from the additional person-months based on the actual level of expenditure.

	Cost estimates	Variance	
Official travel	\$239.3	—	—

125. The following table provides a breakdown of requirements under official travel.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
UNOAU	105.5	10.4	41.8	—	81.6	239.3

126. The provision would cover the travel of staff to discuss various aspects of peacekeeping, field support and political matters, including the African Union peace support operations; meetings with the African Union to discuss cooperation in support of AMISOM, UNSOM and UNSOS; joint assessment missions with the African Union; participation in the planning of meetings of technical missions of the African Union/regional economic communities/regional mechanisms; provision of technical support for the African Union strategies, policies and guidelines in support of capacity-building; and seminars and workshops.

127. The provision for training travel is for participation in training courses and workshops to develop substantive knowledge and skills in the areas of conflict prevention, dialogue and mediation, ICT, administrative and logistical support and planning and management, and the provision of training to the African Union.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$449.3	\$21.2	5.0%

128. The following table provides a breakdown of the requirements under this budget class.

Facilities and infrastructure, by item

<i>Item</i>	<i>Amount</i>
Acquisition of office and other equipment	5.0
Acquisition of safety and security equipment	4.3
Rental of premises	400.1
Maintenance services	5.0
Security services	24.9
Stationery and office supplies	10.0
Total	449.3

129. The variance includes the requirement for rental in accordance with the memorandum of understanding with the Economic Commission for Africa and the requirement for generator maintenance for business continuity purposes.

	<i>Cost estimates</i>	<i>Variance</i>	
Ground transportation	\$59.9	\$8.6	16.8%

130. The provision would cover repairs and maintenance, petrol, oil and lubricants, spare parts and liability insurance associated with the fleet of 17 vehicles.

131. The variance is owing to the increased requirement for fuel based on actual consumption.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$559.3	(\$14.1)	(2.5%)

132. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Total amount</i>
Acquisition of equipment	67.6
Satellite, Internet and IP telephones	65.7
Central videoconferencing support and transponder	88.2
Mobile services	160.0
Contractual ICT services	51.2
Software, licences and fees	63.4
Public information and publication services	14.9
Spare parts and printer cartridges	48.3
Total	559.3

133. The provision for communications and information technology is less than that approved for the 2019/20 period. The variance is owing to lower costs for mobile and data services from the service provider.

	<i>Cost estimates</i>	<i>Variance</i>
Medical	\$23.8	—

134. The provision would cover the Office's contribution to the United Nations Health-Care Centre, established by the Centre's Executive Committee on the basis of past expenditure trends.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$74.1	\$26.6	56.0%

135. The following table provides a breakdown of the requirements under this budget class.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Amount</i>
Training fees, supplies and services	31.3
Other hospitality	10.0
Other freight and related costs	22.6
Individual contractual services	10.2
Total	74.1

136. The variance is the result of higher requirements for freight, owing to the acquisition of ICT equipment, higher training fees and the one-year provision for an individual contractor.

C. Department of Operational Support

137. The Department of Operational Support supports effective mandate implementation by providing advisory services to clients, support for the implementation of decisions and, in exceptional cases, by exercising delegated

authorities on behalf of clients. In addition, the Department provides dedicated operational management support to departments and offices located at Headquarters.

138. The Office of Support Operations will continue to support peacekeeping clients through the provision of guidance and advisory services, direct assistance where capacity may be weak or non-existent, capacity-building, process improvements and optimization. The Office of Supply Chain Management will deliver efficiencies by managing the integrated end-to-end supply chain and will also improve service delivery by providing a single entry point for all administrative and management issues relating to uniformed personnel. The Division for Special Activities will oversee a range of specialized and cross-cutting operational capacities, including through the exercise of authorities on behalf of peacekeeping clients that lack the capacity to do so in an accountable manner, and the delivery of support for start-up, surge and crisis requirements. The Division of Administration will provide efficient, cost-effective and high-quality services to peacekeeping in the areas of facilities management and office space, travel and transportation, archives and record-keeping, and mail and pouch services.

139. The Department will drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally, and ensure adequate configuration to respond to field support needs and priorities. The combined effects of the above initiatives are expected to generate significant efficiency gains for peacekeeping, including through improved service quality within existing resources.

Resources for the processing of post-traumatic stress disorder claims

140. In accordance with General Assembly resolution [52/177](#), the United Nations provides compensation for the death or disability of uniformed personnel in cases where the death or injury is mission-related and not caused by the gross negligence or wilful misconduct of the personnel concerned.

141. The primary command, oversight, administration and support for all military and police personnel deployed to a United Nations peacekeeping or other mission remains a national responsibility for the respective troop- or police-contributing country. Within that framework, the United Nations provides reimbursement to the contributing country in accordance with rates and principles agreed by the General Assembly.

142. The General Assembly has set a single standard rate of reimbursement, which was last adjusted by the Assembly in its resolution [72/285](#), for compensation for cases of death or disability of uniformed personnel deployed to United Nations peacekeeping and other field missions, and PTSD claims have been compensated accordingly.

143. The Department of Operational Support is currently confronting a huge increase in PTSD claim cases that needs to be urgently processed in accordance with the mandate of the General Assembly. While there have been only 7 previous cases in which PTSD claims were reimbursed, in 2019 the Department received 342 cases, only 24 of which have been reviewed. In addition, 304 of these cases originated from closed missions where there are no resources available to make the payments. In this regard, the Department of Operational Support is proposing that a dedicated capacity, be established to review and design future preventative mechanisms in the Health-Care Management and Occupational Safety and Health Division and serve as a single point of contact for the Uniformed Capabilities Support Division. In addition, a provision of \$3,545,400 is included against the pending 304 cases emanating from closed peacekeeping operations.

144. The proposed capacity in the Health-Care Management and Occupational Safety and Health Division will review and provide professional expertise in military mental health with regard to PTSD and work with Member States to establish pre-, intra- and post-deployment health promotions relating to mental health to ensure that appropriate post-deployment care is available to all peacekeepers.

145. The proposed capacity in the Uniformed Capabilities Support Division will manage growing PTSD compensation claims for uniformed personnel deployed to all field missions, serving as a single point of contact for all matters relating to PTSD compensation and will provide dedicated support to Member States throughout the process, from the submission of claims to the payment of compensation to the victims.

Summary of additional financial resource requirements for post-traumatic stress disorder activities included in the Department of Operational Support

(Thousands of United States dollars)

<i>Category</i>	<i>Cost estimates</i>
3 new GTA positions	316.3
Consultants and consulting services	75.0
Standard facilities and infrastructure costs for 3 new positions	142.3
Standard ICT costs for 3 new positions	10.5
Provision for PTSD compensation for closed peacekeeping operations	3 545.4
Total	4 089.5

(a) Human resources requirements

<i>Posts and temporary positions</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Subtotal</i>	<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>		
Office of the Under-Secretary-General	Approved 2019/20	—	—	3	7	8	—	18	—	9	—	—	9	27	
	Proposed 2020/21	—	—	3	7	8	—	18	—	9	—	—	9	27	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	
Office of Support Operations	Approved 2019/20	1	3	8	22	36	3	73	10	57	—	—	67	140	
	Continuing 2020/21	1	3	8	22	36	3	73	10	56	—	—	66	139	
	PTSD 2020/21 ^a	—	—	—	1	—	—	1	—	—	—	—	—	1	
	Total proposed 2020/21	1	3	8	23	36	3	74	10	56	—	—	67	140	
	Net change	—	—	—	1	—	—	1	—	(1)	—	—	(1)	-	
Office of Supply Chain Management	Approved 2019/20	1	4	12	48	79	4	148	6	62	—	—	68	216	
	Continuing 2020/21	1	4	12	48	78	4	147	6	60	—	—	66	213	
	PTSD 2020/21 ^a	—	—	—	1	—	—	1	—	1	—	—	1	2	
	Total proposed 2020/21	1	4	12	49	78	4	148	6	61	—	—	67	215	
	Net change	—	—	—	1	(1)	—	-	—	(1)	—	—	(1)	(1)	

		Professional and higher categories							General Service and related categories						
Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total	
Division for Special Activities	Approved 2019/20	–	2	9	11	7	–	29	3	16	–	–	19	48	
	Proposed 2020/21	–	2	9	10	7	–	28	3	16	–	–	19	47	
	Net change	–	–	–	(1)	–	–	(1)	–	–	–	–	–	(1)	
Division of Administration, New York	Approved 2019/20	–	–	1	2	4	2	9	1	13	–	–	14	23	
	Proposed 2020/21	–	–	1	2	4	2	9	1	13	–	–	14	23	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total, DOS	Approved 2019/20	2	9	33	90	134	9	277	20	157	–	–	177	454	
	Proposed 2020/21	2	9	33	91	133	9	277	20	155	–	–	175	452	
	Net change	–	–	–	1	(1)	–	–	–	(2)	–	–	(2)	–	

^a For consistency of presentation, PTSD-related resource proposals across DOS are shown separately.

(b) Financial resource requirements

(Thousands of United States dollars)

Organizational unit	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2 215.3	4 668.1	4 983.2	315.1	6.8
Office of Support Operations	10 713.4	20 913.8	22 906.3	1 992.5	9.5
Office of Supply Chain Management	18 197.2	38 266.5	39 560.8	1 294.3	3.4
Division for Special Activities	3 911.5	8 278.7	8 722.1	443.4	5.4
Division of Administration, New York	12 092.4	24 584.3	26 503.8	1 919.5	7.8
Subtotal	47 129.8	96 711.4	102 676.2	5 964.8	6.2
Peacekeeping capability readiness ^a	1 805.0	3 881.6	3 881.6	–	–
Umoja maintenance and support costs ^b	–	1 797.3	1 797.3	–	–
Post-traumatic stress disorder claims ^c	–	–	3 545.4	3 545.4	–
Total	48 934.8	102 390.3	111 900.5	9 510.2	9.3

^a See para. 31.

^b See para. 32.

^c See para. 39.

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

146. The Office of the Under-Secretary-General for Operational Support consists of the front office, the Strategic Support Team, the Performance and Analytics Section, the Audit Response and Boards of Inquiry Section and the Environment Section.

147. The Office will provide executive management support to the Under-Secretary-General, including with regard to strategic direction and through analytics and

management governance to help drive continuous improvement of operational business processes within the Department and throughout the Secretariat; engage on audit response, boards of inquiry and environmental issues; and ensure that the Department is adequately configured to respond to operational support needs and priorities.

148. The Environment Section is responsible for supporting field missions in meeting the objectives of the environment strategy. With a robust environmental performance and risk management framework in place, the Section will continue to lead the provision of operational support, guidance and technical assistance to peace operations, with the aim of supporting field missions in making improvements across the five pillars of the strategy and of providing operational support to all Secretariat entities, including with regard to their implementation of the United Nations Secretariat climate action plan 2020–2030.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings and presentations to the General Assembly, legislative bodies, Security Council, regional organizations and other stakeholders planned briefings are delivered (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All critical recommendations of OIOS on support to peacekeeping operations are implemented within target dates (percentage)	Target	100	100	100	100
		Estimate		100	N/A	100
		Actual			N/A	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All peacekeeping operations are provided with guidance to implement the environment strategy (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

149. Member States provide support to enable the delivery of support services in line with agreed mandates, memorandums of understanding and approved plans; demand for support services does not exceed projections, for example, owing to unforeseen events or policy changes; investigation reports from external entities are received in a timely manner.

Outputs

150. During the 2020/21 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
Substantive servicing of meetings	
1. Briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance	44
Other services	
2. Visits to Member States to discuss field support priorities, operations and performance	5
3. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5
Administrative support services	
Overall management	
4. Meetings of the Management Client Board	6
5. Consultations with heads of mission on field support priorities, operations and performance related to mandate implementation and programme delivery	28
6. Consultations with directors and chiefs of mission support to support mission performance	18
7. Field visits to provide assistance to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery	5
Performance and analytics	
8. Reviews of operational support performance and priorities with senior DOS management	15
9. Strengthened operational support performance framework, which is used as a basis for guidance to peacekeeping missions on operational support management	1
10. Maintenance of the reporting platform supporting operational performance oversight and decision-making	1
11. Guidance on the application of innovation methodologies to process improvements as part of DOS improvement projects	3
Communications	
12. Maintenance of the website on United Nations field support priorities, operations and performance	1
13. Communications materials, such as field support updates	4
Oversight response	
14. Consolidated responses to the reports of United Nations oversight bodies	60
15. Consolidated updates on the status of implementation of recommendations made by United Nations oversight bodies	400
16. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	3
17. Risk register and risk treatment plan established	1
18. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	60
19. Oversight recommendations recorded in dedicated tracking systems and followed up	400
20. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	400
21. Operational reviews of board of inquiry procedures at missions	2
22. Training for DOS oversight coordination focal points	1
23. Training for boards of inquiry and legal officers at missions	1
24. Oversight coordination procedures reviewed at a service centre	1
25. Reports on the status of implementation of recommendations made by United Nations oversight bodies.	4
26. Reports on the status of implementation of the risk treatment plan	2
Environment	
27. Field visits to provide strategic advice to senior management and mission support personnel on implementation of the environment strategy	2
28. Maintenance of the environmental risk and performance platform	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, Office of the Under-Secretary-General	Approved 2019/20	–	–	3	7	8	–	18	–	9	–	–	9	27
	Proposed 2020/21	–	–	3	7	8	–	18	–	9	–	–	9	27
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

2. Office of Support Operations**(a) Results-based budgeting framework**

151. The Office of Support Operations supports peace operations in the areas of human resources, health-care management, occupational safety and health and capacity-building through the provision of guidance and advisory services, direct assistance where capacity may be weak or non-existent, capacity-building, training and process improvements and optimization, and operational performance reviews. The Office of Support Operations consists of the Human Resources Services Division, the Capacity Development and Operational Training Service and the Health-Care Management and Occupational Safety and Health Division.

152. The Human Resources Services Division provides dedicated services in support of the human resources requirements of client entities, from process development and improvement through service delivery. The Division establishes and manages rosters across all job families, organizes testing and examinations, provides the full spectrum of operational support and other advisory services for clients in the exercise of their delegated authorities, and supports managers and business partners in the use of non-staff personnel.

153. The Division has three major priorities: (a) to provide consistent, timely advice on properly exercising delegated authority with regard to human resources management; (b) to improve and simplify human resources support, processes and procedures; and (c) to provide diverse and high-quality pools of talented candidates. These priorities will be addressed in conjunction with DMSPC and OICT through: (a) guidance and capacity-building in support of the proper exercise of delegated authority; (b) ensuring that policies are calibrated and more responsive to the operational needs of all Secretariat entities, including in the field; and (c) making good use of adequate business intelligence tools to facilitate the provision of operational support.

154. Strong and resilient operational capacities are a critical precondition to the effective implementation of peacekeeping mandates. In this context, the Capacity Development and Operational Training Service acts as an enabler, providing operational and systems training, strengthening and sustaining the capacities necessary to decentralize authority, increase the simplification of processes and implement mandates.

155. In the 2020/21 period, the Service will prioritize expanding cost-effective access to critical operational skills programmes, delivering a knowledge management platform to support language and communications training in the six official languages, supporting executive governance and the exercise of delegated authorities and supporting continuous operational business process improvements.

156. The Service will continue to optimize its partnership with the Department of Peace Operations through the embedding of seven posts in the Policy, Evaluation and

Training Division. The extensive operational training programmes conducted by the Service involve active partnership with the Umoja project as well as with various business owners, in particular to mainstream the e-learning platform and related training programmes in Umoja.

157. The Health-Care Management and Occupational Safety and Health Division will increase safety and health protection for United Nations personnel by providing a safe and healthy workplace in line with the duty of care of the Organization. This will be accomplished through the development and implementation of a fully integrated and prevention-driven occupational safety and health risk management system. The system will reduce work-related injuries and ill health and limit the severity and impact on the workforce and its mandate. The system will be further developed and be integrated into the EarthMed clinical record system to allow incident reporting and the correlation of safety incidents with workplace absence. Health-care management will be accomplished through the maintenance of a medical performance framework that includes standards for the quality of care provided and standards for United Nations practitioners, hospitals and medical evacuation capabilities. The Division will also prepare the outline of a clinical governance framework to ensure standardized, safe and timely health care. With the delegation of some medical administrative tasks to the field (e.g., sick leave, clearances) the Division will also implement an auditing and review process to ensure the quality of these services. The Division will strategize and implement medical workforce planning, including by continuing the development of specialized medical staff for the Secretariat.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Facilitate the stabilization of the average timeline for roster-based recruitment (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	Target	78	101	101	82
		Estimate		64	86	82
		Actual ^a			53	66
	(ii) Facilitate the stabilization of the average timeline for position-specific recruitments (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	Target	120	120	198	212
		Estimate		120	198	212
		Actual			279	348
	(iii) Increase of 3 per cent in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage)	Target	39	39	36	33
		Estimate		36	36	33
		Actual			33	33
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Average client satisfaction rate of 75 per cent for the provision of human resources advice and service delivery (percentage)	Target	75	75	N/A	N/A
		Estimate		75	N/A	N/A
		Actual			N/A	N/A
	(ii) Fully integrated operational capacity development programmes delivered to address capacity gaps across five functional areas (human resources, finance, procurement, medical support and operational skills) (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
	(iii) Peacekeeping operations implement United Nations standards on health-care quality and patient safety in all peacekeeping health-care facilities (percentage)	Target	80	60	N/A	N/A
		Estimate		60	N/A	N/A
		Actual			N/A	N/A
	(iv) Reduction in the average number of days of sick leave in peacekeeping operations	Target	6.7	6.0	6.1	7.5
		Estimate		6.8	6.7	6.0
		Actual			7.1	6.5
	(v) Processing of backlogged PTSD caseload within 1 year	Target	500	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

^a Actual numbers for 2018/19 reflect average number of calendar days from job posting to selection, including the posting period, and actual numbers for 2017/18 reflect average number of working days from approval of job requisition to selection of a candidate, excluding posting period, based on the methodology agreed within the Secretariat.

External factors

158. Frequent changes in mission mandates as a result of ongoing peacekeeping reviews do not result in the constant need to adapt staffing requirements and human resources strategies/plans to new mandates; national institutions will be supportive of efforts to improve the local health and safety environment and facilities at mission locations.

Outputs

159. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Operational support and advisory services, including the Non-Staff Capacities Unit	
1. Report on service requests from client entities to identify areas requiring additional capacity-building and policy changes or business process re-engineering in the area of human resources	2
2. Guidance provided in response to at least 700 service requests emanating from client entities across the Secretariat related to the application of policies, the proper exercise of delegation of authority, including liaising with DMSPC in areas requiring exceptional policy clarification and managerial support for prevention and resolution of informal and formal administration of justice cases	700
3. Process guides and guidance packages developed in areas pertaining to new delegations of authority, new policies or where capacity gaps have been identified	6
4. Operational support provided to peacekeeping operations, upon request, in order to improve their service delivery	4
5. Field visits to missions to deliver on-site advice and technical support, including on operational workforce planning, recruitment strategies, staffing review and organizational change, to support the needs of field-based staff and the management of locally recruited and international staff in the light of process changes, staffing reviews and downsizing and to empower managers through increased delegation of authority, transparent accountability mechanisms and an enabling policy framework	2
6. Secretariat-wide study of non-staff capacity modalities with data analysis, gaps and recommendation, including guidance on the use of non-staff personnel	1
7. Development and roll-out of a standard operating procedure on onboarding	1
8. Survey on client satisfaction with human resources advice and service delivery	1

<i>Outputs</i>	<i>Quantity</i>
9. Number of peacekeeping operations entities, including UNSOS, the Global Service Centre and RSCE, receiving support on human resources management	14
Staffing services	
10. At least 800 new candidates endorsed by field central review bodies for inclusion on rosters in 23 job families as a result of the implementation of an annual generic job opening schedule derived from a workforce planning analysis of roster capacity gaps	800
11. Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	9
12. Input in the design, testing, implementation and communication of changes to the Inspira talent management system to support alignment with the needs of peacekeeping operations, in particular to make recruitment faster and easier	30
13. Revised operational workforce planning guidelines	1
14. Guidance on organizational design and staffing structures in the context of the planning process for new entities and entities in transition	3
Capacity development and operational training services	
15. Operational knowledge hub for effective support, guidance, standards and best practices	1
16. Courses on executive governance and resource stewardship for United Nations senior leadership teams	6
17. Blended online training programmes for the Umoja human resources partner certification programme (10), procurement (10), medical support in primary care, women, mental and occupational health (10) and finance (10) (number of training courses)	40
18. Management of a professional finance certification programme for peacekeeping operations	1
19. Development and delivery to peacekeeping operations staff of an updated, broadened replacement for the Senior Mission Administration and Resource Training Programme	1
20. Support for a programme of continuous business process improvement for streamlining and harmonizing operational processes while ensuring their compliance with United Nations policies and the delegation of authority framework (number of facilitated and supported business process improvement projects)	4
21. Development and delivery to staff in peacekeeping missions of blended language courses in English and French	4
Occupational safety and health and medical services	
22. Clinical governance of health-care delivery in United Nations clinics in field operations through clinical audits to maintain and improve the standards of patient care (number of audits)	14
23. Annual meeting of chief medical officers and nurses	2
24. On-site assessments of field mission medical facilities, including 3 health risk assessments and 1 report on regional medical evacuation centres linked to peacekeeping missions	4
25. Oversight, audit and advice for 14 field operations and their cases of long-term sick leave of staff	14
26. Oversight and audit on medical clearances conducted in 14 field operations	14
27. Predeployment medical consultations, briefings and immunizations for United Nations personnel travelling to field operations	800
28. Oversight and auditing of sick leave certifications conducted in 14 field operations	14
29. Oversight and audit of medical evacuations conducted in 14 field operations	14
30. Mental health counselling and consultations	125
31. WebEx-based continuous medical education sessions for medical personnel in the field	14
32. Training workshops and Internet courses on resilience-building for field mission staff and staff planning to work in field missions	25
33. Assessment and evaluation of 14 peacekeeping operations regarding compliance with the field safety policies and guidelines	14
34. Field safety training course for participants from all peacekeeping operations	1
35. Annual occupational safety incident report covering all peacekeeping operations	1
36. Medical staff deployed to field missions by troop- and police-contributing countries have credentials that allow them to work at level II and III hospitals	1 920

<i>Outputs</i>	<i>Quantity</i>
37. Programmes designed and developed to prevent and control risks to United Nations personnel from high-threat infectious hazards, including HIV	3
38. Workplace health programmes designed and developed for United Nations personnel, including on the prevention and management of non-communicable diseases	3
PTSD	
39. Evaluation of PTSD claims for peacekeeping military personnel	500

(b) Human resources requirements

<i>Posts and temporary positions</i>		<i>Professional higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
Posts	Approved 2019/20	1	3	8	21	26	3	62	10	54	—	—	64	126
	Proposed 2020/21	1	3	8	21	26	3	62	10	53	—	—	63	125
	Net change	—	—	—	—	—	—	—	—	(1)	—	—	(1)	(1)
Temporary positions	Approved 2019/20	—	—	—	1	10	—	11	—	3	—	—	3	14
	Continuing 2020/21	—	—	—	1	10	—	11	—	3	—	—	3	14
	PTSD 2020/21	—	—	—	1	—	—	1	—	—	—	—	—	1
	Total proposed 2020/21	—	—	—	2	10	—	12	—	3	—	—	3	15
	Net change	—	—	—	1	—	—	1	—	—	—	—	—	1
Total, Office of Support Operations	Approved 2019/20	1	3	8	22	36	3	73	10	57	—	—	67	140
	Proposed 2020/21	1	3	8	23	36	3	74	10	56	—	—	66	140
	Net change	—	—	—	1	—	—	1	—	(1)	—	—	(1)	—

(c) Justification of posts

Capacity Development and Operational Training Service

Abolishment of 1 Information Management Assistant (GS (OL))

160. The Capacity Development and Operational Training Service has 34 posts (1 D-1, 1 P-5, 5 P-4, 6 P-3, 2 P-2, 3 GS (PL) and 16 GS (OL)) under the support account. Based on an internal review, it is proposed that one post of Information Management Assistant (GS (OL)) be abolished. This position is utilized within the Records Management Unit of the Department of Operational Support. The Unit is responsible for, among other functions, the creation and maintenance of official status files for international staff members serving in peacekeeping missions, special political missions and service centres. Following the closure or drawdown of a number of offices, as well as some advances in technology which have enabled more streamlined and digital processes, the Service proposes the abolishment in line with the overall reduced workload in support functions stemming from the reduction in the number of international staff in field missions supported by the Department.

(d) Justification of general temporary assistance positions**Human Resources Services Division****Staffing Service**

10 Human Resources Officers (Occupational Group Managers) (P-3) (continuation)

3 Human Resources Assistants (GS (OL)) (continuation)

161. Under the direct supervision of the Chief of the Service, 10 GTA positions of Human Resources Officer (Occupational Group Manager) (P-3) provide end-to-end support for the recruitment process for peacekeeping operations and service centres by managing the rostering process through the issuance and processing of generic job openings to fill gaps across 23 occupational groups. This arrangement has been in place since the 2009/10 period.

162. The rostering process expedites the assessment and clearance of rapidly deployable candidates suitable for field missions. Once on a roster, external and internal candidates are notified each time a job they are rostered for is posted, after which hiring managers can rapidly recommend candidates for selection. This fast-track recruitment modality is based on the unique authority approved by the General Assembly for roster-based recruitment for field missions to allow for rapid deployment, which has been incorporated into the United Nations staff selection system (see [ST/AI/2010/3](#), [ST/AI/2010/3/Amend.1](#), [ST/AI/2010/3/Amend.2](#) and [ST/AI/2010/3/Amend.3](#)). The function of building, maintaining and managing the field mission rosters therefore remains a critical element in support of field missions.

163. The Occupational Group Manager function was established in 2009 to create rosters for field mission functional titles in support of the then Department of Field Support's delegation of authority for roster-based recruitment. The outcome of the function included, inter alia, the regularization of qualified field staff, the provision of a consistent source of newly rostered candidates who could be selected quickly by field missions and the management of the rosters.

164. Each of the 10 Occupational Group Managers is responsible for: (a) developing and contributing to an annual plan for the issuance of generic job openings through workforce planning; (b) reviewing applications for eligibility; (c) overseeing the conduct of the substantive assessments (testing and interviews by expert panels) by subject matter expert staff members; (d) serving as Secretary for the Expert Panel under his or her purview and consolidating findings and interview reports from the interviews for presentation to the field central review bodies; (e) monitoring incumbency rates in the field missions for positions in his or her occupational group; (f) managing his or her assigned roster; (g) determining priority outreach activities to address gaps in the roster, especially in gender, language and geographic representation; and (h) determining the rotational options for currently serving staff members in the field so as to rotate staff among category C, D and E duty stations in the absence of a mobility framework.

165. The incumbents of the three GTA positions of Human Resources Assistant will continue to support the Human Resources Officers in the completion of their duties, in particular by providing administrative support with regard to the administration of written tests, recording of test grades and administration of expert panels. The Human Resources Assistants also prepare case files for submission to the Field Central Review Board.

166. While the functions of the Human Resources Officers (Occupational Group Managers) are continuing in nature, the GTA modality has been used to allow for the recruitment of subject-matter experts from different disciplines in field operations to

serve at Headquarters as Occupational Group Managers for their respective specialties under the terms of a temporary assignment. The benefits of this approach are as follows: the Service is stabilized with a long-term cadre of recruiters who have mixed skills and expertise for field mission profiles; there is a decrease in vacancy rates; and there is an increase in productivity owing to the elimination of the learning curve for newly rotated Occupational Group Managers. Occupational Group Managers work on generic job opening recruitments that facilitate recruitment in the field and selection from rosters.

167. The continuation of 10 GTA positions of Human Resources Officers (Occupational Group Managers) (P-3) and 3 Human Resources Assistants (GS (OL)) is vital to the ability of field missions to recruit staff using rosters of readily available candidates. The Human Resources Services Division continues to manage up to 40 generic job openings, with a focus on establishing new rosters related to supply chain management, service delivery, risk management and information and communications technology, and on attracting bilingual candidates. In particular, efforts are being made to add women to the rosters in all occupational groups, in keeping with the Secretary-General's agenda to achieve gender parity in peace operations. While missions maintain a high operational tempo, they depend on the Division to front-load the assessment of new candidates through the rostering system, allowing the mission to select candidates quickly using the recruit-from-roster modality.

Health-Care Management and Occupational Safety and Health Division

1 Medical Officer (medical quality and safety) (P-4) (continuation)

168. The Health-Care Management and Occupational Safety and Health Division comprises 17 posts (1 P-5, 6 P-4, 2 P-3 and 8 GS (OL)) and 1 GTA position of Medical Officer (P-4) under the support account. The Division is proposing that the GTA position of Medical Officer (P-4) be continued and that an additional GTA position (P-4) be established for work on PTSD cases, as provided below.

169. The GTA position of Medical Officer (medical quality and safety) (P-4) was initially approved in the 2016/17 period. In response to the recommendations contained in the report of the High-level Independent Panel on Peace Operations (see [A/70/95-S/2015/446](#)) and the Santos Cruz report, a GTA position of Medical Officer was approved to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations.

170. Since then, substantial work has been completed on the medical performance framework, which includes standards for the quality of care provided and practitioner, hospital and medical evacuation capabilities, in consultation with Member States. One of the projects was related to ensuring health-care quality and patient safety standards in level I-plus, II and III hospitals. A manual for health-care quality and patient safety has been developed for level I-plus, II and III hospitals based on the standards set by Joint Commission International. Proof-of-concept implementation was successfully conducted in UNIFIL at the United Nations level I-plus hospital in 2017, and the manual was agreed upon at a consultative conference of experts from Member States in August 2018. Training courses have been conducted for hospital commanders. In the current phase, the Division is working to implement the standards and working with Member States to help missions achieve those standards. The next phase entails the development of a reporting system for adverse events. The GTA position is responsible for adverse event analysis, ensuring that events which harm patients are carefully examined and that the lessons learned are promulgated. Improving the safety and quality of health-care services is an ongoing, continuous process and this function will be needed as long as the United Nations and its troop-

and police-contributing countries operate health-care facilities. The Division requests that the GTA position of Medical Officer (medical quality and safety) (P-4) be continued.

Post-traumatic stress disorder

1 Mental Health Officer (P-4) (establishment)

171. The Health-Care Management and Occupational Safety and Health Division received 304 claims from closed missions requiring the expertise of a psychiatrist to advise on causality and determine the percentage of permanent loss of function of the claimant related to his or her duties on behalf of the United Nations.

172. The number of pending claims requires an expert so as not to delay the processing of claims further. The GTA position of Mental Health Officer (P-4) would provide professional expertise in the preparation of the medical assessment of the claims. Currently, there is a backlog of approximately 304 claims pending. Without the position, the Division will not be able to process the outstanding or future PTSD claims.

3. Office of Supply Chain Management

(a) Results-based budgeting framework

173. During the 2020/21 period, the Office of Supply Chain Management will continue to provide improved support to clients with effectiveness and efficiency in line with the integrated supply chain management approach. The priorities of the Office will be to strengthen the role of the dedicated single point of contact for troop- and police-contributing countries by enhancing oversight and monitoring, forge coordinated work between logistics and procurement to expeditiously complete the development of category strategies to facilitate cost effective sourcing/acquisition and advance the development of the performance management framework for end-to-end supply chain management.

174. While strengthening efforts at the Headquarters level, the Office will provide additional guidance to client entities to facilitate their mandate implementation in line with the end-to-end supply chain management approach. Going forward, the Office will also focus efforts on a number of process improvements and technology implementations that have already been rolled out, while at the same time working on other improvements to support more efficient supply chain operations worldwide, which include Umoja Extension 2 modules on demand planning and supply network planning, the expansion of the existing Umoja Extension 2 transportation management functionality, the deployment of an e-tendering solution and the roll-out of an instant feedback system to rate the performance of vendors in fulfilling their contractual obligations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Contingent-owned equipment reimbursement claims assessed and processed within 3 months after the end of the quarter (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment, with a 15-day grace period to account for extraneous factors (number of days)	Target	30	30	30	30
		Estimate		30	30	30
		Actual			29	34
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			N/A	N/A
	(ii) Finalization of all negotiated agreements for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			N/A	N/A
	(iii) Provision of guidance and technical support to troop- and police-contributing countries on the preparation and shipment of cargo, including dangerous goods, for contingent-owned equipment arranged by the United Nations or under a letter-of-assist arrangement (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Target	95	95	95	N/A
		Estimate		95	95	N/A
		Actual			95	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(ii) Memorandums of understanding for contingents deployed to new, expanding and existing missions transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment (number of days)	Target	90	90	90	90
		Estimate		90	90	180
		Actual			90	≥180
	(iii) Compliance of active peacekeeping operations with established light passenger vehicle holding policies (percentage)	Target	95	94	90	95
		Estimate		90	90	95
		Actual			87	93.4
	(iv) Provision of food rations for 100 per cent of troops deployed to peacekeeping missions	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(v) Compliance of entities with the implementation of the supply chain management initiative, as outlined in the supply chain management blueprint (percentage)	Target	100	100	100	100
		Estimate		N/A	N/A	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
	(vi) Average time for review of local procurement authority requests (number of days)	Target	3	8	8	8
		Estimate		8	7	8
		Actual			4.11	6.6
	(vii) Average time for submission of either local committee on contracts cases or cases for strategic goods and services to the Headquarters Committee on Contracts (number of days)	Target	16	25	25	25
		Estimate			18	25
		Actual			9.79	17.4
	(viii) Timely response to requests by field missions for special or strategic flights outside the mission area (number of hours)	Target	48	48	N/A	N/A
		Estimate		48	N/A	N/A
		Actual			N/A	N/A
	(ix) PTSD claims reviewed and processed within 1 year	Target	500	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

175. Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding and the provision of troops, formed police unit personnel and contingent-owned equipment; troop- and police-contributing countries will further cooperate to support the periodic and continuing review of the reimbursement framework for both personnel and contingent owned equipment; vendors and suppliers will be able to deliver goods and services on time; and vendors will participate in business seminars and apply for registration.

Outputs

176. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
1. Contingent-Owned Equipment Manual updated, based on decisions adopted by the 2020 Working Group on Contingent-Owned Equipment and legislative bodies	1
Administrative support services	
Uniformed capabilities support	
2. Quarterly assessment and calculation of Contingent-Owned Equipment reimbursement for military and police contingents deployed to field missions (number of claims)	2 800
3. Quarterly assessment and calculation of personnel reimbursement for military and police contingents deployed to field missions (number of reimbursements)	1 400
4. Processing of letter-of-assist reimbursements	300
5. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	250
6. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of proportional deductions)	1 400
7. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of memorandums of understanding)	20
8. Amendments to existing memorandums of understanding for deployed military and police contingents (number of amendments to memorandums of understanding)	300

<i>Outputs</i>	<i>Quantity</i>
9. Agreements negotiated and signed for military and police contingents committed to the Peacekeeping Capability Readiness System (number of agreements)	13
10. Assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions (number of awards)	5
11. Briefings to and consultations with Member States on the legislative reimbursement framework, on contingent-owned equipment performance metrics and on policies, procedures and roles (number of briefings)	20
12. Participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries (number of visits)	14
13. Inputs to the statement of unit requirements concerning support/logistics and contingent-owned equipment (number of inputs)	10
14. Ad hoc status of memorandums of understanding and reimbursement and related talking points/issues for senior leadership for meetings with troop- and police-contributing countries (number of talking points)	60
15. Comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing (number of reports)	4
Aviation safety	
16. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety offices, and reports on the evaluation of air service vendors	12
Logistics	
17. Annual supply chain management plan to provide global visibility of field mission demands and develop a long-term demand-forecasting and sourcing strategy for goods and services relevant to the end-to-end supply chain management approach, and identification of opportunities for delivery optimization	1
18. Maintenance of global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation, and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100
19. Maintenance of turnkey contracts for fuel and rations (number of contracts)	30
20. Introduction of quality assurance module within the electronic rations management system	1
21. Implementation of online supply chain management training platform to provide self-paced learning, available all day, every day of the year, for all United Nations staff (number of platforms)	1
22. Management of 112 air service contracts with commercial (85) and military (27) providers for air services, including for 3 unmanned aerial vehicle systems, across all missions with air assets	112
23. Consultations with countries contributing air assets on issues related to the deployment of air assets, including unmanned aerial systems (number of consultations)	10
24. Arrangement, coordination and monitoring of the deployment and rotation movements for uniformed personnel, through long-term agreements for passenger air transportation, short-term commercial contracts and letters of assist established with Member States (number of uniformed personnel)	180 000
25. Arrangement, coordination and monitoring of the movement of approximately 65,000 tons of cargo associated with the deployment/transportation of approximately 180,000 uniformed personnel (tons annually by air, naval and ground transport modalities)	65 000
26. Monthly videoconferences with peacekeeping missions to review the demand planning for, and the development and maintenance of, systems contracts to meet requirements and monitoring of the not-to-exceed values and contract expiration based on the contract dashboard (number of videoconferences)	12
27. Conference on supply change management and/or briefing to all representatives of client entities on the implementation of supply chain management	1
International cooperation and inter-agency coordination and liaison	
28. Meetings with, or briefings to, international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	6
29. Meeting with United Nations partner organizations (International Civil Aviation Organization, World Food Programme and others), through the United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1

<i>Outputs</i>	<i>Quantity</i>
Technical cooperation	
30. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	10
31. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls	3
32. Briefings to troop- and police-contributing countries on predeployment medical requirements for contingents	15
Enabling and outreach services	
33. Quarterly supply chain performance reports on end-to-end supply chain effectiveness and efficiency	4
34. Development and implementation of a single performance management framework for supply chain management to measure the effectiveness and efficiency of all stakeholders in order to facilitate informed decision-making by senior management	1
35. Updating and promulgation of the supply chain management blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules, in line with the end-to-end supply chain management approach	1
36. Compilation of yearly Secretariat-wide procurement statistics to provide data to a broad group of stakeholders	1
37. Publication of upcoming Secretariat procurement opportunities (expressions of interest) on the Division website	1 000
38. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	24
Procurement	
39. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	36
40. Issuance of purchase orders in support of peacekeeping operations	1 100
41. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	30
42. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	500
43. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus	100
44. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	65
45. New international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	170
46. Site visits, bidders' conferences and contract negotiations prior to contract award for the tenders launched, participation in 5 trade and industry fairs	22
47. Review of 150 local procurement authority requests	150
48. Technical review of and administrative support for established high-value and complex systems contracts in the major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT (number of contracts)	280
49. 150 market surveys, assistance on commercial negotiations and review of 120 letters of assist for the redeployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	270
50. Due diligence investigations of requests for sole-source procurement based on the proprietary nature of goods and services to ensure internal control, including performance of market research related to the ICT requirements of missions (number of cases)	15
51. Handling of cargo insurance requests and claims, shipping authorizations and import customs clearances	50
PTSD	
52. Assessment and processing of compensation of PTSD claims for peacekeeping military personnel	500

(b) Human resources requirements

		Professional higher categories							General Service and related categories						Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS				
Posts and temporary positions																
Posts	Approved 2019/20	1	4	12	48	77	4	146	6	61	–	–	67	213		
	Proposed 2020/21	1	4	12	48	76	4	145	6	59	–	–	65	210		
	Net change	–	–	–	–	(1)	–	(1)	–	(2)	–	–	(2)	(3)		
Temporary positions	Approved 2019/20	–	–	–	–	2	–	2	–	1	–	–	1	3		
	Continuing 2020/21	–	–	–	–	2	–	2	–	1	–	–	1	3		
	PTSD 2020/21	–	–	–	1	–	–	1	–	1	–	–	1	2		
	Total, proposed 2020/21	–	–	–	1	2	–	3	–	2	–	–	2	5		
	Net change	–	–	–	1	–	–	1	–	1	–	–	1	2		
Total, Office of Supply Chain Management	Approved 2019/20	1	4	12	48	79	4	148	6	62	–	–	68	216		
	Proposed 2020/21	1	4	12	49	78	4	148	6	61	–	–	67	215		
	Net change	–	–	–	1	(1)	–	–	–	(1)	–	–	(1)	(1)		

(c) Justification of posts

Abolishment of 1 Administrative Assistant (GS (OL)), Logistics Division

Abolishment of 1 Team Assistant (GS (OL)), Procurement Division

Abolishment of 1 Finance Officer (P-3), Uniformed Capabilities Support Division

177. The Logistics Division has 94 posts (3 D-1, 5 P-5, 26 P-4, 35 P-3, 1 GS (PL) and 24 GS (OL)) under the support account. The Administrative Assistant (GS (OL)) is responsible for, among other things, researching sources of engineering supplies, assisting in the identification of engineering requirements, following up on procurement action and coordinating with field missions.

178. The Procurement Division has 57 posts (1 D-1, 3 P-5, 10 P-4, 22 P-3, 3 P-2 and 18 GS (OL)) under the support account. The Team Assistant (GS (OL)) is currently responsible for providing office support, routine correspondence, monitoring and processing schedules, research, compiling information and reference materials from different sources and generating statistical reports, data and extraction.

179. The Uniformed Capabilities Support Division has 38 posts (1 D-2, 2 P-5, 6 P-4, 12 P-3, 3 GS (PL) and 14 GS (OL)) under the support account. The Finance Officer (P-3) is responsible for administrative, logistical and policy issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement for services rendered by uniformed personnel from troop- and police-contributing countries.

180. Following the recent changes to peacekeeping missions, predominantly the liquidation of UNMIL, UNOCI, MINUJUSTH and the drawdown of UNAMID, the Office proposes that the posts be abolished in line with the overall reduced workload related to the provision of logistical and procurement support and the processing of reimbursements.

(d) Justification of general temporary assistance positions**Enabling and Outreach Service***1 Procurement Assistant (GS (OL)) (continuation)*

181. The Enabling and Outreach Service comprises 16 posts (1 P-5, 3 P-4, 5 P-3, 1 P-2, 2 GS (PL) and 4 GS (OL)) and 1 GTA position of Procurement Assistant (GS (OL)) under the support account. The continuation of one GTA position of Procurement Assistant (GS (OL)) is proposed. The incumbent of the position will perform vendor registration and outreach functions in support of peacekeeping mandates, with a focus on greater representation from developing countries and countries with economies in transition. In alignment with the mandate of the Office of Supply Chain Management, the incumbent will focus on improved outreach and support to vendor management, with a practical and service-oriented approach to training new vendors on how to participate in tenders, and provide input to the continuous improvement of the United Nations Global Marketplace, an issue which has also been highlighted previously by the Board of Auditors ([A/73/5 \(Vol. II\)](#), paras. 338–347).

Uniformed Capabilities Support Division**Reimbursement Claims Management and Performance Section***2 Finance and Budget Officers (P-3) (continuation)*

182. The Reimbursement Claims Management and Performance Section comprises 19 posts (1 P-5, 2 P-4, 8 P-3, 3 GS (PL) and 5 GS (OL)) and 2 GTA positions of Finance and Budget Officers (P-3) under the support account. The GTA positions were initially approved in the 2018/19 period. With the approval of management reform, the Uniformed Capabilities Support Division became responsible for the process of the validation and calculation of not only reimbursements for contingent-owned equipment, but also that of the personnel reimbursements to troop- and police-contributing countries. The calculation of personnel reimbursement, amounting to some \$1.2 billion annually, is supported by a separate ICT system than that for contingent-owned equipment: the troop strength personnel system, supplemented by various manual applications to perform the deduction from personnel reimbursement owing to absent or non-functional major equipment. Following the deployment of the Umoja solution for the reimbursement of contingent-owned equipment in 2019, and two additional enhancements to the system, the reimbursement for the personnel process will also need to be integrated into the Umoja technical solution. Identification of business requirements, design and development have already started and are expected to be completed in October 2020, with calculation of personnel reimbursement expected to go live by December 2020.

183. It is expected that some adjustments will be required during the first two quarters of 2021 to stabilize and ensure the full reliability of the system and train local process experts, who will be the first line of support for a whole range of users of the new system.

184. Governance and primary resourcing for the project is being provided within the scope of the Umoja project, but the Division, as the principal business owner, user and focal point for the calculation of reimbursements to troop- and police-contributing countries, is required to provide full-time subject business process experts for the development, testing, training and implementation of the solution. Consequently, the continuation of two GTA positions of Finance and Budget Officers (P-3) is proposed.

Post-traumatic stress disorder

1 Finance and Budget Officer (P-4) (establishment)

1 Finance and Budget Assistant (GS (OL)) (establishment)

185. The establishment of one GTA position of Finance and Budget Officer (P-4) is proposed to strengthen the capacity of the Uniformed Capabilities Support Division by establishing a dedicated point of contact for managing growing PTSD compensation claims for uniformed personnel deployed to all field missions. The incumbent will serve as a single point of contact for all matters relating to PTSD compensation and will provide dedicated support to Member States throughout the process, from the submission of claims to the payment of compensation to the victims. The incumbent would assess the completeness of the claims received from Member States, seek evaluation and verification from the Health-Care Management and Occupational Safety and Health Division, and once the verification is received, certify payments to the victims against the claims. The incumbent would be responsible for coordinating input from Member States, field missions and medical and legal sources; ensuring that the process for claims and payment are in accordance with General Assembly resolutions, United Nations regulations and rules, established procedures and approved funding; and ensuring timely payment to Member States in coordination with OPPFB. In addition, the incumbent, in cooperation with the Health-Care Management and Occupational Safety and Health Division and relevant stakeholders, would coordinate an initiative to identify an appropriate methodology and framework for procedures for potential PTSD claims anticipated to be received from Member States.

186. The Finance and Budget Assistant (GS (OL)) would assist in processing the outstanding and anticipated PTSD claims received from Member States. The incumbent would enter the claims data and confidential information of victims in the uniformed capabilities management system; compile supporting documents by coordinating input from Member States, field missions and medical and legal sources; process payments of compensation in coordination with OPPFB; and communicate with the Member States submitting the claims, including by preparing and providing letters and memorandums relating to the claim process and payment and responding to queries and providing updates on the submitted claims.

4. Division for Special Activities

(a) Results-based budgeting framework

187. The Division for Special Activities oversees a range of specialized and cross-cutting operational capacities. The specific requirements for different clients will be met through dedicated staffing resources or – in particular for start-up, surge and crisis requirements – through the formation of temporary teams with subject matter experts drawn from the Office of Support Operations, the Office of Supply Chain Management and the Office of Information and Communications Technology, as required, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.

188. The Division will continue to manage and strengthen arrangements with key partners such as regional organizations, as well as other United Nations actors and Governments, including triangular partnership arrangements, for both offering and receiving operational support assistance, and develop tools and analysis to assess and forecast cost drivers.

189. The Division comprises the Client Support and Special Situations Section, the Resource Planning and Analysis Section, the Operational Planning Service, the Support Partnerships Service and the integrated operational teams.

Integrated operational teams

190. Six support officers from DOS are embedded in DPO to provide expertise on issues pertaining to mission support. The officers from DOS will continue to provide the necessary support for the integrated operational teams for peacekeeping operations in the regional structure of the peace and security architecture in a flexible manner.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) The Security Council is informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (number of instances)	Target	1	4	3	N/A
		Estimate		2	4	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			N/A	N/A
	(ii) Advance teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(iii) Inputs for budgeted costs for new, expanding or transitioning field operations are identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Target	21	21	21	N/A
		Estimate		21	21	N/A
		Actual			21	N/A

External factors

191. Demand for support services will not exceed projections owing to, for example, unforeseen events or policy changes; Member States provide support to United Nations reform initiatives; new or expanding missions are authorized during the reporting period.

Outputs

192. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Client support and special situations	
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1
2. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2
3. Robust pool of surge capacity candidates for deployment within 7–14 days to support surge, transition and liquidation	1
4. Deployment of dedicated teams to support liquidation and drawdown planning (number of teams)	2

<i>Outputs</i>	<i>Quantity</i>
Operational planning	
5. Strategic assessments of mission requirements, set-up and resourcing (number of assessments)	4
6. Engagement with missions to support and guide effective drawdown and transition of peacekeeping operations (number of engagements, e.g., workshops, meetings, consultations)	3
7. Situational awareness and high-level planning reports on emerging requirements and operations (number of reports)	4
8. Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3
Support partnerships	
9. Briefings/consultations with Member States, the African Union and AMISOM troop- and police-contributing countries on efforts to strengthen mission support partnerships at the strategic and operational levels, including UNSOS	5
10. Assessment of United Nations and African Union engagement in Somalia post-2021 (number of assessments)	1
11. New support partnership opportunities with regional and subregional organizations, Member States, specialized agencies, funds and programmes (number of arrangements initiated)	2
12. Management and strengthening of existing joint support arrangements with regional and subregional organizations, Member States, specialized agencies, funds and programmes (number of agreements)	3
13. Engagement with regional and subregional organizations, Member States and troop- and police-contributing countries to identify and support implementation mechanisms responsible for oversight and accountability as well as compliance related to human rights and international humanitarian law in field missions (number of major engagements such as conferences and high-level meetings)	5
14. Number of staff involved in the United Nations-African Union knowledge and expertise exchange programme	4
15. Field visit to consult on the United Nations-African Union knowledge and expertise exchange programme	1
Resource planning and analysis	
16. Coordination of guidance on major resourcing priorities for field missions (number of field entities)	14
17. Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1
18. Administration of residual matters relating to field missions being liquidated (number of field missions)	1
19. Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3
20. Preparation of initial resource plans for implementation of new or expanding field operations mandated by the Security Council (number of missions)	1
21. Support to field financial and budgetary functions for new or restructured field operations (number of missions)	1

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>				<i>Subtotal</i>	<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>		
Total, Division for Special Activities	Approved 2019/20	–	2	9	11	7	–	29	3	16	–	–	19	48
	Proposed 2020/21	–	2	9	10	7	–	28	3	16	–	–	19	47
	Net change	–	–	–	(1)	–	–	(1)	–	–	–	–	–	(1)

(c) Justification of posts

Office of the Director

Abolishment of 1 Administrative Officer (P-4)

193. The Office of the Director has six posts (3 P-4 and 3 P-3) under the support account, all embedded in the integrated operational teams of DPO. Based on an

internal review, it is proposed that one post of Administrative Officer (P-4) be abolished. The post is proposed for abolishment in line with the anticipated contraction of the peacekeeping portfolio.

5. Division of Administration, New York

(a) Results-based budgeting framework

194. The Division of Administration consists of the front office, the Headquarters Client Support Service and the Facilities and Commercial Activities Service.

195. The Headquarters Client Support Service provides administrative support services in the areas of human resources, finance and budget and general administration to DOS, OICT and 17 other entities in New York that do not have a dedicated executive office. The Service also processes annual income tax reimbursements for staff in the Secretariat and in several United Nations specialized agencies, funds and programmes who are United States taxpayers. Pending decisions to be taken by the General Assembly on the global service delivery model, the Service also processes human resources transactions related to onboarding, separation and entitlements (such as education grants, rental subsidies, dependency benefits and other entitlements) for staff from New York-based entities and for staff of those entities located outside New York such as DSS, OIOS, DGC and the Development Coordination Office.

196. The Facilities and Commercial Activities Service is responsible for the provision of efficient, cost-effective and high-quality services to peacekeeping support operations in the areas of facilities management and office space, travel and transportation, archives and record-keeping, and pouch and mail services. The Planning, Design and Construction Section provides high-quality, safe and modern working conditions. The Special Services Section is responsible for the provision of efficient, cost-effective and high-quality pouch and mail services to peacekeeping operations. The priorities and challenges anticipated for the 2020/21 period include the continued promotion of, and assistance to, peacekeeping missions in the implementation of the mail and pouch shipping and tracking system, as well as maintaining and ensuring on-time mail delivery services to peacekeeping missions.

197. The Travel and Transportation Section in the Facilities and Commercial Activities Service is responsible for the provision of efficient and cost-effective modalities for official travel through the use of best practices. The priorities and challenges for the 2020/21 period include supporting: (a) requests for electronic versions of the United Nations laissez-passer and United Nations certificates, and G-4 and non-United States visas from all peacekeeping missions in terms of both volume and complexity; (b) the continuous enhancement of the Umoja travel platform with a focus on peacekeeping-specific requirements; and (c) requests from peacekeeping missions for the development of business intelligence reports, user provisioning and job aids for travel processes. In addition, the Section provides advice on travel-related issues, including with regard to the development of standard travel business processes within the DOS framework and continues to monitor the systems contracts for freight-forwarding for uniformed personnel.

198. The Archives and Records Management Section in the Facilities and Commercial Activities Service is responsible for the provision of records and information management advisory services, the preservation and cost-efficient storage of electronic and paper peacekeeping records and the provision of authorized access to peacekeeping records and archives. With the transition of UNAMID and MONUSCO, the challenges for the 2020/21 period include a significant increase in requirements for the identification and transfer of paper and digital archives for preservation.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Peacekeeping-related records and archives are received, securely stored and preserved, and are accessible under rules to Member States to support decision-making (percentage)	Target	45	45	45	–
		Estimate		45	45	40
		Actual			47	40
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Target	93	92	92	91
		Estimate		92	92	91
		Actual			93	92
	(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	Target	95	95	95	95
		Estimate		90	95	95
		Actual			89.3	96
	(iii) Percentage of peacekeeping operations employing standard policies, tools and technical standards for the management of paper and digital information and records	Target	75	75	75	75
		Estimate		75	75	75
		Actual			75	75
	(iv) Standard office accommodations are provided for new and existing personnel funded from the support account at Headquarters (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

199. Contracted couriers will process shipments on a timely basis; developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts.

Outputs

200. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Mail operations services	
1. Servicing of postal mail (pieces)	100 485
2. Servicing of the pouch (pounds)	18 972
3. Servicing of pouch mail (valises)	123
Travel services	
4. Airline agreements negotiated or renegotiated to reduce costs to field missions	48
5. Travel authorizations processed	3 600
6. Entitlement calculations of lump-sum home leave travel requests for staff at Headquarters supporting field missions	300
7. Requests for visas processed	1 000
8. United Nations travel documents processed	2 900

<i>Outputs</i>	<i>Quantity</i>
9. Host country registrations processed	800
10. Videoconferences or other remote sessions with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries, and Umoja travel processes and issues	12
11. Annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja travel module topics	1
Facilities management	
12. Number of service requests for space and alterations in order to meet the changing needs of the Organization	60
Information, archives and records management	
Capacity-building and direct field support	
13. Development of guidance to peacekeeping operations on records and information management that is current, relevant and fit for purpose	3
14. Biennial information/records management workshop delivered for all peacekeeping operations information management focal points to improve mission capability to implement records management requirements	1
Provision of reference services	
15. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	24
Management and preservation of digital peacekeeping operations information	
16. Digital records and archives of peacekeeping operations, including UNAMID and MONUSCO, transferred to the Archives and Records Management Section in 2020/21 for appraisal, maintenance and preservation (terabytes)	2
Management and preservation of paper peacekeeping records	
17. Maintenance and preservation of paper records and archives received from missions (boxes)	3 000

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Subtotal</i>	<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>		
Total, Division of Administration, New York	Approved 2019/20	–	–	1	2	4	2	9	1	13	–	–	14	23	
	Proposed 2020/21	–	–	1	2	4	2	9	1	13	–	–	14	23	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	

6. Financial resource requirements

(Thousands of United States dollars)

<i>Category</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
I. Post resources	33 814.9	67 937.1	72 414.4	4 477.3	6.6
II. Non-post resources					
General temporary assistance	1 193.7	2 421.6	3 129.3	707.7	29.2
Consultants and consulting services	399.8	771.8	805.6	33.8	4.4
Official travel	556.4	1 486.3	1 323.2	(163.1)	(11.0)
Facilities and infrastructure	9 883.7	20 921.2	22 766.3	1 845.1	8.8
Ground transportation	0.5	–	–	–	–
Air operations	27.8	–	–	–	–

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Communications and information technology	1 124.3	1 827.1	2 113.9	286.8	15.7
Medical	20.8	50.0	50.4	0.4	0.8
Other supplies, services and equipment	107.9	1 296.3	73.1	(1 223.2)	(94.4)
Subtotal	13 314.9	28 774.3	30 261.8	1 487.5	5.2
Total, I and II	47 129.8	96 711.4	102 676.2	5 964.8	6.2
Peacekeeping capability readiness ^a	1 805.0	3 881.6	3 881.6	—	—
Umoja maintenance and support costs ^b	—	1 797.3	1 797.3	—	—
Post-traumatic stress disorder claims ^c	—	—	3 545.4	3 545.4	—
Total	48 934.8	102 390.3	111 900.5	9 510.2	9.3

^a See para. 31.

^b See para. 32.

^c See para. 39.

201. The following resource requirements for PTSD are included in the overall DOS financial requirements in the table above.

202. The provision of \$3,545,400 is for the settlement of 304 claims received from uniformed personnel who served in closed missions. This includes: (a) 280 pending claims (\$3,319,800); and (b) 24 claims that have been evaluated (\$225,600). Provision for the reimbursement of future claims will be submitted in the context of future budget proposals.

Summary of resource requirements for post-traumatic stress disorder activities included in the Department of Operational Support

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
General temporary assistance	—	—	304.4	304.4	—
Consultants and consulting services	—	—	75.0	75.0	—
Facilities and infrastructure	—	—	142.3	142.3	—
Communications and information technology	—	—	10.5	10.5	—
Subtotal	—	—	532.2	532.2	—
Post-traumatic stress disorder claims ^a	—	—	3 545.4	3 545.4	—
Total	—	—	4 077.6	4 077.6	—

^a See para. 39.

(a) Analysis of financial resource requirements¹**Post resources**

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2 092.6	4 380.4	4 711.9	331.5	7.6
Office of Support Operations	9 452.6	18 295.9	19 660.1	1 364.2	7.5
Office of Supply Chain Management	16 998.2	34 349.8	36 467.2	2 117.4	6.2
Division for Special Activities	3 804.4	8 014.6	8 437.4	422.8	5.3
Division of Administration, New York	1 467.1	2 896.4	3 137.8	241.4	8.3
Total	33 814.9	67 937.1	72 414.4	4 477.3	6.6

203. The provision would cover the salaries, common staff costs and staff assessment for 432 posts. The variance is owing to the increase from updated salary costs (see paras. 44–48 above), offset in part by the proposed abolishment of five posts.

General temporary assistance

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	989.2	1 858.9	2 369.7	510.8	27.5
Office of Supply Chain Management	193.0	366.4	643.6	277.2	75.7
Division for Special Activities	11.5	–	–	–	–
Division of Administration, New York	–	196.3	116.0	(80.3)	(40.9)
Total	1 193.7	2 421.6	3 129.3	707.7	29.2

204. The provision would cover the salaries, common staff costs and staff assessment for the proposed continuation of 17 positions and the establishment of 3 positions for PTSD activities, as well as a provision for the replacement of staff on parental or sick leave, equivalent to staff in the Professional category, for six months. The variance is owing to the proposed establishment of three positions and the updated salary costs (see paras. 44–48 above), offset in part by the discontinuation of 10 person-months for archives activities.

Consultants and consulting services

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2.0	—	—	—	—
Office of Support Operations	52.1	50.1	125.1	75.0	149.7
Office of Supply Chain Management	322.1	708.7	667.5	(41.2)	(5.8)
Division for Special Activities	—	—	—	—	—
Division of Administration, New York	23.6	13.0	13.0	—	—
Total	399.8	771.8	805.6	33.8	4.4

205. In the Office of Support Operations, \$50,100 is proposed for: (a) the development of a staffing model for peacekeeping operations (\$10,000); (b) the development and roll-out of a new ICT solution for human resources advisory support, including a communications strategy and the training of client entities (\$13,500); (c) the development of a candidate portal (\$11,800); and (d) the delivery of a capacity development and governance framework (\$14,800).

206. Consultancy services of \$75,000 are proposed to fund the recruitment of one psychiatrist to the Health-Care Management and Occupational Safety and Health Division to evaluate PTSD claims from peacekeeping military personnel while recruitment of the proposed GTA position is completed.

207. In the Office of Supply Chain Management, \$667,500 is proposed for: (a) the finalization and implementation of the category management concept (\$140,000); (b) the implementation of updates to the guidelines of the logistics job network (\$300,000); (c) training on air charter procurement (\$15,000); (d) the implementation of online training platforms (\$200,000); and (e) training on procurement processes (\$12,500).

208. In the Division of Administration, New York, \$13,000 is proposed for the Archives and Records Management Section for the security screening of peacekeeping records prior to release to Member States and the public (United Nations Commissioner in Libya, the United Nations India-Pakistan Observation Mission, the United Nations Transition Assistance Group and the United Nations Yemen Observation Mission) in accordance with [ST/SGB/2007/6](#).

209. The increased requirements of \$33,800 are owing to the proposed requirements for PTSD activities in the Health-Care Management and Occupational Safety and Health Division.

Official travel

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	116.7	215.2	200.0	(15.2)	(7.1)
Office of Support Operations	96.7	238.9	238.7	(0.2)	(0.1)
Office of Supply Chain Management	246.6	875.4	729.3	(146.1)	(16.7)
Division for Special Activities	93.4	136.7	146.1	9.4	6.9
Division of Administration, New York	3.0	20.1	9.1	(11.0)	(54.7)
Total	556.4	1 486.3	1 323.2	(163.1)	(11.0)

210. The following table provides a breakdown of the requirements under official travel.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Office of the Under-Secretary-General	179.1	20.9	—	—	—	200.0
Office of Support Operations	86.2	66.9	35.7	11.8	38.1	238.7
Office of Supply Chain Management	353.4	146.1	215.5	—	14.3	729.3
Division for Special Activities	52.5	21.3	—	9.1	63.2	146.1
Division of Administration, New York	—	—	9.1	—	—	9.1
Total	671.2	255.2	260.3	20.9	115.6	1 323.2

211. The provision of \$1,323,200 is made to implement the outputs of the Department as set out in the results-based budgeting frameworks of each office.

212. The decrease of \$163,100 is attributable mainly to the exclusion of the provision for the triennial Working Group on Contingent-Owned Equipment, which took place in 2019/20 (\$145,900); the reduced requirements for the Archives and Records Management Section to support missions (\$11,000); and net reduced requirements for the United Nations-African Union knowledge and expertise exchange programme (\$4,800).

Facilities and infrastructure

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	5.4	5.4	–	–
Office of Support Operations	0.6	28.0	43.0	15.0	53.6
Office of Supply Chain Management	–	43.2	73.0	29.8	69.0
Division for Special Activities	–	9.6	9.4	(0.2)	(2.1)
Division of Administration, New York	9 883.1	20 835.0	22 635.5	1 800.5	8.6
Total	9 883.7	20 921.2	22 766.3	1 845.1	8.8

213. The following table provides a breakdown of the requirements under this budget class.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Resources for all support account posts in New York		
Standard acquisition of furniture for new posts/positions	9	88.7
Other supplies for printing United Nations laissez-passers		52.8
Standard alteration, renovation and maintenance for new posts/positions	9	185.4
Standard rental of premises in New York	1 219	20 723.0
Standard rental of premises in New York for ICT contractors	74	1 258.0
Resources for posts outside New York in DPO, DOS, DMSPC and OICT		
Rental of premises in Bangkok and Nairobi	19	323.0
Rental of premises in Entebbe	3	45.0
Resources for DOS		
Standard stationery and office supplies (\$200 per staff member)	452	90.4
Total		22 766.3

214. The standard rates used for computation of the requirements are provided in paragraph 50 of the present report. The increase of \$1,845,100 is related to: (a) provisions for facility costs based on the new standard rates (\$1,443,200) (see also para. 18 above); (b) increases based on the updated number of staff and contractors (\$304,500); and (c) provisions for the cost of laissez-passers, which were previously under other supplies and services (\$52,800).

Communications and information technology

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	0.2	67.1	65.9	(1.2)	(1.8)
Office of Support Operations	87.1	378.7	407.7	29.0	7.7
Office of Supply Chain Management	429.6	882.8	918.7	35.9	4.1
Division for Special Activities	–	117.8	129.2	11.4	9.7
Division of Administration, New York	607.4	380.7	592.4	211.7	55.6
Total	1 124.3	1 827.1	2 113.9	286.8	15.7

215. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	449	134.7
Standard equipment for new posts (\$1,700 per staff member)	3	5.1
Standard desk phones (\$300 per staff member)	452	135.6
Standard OICT service level agreement (\$1,535 per staff member)	452	693.8
Managed output service (printer)	–	101.4
Other items	–	1 043.3
Total		2 113.9

216. The following items are included under other items in the table above:

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2019/20</i>	<i>Proposed 2020/21</i>	<i>Variance</i>
Acquisition of ICT equipment	30.0	26.5	(3.5)
Software, licences and fees	299.9	261.3	(38.6)
Telecommunications and network services	167.5	120.1	(47.4)
Ongoing ICT support services	226.3	602.8	376.5
Public information and publication services	32.6	32.6	–
Total	756.3	1 043.3	287.0

217. The increase of \$286,800 is attributable primarily to the reclassification of certain ongoing information technology services previously included under other supplies and services (\$190,000); additional requirements for the processing and preservation of the digital archives of peace operations (\$94,600); and the provision of standard items for three new GTA positions proposed for PTSD activities (\$10,500); offset in part by reductions in standard costs in connection with the proposed abolishment of five posts (\$10,700). The reclassification will align the resources to the corresponding expenditure class in which the expenditures are posted.

The additional provision of \$94,600 for digital archives represents 50 per cent of the cost of the 10 person-months for the GTA position (P-4) being discontinued in the Archives and Records Management Section.

Medical

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	—	—	—	—	—
Office of Support Operations	20.8	50.0	50.4	0.4	0.8
Office of Supply Chain Management	—	—	—	—	—
Division for Special Activities	—	—	—	—	—
Division of Administration, New York	—	—	—	—	—
Total	20.8	50.0	50.4	0.4	0.8

218. The provision would cover medical supplies, vaccines and antimalaria medicines.

Other supplies, services and equipment

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	3.8	—	—	—	—
Office of Support Operations	14.3	13.3	11.6	(1.7)	(12.8)
Office of Supply Chain Management	7.7	1 040.2	61.5	(978.7)	(94.1)
Division for Special Activities	2.2	—	—	—	—
Division of Administration, New York	79.9	242.8	—	(242.8)	(100.0)
Total	107.9	1 296.3	73.1	(1 223.2)	(94.4)

219. The following table provides a breakdown of the requirements under this budget class.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Amount</i>
Training fees, supplies and services	65.5
Other freight and related costs	7.6
Total	73.1

220. The decrease of \$1,223,200 is attributable primarily to the exclusion of the provision of services required for the triennial Working Group on Contingent-Owned Equipment, which took place in 2019/20 (\$979,400); the reclassification of costs for archiving technology for peacekeeping records to communications and information technology (\$190,000); and the reclassification of provisions for laissez-passers to facilities and infrastructure (\$52,800). The reclassifications will align the resources to the corresponding expenditure classes in which the expenditures are posted.

D. Department of Management Strategy, Policy and Compliance

221. DMSPC provides policy leadership in all management areas through an integrated global management strategy and policy framework and strengthened monitoring, evaluation and accountability mechanisms. With the implementation of enhanced delegation of authority, the Department is playing an active role in providing policy and programme support to the field operations, with concerted efforts in promoting continuous learning, business innovation and enhanced accountability.

222. The Department will provide leadership to inter-agency bodies on management issues, liaise with Member States and other external entities on management-related issues and lead coordination with all departments and offices of the Secretariat, as well as the funds, programmes and specialized agencies of the United Nations system.

223. In accordance with the reform agenda, the Department will exercise and ensure responsible, transparent and accountable fiscal management, in which resources are planned, utilized and reported in an effective and efficient manner. As a key player in identifying the liquidity and broader structural challenges the Organization has been facing, the Department will continue to formulate proposals to address peacekeeping cash and budget challenges and implement those that are approved by the General Assembly.

224. In the area of human resources, the human resources policy simplification project started in 2017 and has involved the review, consultation, revision and promulgation of all administrative issuances, as well as a complete review of the Staff Regulations and Rules of the United Nations. By late 2019, over half of the issuances had been reviewed and subsequently revised or abolished, as applicable. The review will continue in close collaboration with key stakeholders, including the Department of Operational Support and specialized agencies, funds and programmes of the United Nations system.

225. The Organization's operating environment is continually evolving, with changes to mandates, priorities and strategies, resulting in shifting skills requirements and workforce needs. Through strategic workforce planning, the Department is improving its ability to forecast its present and future staffing requirements to attract the best talent through strategic outreach, and to achieve gender equality and geographical diversity and develop the skills necessary to meet new and evolving challenges in serving the world. It will also enable the Organization to quickly identify staff with the prerequisite skills, including language skills, to be rapidly deployed to field missions. The Department also plans to revamp the induction experience of new and transitioning staff to enable new staff members to adapt to the United Nations workplaces more effectively through a dedicated global induction platform, which will provide a better, simplified, single-entry-point user experience for new and transitioning staff members, particularly for those moving to field missions.

226. The Department will promote a culture of continuous learning and improvement through the strengthening of self-evaluation, risk management, results-based management, organizational performance measurement and data analytics capacity, both across the Secretariat and at the entity level. The Department will mainstream accountability systems, including through the review of findings and recommendations from oversight bodies and the monitoring of the implementation of the new delegation of authority. It will also continue to promote a data-driven and results-based culture and the use of innovation in business models and to manage large-scale business transformation projects.

(a) Human resources requirements

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts and temporary positions														
Office of the Under-Secretary-General	Approved 2019/20	–	1	–	4	4	–	9	–	2	–	–	2	11
	Proposed 2020/21	–	1	–	4	4	–	9	–	2	–	–	2	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Programme Planning, Finance and Budget	Approved 2019/20	1	1	6	29	20	1	58	4	37	–	–	41	99
	Proposed 2020/21	1	1	6	29	20	1	58	4	38	–	–	42	100
	Net change	–	–	–	–	–	–	–	–	1	–	–	1	1
Office of Human Resources	Approved 2019/20	–	1	4	16	9	3	33	–	9	–	–	9	42
	Proposed 2020/21	–	1	4	17	10	3	35	–	9	–	–	9	44
	Net change	–	–	–	1	1	–	2	–	–	–	–	–	2
Business Transformation and Accountability Division	Approved 2019/20	–	–	3	12	12	3	30	1	18	–	–	19	49
	Proposed 2020/21	–	–	3	12	12	3	30	1	18	–	–	19	49
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, DMSPC	Approved 2019/20	1	3	13	61	45	7	130	5	66	–	–	71	201
	Proposed 2020/21	1	3	13	62	46	7	132	5	67	–	–	72	204
	Net change	–	–	–	1	1	–	2	–	1	–	–	1	3

(b) Financial resource requirements

(Thousands of United States dollars)

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	1 097.7	2 437.9	2 526.7	88.8	3.6
Office of Programme Planning, Finance and Budget	7 629.0	27 850.4	28 749.0	898.6	3.2
Office of Human Resources	4 017.2	7 901.8	8 590.7	688.9	8.7
Business Transformation and Accountability Division	3 587.4	8 343.9	8 613.6	269.7	3.2
Subtotal	16 331.3	46 534.0	48 480.0	1 946.0	4.2
Enterprise resource planning ^a	28 859.1	19 376.9	13 381.3	(5 995.6)	(30.9)
Global service delivery model ^b	1 302.8	868.5	868.5	–	–
Umoja maintenance and support costs ^c	–	890.4	932.9	42.5	4.8
Total	46 493.2	67 669.8	63 662.7	(4 007.1)	(5.9)

^a See para. 29 above.^b See para. 30 above.^c See para. 32 above.

1. Office of the Under-Secretary-General**(a) Results-based budgeting framework**

227. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution [72/266](#) B.

228. In relation to peacekeeping operations, the Office will: (a) provide leadership in the development and delivery of management strategies, policies and programmes and support the continuous improvement of management practices, including those related to peacekeeping operations and the Action for Peacekeeping initiative; (b) provide concerted leadership with respect to intergovernmental and inter-agency bodies on management issues; (c) liaise with Member States and other external entities on management-related issues; and (d) lead coordination with all departments and offices of the Secretariat, including peacekeeping and special political missions, as well as the funds, programmes and specialized agencies of the United Nations system, on management-related issues.

229. The secretariat of the Fifth Committee and the Committee for Programme and Coordination will continue to provide substantive and technical services in support of the work of the Fifth Committee and the Committee for Programme and Coordination.

230. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board will continue to provide services to facilitate the timely review of proposed procurement actions and disposal of assets by the Committee and the Board.

231. The Management Evaluation Unit will continue to conduct prompt management evaluations of contested administrative decisions. It will seek to reduce the number of cases submitted to the United Nations Dispute Tribunal by increasing its capacity to identify and propose measures to address common situations that give rise to management evaluation requests. The Unit will increase its efforts to enhance managerial capacity by identifying and proposing measures to address recurrent problems in specific offices or departments.

232. Umoja supports the Secretary-General's vision for management reform by empowering managers and staff, increasing transparency and accountability for results and enabling improvement in the delivery of mandates. By providing sophisticated programme and project planning capabilities, tools for results-based budgeting and management, streamlined implementing partner management and better supply chain management capabilities, Umoja has gone well beyond delivering improvements in administrative functions. It now provides better integrated, cross-functional capabilities built on globally harmonized business processes through common enterprise solutions.

233. Enhancements to Umoja Extension 2 solutions will continue, covering supply chain management, uniformed capabilities management, strategic planning, budgeting, performance management and implementing partner management. These enhancements will continue alongside continuous improvements in the processes and functionalities already deployed for Umoja Foundation and Extension 1.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries are delivered (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			95.7	98.3
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Average processing time for Headquarters Committee on Contracts minutes (business days)	Target	7	7	7	7
		Estimate		6	4	7
		Actual			4.3	4
	(ii) Percentage of members of local committees on contracts who have completed the relevant mandatory basic training	Target	90	90	90	90
		Estimate		92	90	90
		Actual			91.4	94.2
	(iii) Review of and response to all management evaluation requests filed by peacekeeping staff members within 45 days (percentage)	Target	100	100	100	100
		Estimate		70	100	90
		Actual			71	62
	(iv) Umoja Extension 2 strategic planning, budgeting and performance management enhancements, including performance monitoring, available to all peacekeeping missions (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(v) Umoja Extension 2 uniformed capabilities management enhancements, including troop strength reporting and payment functionality, and approved recommendations of 2020 Working Group on Reimbursement of Contingent-Owned Equipment available to all peacekeeping missions (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vi) Supply chain planning functionality of phase 3 of Umoja Extension 2 supply chain management available to all peacekeeping missions (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vii) Second release of implementing partner management functionality available to all relevant peacekeeping missions (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(viii) Number of improvements delivered for Umoja Foundation and Umoja Extension 1 business processes	Target	6	6	6	N/A
		Estimate		6	6	13
		Actual			6	13

External factors

234. External factors that may have an impact on the delivery of performance targets and outputs include unforeseen events that may significantly impact the projected

workload and/or planned capacity; and financial impediments to carrying out activities as planned.

235. The objective and expected accomplishments as they relate to the services provided by the secretariat of the Fifth Committee are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in meetings and requests for documentation, will be received in a timely and coordinated manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of the Committee during formal meetings, as well as during informal consultations.

236. There will be no significant increase in the number of cases received from field operations for review by the Management Evaluation Unit; and the comments received from managers on cases submitted to the Management Evaluation Unit are timely and adequate.

Outputs

237. During the 2020/21 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Fifth Committee</i>	
Substantive servicing of meetings	
1. Formal meetings and informal consultations of the Fifth Committee of the General Assembly, as required	110
2. Advice to the Chair and bureau of the Fifth Committee and to Member States	1
3. Preparation of draft resolutions of the Committee for adoption by the Committee, as required	30
4. Preparation of reports of the Committee for adoption by the General Assembly, as required	30
5. Procedural notes for the Chair, as required	25
6. Notes on the programme of work, as required	1
7. Notes on the status of documentation, as required	1
Administrative support services	
Overall management	
8. Consultations with heads of mission on management strategies, policies and compliance	30
9. Consultations with directors and chiefs of mission support on management strategies, policies and compliance	20
10. Field visits to provide assistance to mission leadership on management strategy, policy and compliance matters related to mandate implementation and programme delivery	7
11. Provision of reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	350
12. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	30
13. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	1
Other services	
14. Headquarters Committee on Contracts meetings	90
15. Headquarters Property Survey Board meetings	20
16. Review of procurement actions	500

<i>Outputs</i>	<i>Quantity</i>
17. Review of disposal actions	125
18. Field assistance mission to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	1
19. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	13
20. Additional staff enrolled for the online training resources on the committees on contracts and property survey boards	85
21. Review of procurement challenges by independent high-level experts	3
Other substantive activities	
Technical material	
22. Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts and temporary positions														
Posts	Approved 2019/20	–	1	–	4	3	–	8	–	2	–	–	2	10
	Proposed 2020/21	–	1	–	4	3	–	8	–	2	–	–	2	10
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2019/20	–	–	–	–	1	–	1	–	–	–	–	–	1
	Proposed 2020/21	–	–	–	–	1	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of the Under-Secretary-General	Approved 2019/20	–	1	–	4	4	–	9	–	2	–	–	2	11
	Proposed 2020/21	–	1	–	4	4	–	9	–	2	–	–	2	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions**Management Evaluation Unit***1 Legal Officer (P-3) (continuation)*

238. The Management Evaluation Unit is composed of nine posts (1 P-5, 2 P-4, 2 P-3 and 4 GS (OL)) and 2 GTA positions (1 P-4 and 1 P-3) under the programme budget and one GTA position of Legal Officer (P-3) under the support account.

239. The Unit reviews management evaluation requests and advises the Under-Secretary-General whether to uphold or reverse an administrative decision or identify a settlement between the staff member and the Administration. During the 2018/19 period, the Unit received 384 management evaluation requests from staff of peacekeeping operations, amounting to about 61 per cent of the total requests received during that period. The completion of management evaluations for staff members in peacekeeping operations often involves extensive consultation with the decision makers in the missions and at Headquarters, particularly when a resolution of matters is explored.

240. The continuation of the position of Legal Officer (P-3) in the Management Evaluation Unit will ensure that the management evaluation process is objective and impartial through the accuracy of the Unit's legal analysis. Furthermore, requests for

management evaluations often include novel fact situations or questions of law, therefore the continuation of one position of Legal Officer (P-3) will enable the Unit to undertake the extensive legal research necessary to sustain and enhance the accuracy, quality and timeliness of legal analysis. The incumbent will assist the Unit to sustain its production of quality management evaluation letters; sustain and enhance the Unit's capacity to identify all cases that are amenable to an informal resolution; and work with the appropriate channels in the Organization to ensure that such cases do not proceed to the United Nations Dispute Tribunal.

2. Office of Programme Planning, Finance and Budget

(a) Results-based budgeting framework

241. The Office of Programme Planning, Finance and Budget is headed by the Assistant Secretary-General, Controller, and comprises the Office of the Assistant Secretary-General, Controller; the Finance Division; the Field Operations Finance Division; and the Programme Planning and Budget Division. The Office is responsible for global policy development with respect to financial management and programme planning. In this regard, it provides policy, instructions, guidance and advice for all programme planning, budgeting and finance matters across the Secretariat. The Office represents the Secretary-General on all financial and budgetary matters in meetings of legislative and oversight bodies.

242. The Office will ensure that financial and budgetary strategies, policies and procedures are fit for a decentralized and field-focused paradigm. In this regard, it will provide support to field operations with the review of financial policies, as well as with the oversight of internal controls, in particular as they relate to the management of financial resources, audit and fraud prevention.

243. The Office of the Assistant Secretary-General assists the Controller with respect to the Controller's delegated authority under the Financial Regulations and Rules of the United Nations, as well as with the overall direction, management and supervision of OPPFB. The Office of the Assistant Secretary-General will continue to support field operations through the coordination of interdepartmental activities relating to planning, programming and budgetary and financial matters.

244. The Finance Division is responsible for financial policy across the Secretariat and for ensuring sound internal financial controls. The Division safeguards the resources of field operations by providing tools for robust financial management.

245. During the 2020/21 period, the Division will, inter alia: (a) continue to prepare IPSAS-compliant financial statements; (b) continue to support DPO, DOS and peacekeeping missions in managing trust funds; (c) provide support to the Committee on Contributions and ensure the timely issuance of assessments and information on the status of assessed contributions; (d) ensure the emplacement of sound financial internal controls, including the statement of internal control, a key transformative reform initiative, which is planned for roll-out in 2020 for all peacekeeping and non-peacekeeping operations; and (e) provide leadership on treasury investments, global cash management, global banking operations and insurance management.

246. The Field Operations Finance Division is responsible for the development and implementation of policies, procedures and methodology, consistent with the Financial Regulations and Rules of the United Nations, on matters relating to the financing of field operations. It provides strategic guidance and support to field operations on budgeting and financial stewardship, as well as on global property management and real estate services, including oversight of major construction projects. The Division provides expert advice and guidance on property management and performance monitoring, as well as reviewing financial data for compliance with

IPSAS and property management frameworks. The Division's responsibilities include the preparation of budget and performance reports for field operations and the support account to be presented to the legislative bodies, and related liquidation budget reports, final performance and disposition of assets reports, as well as ad hoc reports on administrative and budgetary aspects. Through the provision of substantive services, the Division facilitates deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping operations, special political missions and other field-based entities in the Secretariat.

247. During the 2020/21 period, the Division will, inter alia: (a) enhance its support to field operations to improve the accuracy of forecasts and present proposals that clearly reflect mandate objectives and results, as well as managing resources effectively and efficiently within the levels approved; (b) provide strategic guidance on financial management and financing issues, especially on many cross-cutting initiatives affecting field operations, including guidance on corporate initiatives, financial strength and liquidity and formulating human resources requirements, as well as strengthening internal controls, including property management; (c) ensure the provision of timely, high-quality, simplified and action-oriented responses to managers throughout the field; (d) support financial capacity-building by jointly developing financial training programmes with DOS; (e) prepare statements to the Security Council and other reports on activities other than field operations authorized by the Council in its resolutions; (f) monitor the liquidity of individual special accounts, overseeing cash-flow and operating reserves for field operations; and (g) issue policy guidance in the areas of real estate and property management, including rental practices, physical annual verification and write-off and disposal practices.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Target	Positive	Positive	Positive	Positive
		Estimate		Positive	Positive	Positive
		Actual			Positive	Positive
	(ii) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(iii) Monthly status of contributions available online by the end of the following month (number of months)	Target	1	1	1	1
		Estimate		1	1	1
		Actual			1	1
	(iv) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	100	100	100	100
		Estimate		100	100	100
		Actual			76	87
	(v) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Target	0	0	0	0
		Estimate		0	0	0
		Actual			0	0

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
	(vi) Provision of responses to requests for supplementary information from the Fifth Committee and ACABQ no later than 5 working days after their receipt	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(vii) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(viii) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	Target	1 800	1 800	1 800	1 800
		Estimate		1 800	1 800	1 800
		Actual			1 621	1 453
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Banking operations set up within 3 months of the establishment of new peacekeeping operations (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			N/A	3
	(ii) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Target	21	21	21	21
		Estimate		21	21	21
		Actual			21	21
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) All standard operating procedures and accounting manual are developed to support IPSAS accounting and reporting (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Number of days to respond to the field queries on matters including financial policy, cost recovery and master data	Target	7	6	6	6
		Estimate		6	6	6.5
		Actual			6	6.5
	(iii) Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Target	0.50	0.75	1.24	1.38
		Estimate		-	0.75	-
		Actual			2.46	1.59
	(iv) 100 per cent of disbursements requested for peacekeeping accounts processed within two business days (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(v) All eligible international staff members who choose to enrol and all national staff members are provided with health insurance coverage for themselves and their dependants; life insurance coverage is also provided on an optional basis to all eligible staff (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
	(vi) Advice on insurance terms for peacekeeping contracts referred to the Financial Risk Management Service are provided within 30 working days of the receipt of the request (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vii) Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(viii) Implementation of internal control framework in compliance with Committee of Sponsoring Organizations of the Treadway Commission principles (number of missions)	Target	14	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ix) Guidance on the proper application of the Financial Regulations and Rules, policies and procedures are provided within 10 working days of the receipt of the request (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(x) 90 per cent of requests for business partners and indexes processed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(xi) 90 per cent of requests for user access provisioning reviewed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(xii) Liabilities for troops and formed police units do not exceed 3 months (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(xiii) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			–	–
	(xiv) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2020/21	2019/20	2018/19	2017/18
	(xv) Property management aspect of the financial statements is in compliance with IPSAS	Target	Yes	Yes	Yes
		Estimate	Yes	Yes	Yes
		Actual		Yes	Yes

External factors

248. The objectives and expected accomplishments are expected to be achieved on the assumption that assessments are paid promptly and that interest rates and rates of return and the exchange rate of the United States dollar and other currencies are favourable.

Outputs

249. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Fifth Committee</i>	
Substantive servicing of meetings	
1. Formal meetings of the Committee	10
2. Informal consultations of the Committee	50
<i>Advisory Committee on Administrative and Budgetary Questions</i>	
Substantive servicing of meetings	
3. Hearings of ACABQ	30
Parliamentary documentation	
Reports of the Secretary-General	
4. Financial statements for the year ended 30 June 2021 and financial report on United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021	1
5. Budget for United Nations peacekeeping operations for the period from 1 July 2021 to 30 June 2022	11
6. Budget performance of United Nations peacekeeping operations for the period from 1 July 2019 to 30 June 2020	13
7. Updated financial position of closed peacekeeping missions as at 30 June 2020	1
8. Final performance report of peacekeeping missions (MINUSTAH and UNMIL)	2
9. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	7
Notes by the Secretary-General	
10. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	4
Other services	
11. Supplementary financial information for ACABQ and the Fifth Committee for 10 active peacekeeping operations and UNSOS, MINUJUSTH and UNAMID, UNLB, RSCE and the support account, as well as final performance report for MINUSTAH and UNMIL	18
12. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	20
13. Review and coordination of responses to follow-up questions from legislative bodies on 10 active peacekeeping operations and UNSOS, MINUJUSTH, MINUSTAH, UNAMID, UNMIL, UNLB, RSCE, the support account and cross-cutting issues	2 000

<i>Outputs</i>	<i>Quantity</i>
14. Statements to the Security Council and other reports on activities other than peacekeeping operations authorized by the Security Council in its resolutions	5
Administrative support services (other assessed resources)	
Financial management	
15. Percentage of cost plans reviewed within the target timeline (7 business days)	100
Financial services relating to peacekeeping activities	
16. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	400
17. Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	52
18. Provision of policy guidance to 10 active peacekeeping operations and UNSOS, MINUJUSTH, UNAMID, UNLB, RSCE and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on Financial Regulations and Rules, policies and procedures, results-based budgeting and recommendations of legislative bodies	29
19. Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	10
20. Organization and conduct of videoconferences with peacekeeping operations and UNSOS, UNLB and RSCE, and in-person meetings with Headquarters departments and offices, as and when required, preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	14
21. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1
22. Financial oversight of liquidating peace operations	1
23. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating peace operations in response to Security Council mandates	1
24. Formulation of resource requirements resulting from new initiatives, unforeseen circumstances and changed environments	1
25. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1
26. Expert advice on approaches and methodologies for budgeting and measuring the costs of providing services to internal and external users	1
27. Guidance on enhanced recording, analysis and reporting of the costs of activities for service providers and service recipients	1
28. Roll-out of self-assessment checklists and risk control matrices for all peacekeeping operations (11 active peacekeeping operations, UNSOS and UNOAU)	13
29. Training and policy guidance on improved internal controls	1
30. Provision of policy guidance to 11 active peacekeeping operations and UNSOS, UNOAU, UNLB, RSCE and 14 Headquarters departments and offices on the application of the Financial Regulations and Rules, policies and procedures	1
31. Monthly issuance of internal control accounting dashboards corresponding to 11 active peacekeeping operations and UNSOS, UNOAU, UNLB and RSCE	15
32. Timely reporting on cases of fraud and presumptive fraud to the Board of Auditors for peacekeeping-related entities	15
33. Updating and maintenance of the Policy Portal as it pertains to the financial regulatory framework, including the Financial Regulations and Rules, administrative issuances, policy documents and guidance regarding finance and procurement for peacekeeping-related entities	1
34. Expert advice and support on Umoja financial policy and procedures for peacekeeping-related entities	15
35. Umoja master data governance related to finance for 15 peacekeeping-related entities	15
36. Updating of finance-related master data (number of work orders for coding block and for service delivery) for 15 peacekeeping-related entities	15
37. Review of user access provisioning for Umoja finance roles for peacekeeping-related entities	15
38. Updating and maintenance of SWIFT in accordance with international requirements for peacekeeping-related entities	15

<i>Outputs</i>	<i>Quantity</i>
Overall management	
39. Provision of guidance on sustaining IPSAS compliance in missions	15
40. Investment settlements	600
41. Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	4 975
42. Processing of receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	3 700
Global asset management	
43. Publication of the Property Management Manual	1
44. Oversight of the training and certification of staff with responsibilities related to property management	1
45. Strategic guidance on property management performance monitoring and reporting	1
46. Property management performance reports	4
47. Supplemental instructions for the preparation of IPSAS financial reports on property, plant and equipment and inventory	1
48. Review of financial data for compliance with IPSAS and property management framework through establishment of property management situation room	1
49. Umoja master data governance related to the classification of property	1
Oversight of capital construction projects	
50. Oversight and technical guidance for the implementation of major capital projects	1
51. Oversight and technical guidance for the implementation of ongoing capital maintenance and alterations and improvements projects	1
52. Reviews of technical and administrative submissions related to the development and implementation of construction projects	1
53. Formal meetings of the Inter-Agency Network of Facilities Managers and offices away from Headquarters on facilities management policy matters	2

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Posts	Approved 2019/20	1	1	6	28	20	1	57	4	36	–	–	40	97
	Proposed 2020/21	1	1	6	28	20	1	57	4	37	–	–	41	98
	Net change	–	–	–	–	–	–	–	–	1	–	–	1	1
Temporary positions	Approved 2019/20	–	–	–	1	–	–	1	–	1	–	–	1	2
	Proposed 2020/21	–	–	–	1	–	–	1	–	1	–	–	1	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, OPPFB	Approved 2019/20	1	1	6	29	20	1	58	4	37	–	–	41	99
	Proposed 2020/21	1	1	6	29	20	1	58	4	38	–	–	42	100
	Net change	–	–	–	–	–	–	–	–	1	–	–	1	1

(c) Justification of posts**Finance Division****Trust Funds Management Section**

5 posts (2 P-4, 1 P-3 and 2 GS (OL)) from the Programme Planning and Budget Division to the Finance Division (redeployment)

250. As proposed under the programme budget for 2020 ([A/74/6 \(Sect. 29A\)](#), para. 29A.91 (a)) and approved by the General Assembly in its resolution [74/262](#), it is also proposed that five posts (2 P-4, 1 P-3 and 2 GS (OL)) be redeployed under the support account in connection with the transfer of the Trust Funds Management Section from the Programme Planning and Budget Division to the Finance Division. Experience gained following the management reform and the establishment of the Office of Programme Planning, Finance and Budget has made it apparent that it would be more effective to position the Trust Funds Management Section closer to the area responsible for the policy on programme support costs, to treasury services and to the Contributions Unit for closer collaboration in relation to the collection of assessed and voluntary contributions. The Section oversees financial management support for 145 trust funds, including providing guidance on financial policy and procedures, responding to donor queries, preparing certified donor financial statements, responding to external and internal audit queries and reports, releasing funding to implementing partners, reviewing contribution agreements and recording voluntary contributions revenue. The Section also manages programme support costs for Secretariat entities, including reviewing and making recommendations for exceptional requests concerning programme support costs rates.

Field Operations Finance Division

1 Finance and Budget Assistant (GS (OL)) (establishment as from 1 January 2021)

251. The Field Operations Finance Division has 43 posts (1 D-2, 1 D-1, 4 P-5, 14 P-4, 13 P-3, 1 GS (PL) and 9 GS (OL)) under the support account. It is recalled that the General Assembly, in its resolution [74/267](#), decided to increase the membership of the Advisory Committee on Administrative and Budgetary Questions from 16 to 21 members, beginning from 1 January 2021. In the light of the enlargement of the Advisory Committee and the foreseen increase in workload owing to the longer sessions and the greater number of questions that would need to be responded to in writing, it is proposed that one post of Finance and Budget Assistant (GS (OL)) be established. The position would strengthen the capacity of the Field Operations Finance Division to facilitate, through the provision of substantive services, the deliberations and decision-making of the General Assembly and relevant subsidiary organs on budgetary matters related to field operations.

(d) Justification of general temporary assistance positions**Finance Division****Financial Policy and Internal Controls Service****Financial Policy Section**

1 Finance Officer (accounting policy) (P-4) (continuation)

252. The continuation of one GTA position of Finance Officer (P-4) is proposed for the 2020/21 period. The Financial Policy Section has two posts (2 P-4) and one GTA position (P-4) under the support account. The position was initially approved in the 2017/18 period. The continuation of the position will allow the Section to monitor and keep abreast of developments regarding IPSAS and its amendments; attend

meetings of the IPSAS Board and produce reports for submission to the Controller; study proposals, including consultation papers, exposure drafts, recommended practice guidelines and other pronouncements; conduct impact analyses and reports for management on emerging issues; and provide comments on exposure drafts and other pronouncements of the IPSAS Board through the system-wide Task Force on Accounting Standards. The Finance Officer will draft briefs, presentations and responses to oversight bodies and management (General Assembly, Management Committee, IPSAS Steering Committee, Independent Audit Advisory Committee, ACABQ, Fifth Committee, Board of Auditors, OIOS).

253. The Finance Officer will continue to update the IPSAS policy framework, evaluate and communicate the impact on peacekeeping operations and obtain feedback and comments from peacekeeping missions through workshops, meetings and correspondence. The Finance Officer will also keep corporate guidance, IPSAS training materials and other instruments up to date in compliance with the IPSAS policy framework. The Officer will provide support to the Financial Reporting and Contributions Service in preparation for the annual IPSAS financial statements as well as the audit. The Officer will write the notes to the financial statements of peacekeeping operations, in particular note 3, Significant accounting policies, and provide responses to the observations of the Board of Auditors. The Officer will also work jointly with the Financial Reporting and Contributions Service to respond to ad hoc enquiries from peacekeeping operations regarding the application of IPSAS policies.

Financial Risk Management Service

Health and Life Insurance Section

1 Benefits Assistant (GS (OL)) (continuation)

254. The continuation of one GTA position of Benefits Assistant (GS (OL)) is proposed for the 2020/21 period. The Health and Life Insurance Section has four posts (1 P-4 and 3 GS (OL)) and one GTA position (GS (OL)) under the support account. The position was initially approved in the 2009/10 period. The Section is responsible for the administration of the medical, dental and life insurance plans of active and retired staff and their eligible family members. The Section manages the contracts with the third-party administrators of the United Nations worldwide plan for international staff and of the Medical Insurance Plan for local staff in field missions, and coordinates with the various field offices and insurance carriers to resolve issues, process death claims for life insurance and follow up on the status of claims.

255. Under the support account, the Section is presently supported by one Benefits Officer (P-4), three Benefits Assistants (GS (OL)) and one GTA Benefits Assistant (GS (OL)). The Benefits Assistants are responsible for servicing clients in peacekeeping operations, including the processing of health and life insurance applications of new staff and changes in the family composition of current staff; responding to queries from staff and their family members and from administrative offices; liaising with insurance carriers to resolve issues; processing death claims for life insurance; and following up on the status of claims. The Benefits Assistants are also responsible for servicing retirees who participate in the United Nations after-service health insurance plans, including a growing number of retirees who have retired from peacekeeping-funded positions. The Benefits Officer is responsible for overseeing the insurance programmes of field staff, liaising with the field human resources offices and third-party administrators to resolve any issues, reviewing plan designs and claims experiences, developing communications and educational campaigns with the administrators, conducting field visits and providing expert advice to staff and field offices regarding insurance plans.

3. Office of Human Resources

(a) Results-based budgeting framework

256. During the 2020/21 period, OHR will continue to develop and maintain oversight on the implementation of the standards of conduct applicable to all United Nations personnel across the Secretariat by deploying a standardized case management database to the entire Secretariat to facilitate oversight. OHR will continue to provide support to systemic issues and will handle critical incidents in a prompt and responsive manner.

257. A global network of conduct and discipline focal points was established in 2019, which includes the existing network of conduct and discipline practitioners in peacekeeping operations. ALD Connect, a platform launched in 2019, supports the network. In addition, training programmes and toolkits on upholding United Nations standards of conduct, including with regard to sexual exploitation and abuse and sexual and workplace harassment, will be enhanced. OHR will continue to vet United Nations personnel in field operations against any history of prior misconduct while in the service of the United Nations and will be expanding vetting throughout the Secretariat.

258. One of the key priorities for OHR is the continued progress on streamlining and simplifying the human resources policy framework. Simple and clear policies are critical to the success of the delegation of authority framework, in particular to those serving in the field. While the Office continues to manage capacity and funding challenges by increasing the use of videoconferences and enlisting colleagues in other duty stations to assist with local and regional outreach activities, face-to-face interaction is still required in many instances. In-person meetings not only expedite the process, but also can substantially improve the outcome. Another priority is the use of technological innovation in order to ensure that an end-to-end case management system is in place to streamline and simplify the conduct and discipline processes.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of availability of online reports for Member States on human resources information for field operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Conditions of service are regularly addressed to support staff serving in peacekeeping missions (number of meetings)	Target	4	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
	(ii) Development and promulgation of administrative issuances on policy framework and conditions of service of field staff (number of Secretary-General's bulletins, administrative instructions and information circulars issued)	Target	25	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) All critical incidents reviewed within 7 days (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(iv) Timely processing of appeals and disciplinary cases within statutory time limits (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(v) All allegations of serious misconduct reported to peacekeeping operations are entered in the misconduct tracking system and reviewed within 7 days of receipt (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			91.2	88

External factors

259. The successful delivery of indicators of achievement and outputs may be impacted by cash flow; location of meetings; and approval and decisions of intergovernmental bodies. Other external factors that may impact on the delivery of performance targets and outputs include geopolitical conditions in peacekeeping operations.

Outputs

260. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
Substantive servicing of and representation at meetings	
1. Advisory Committee on Administrative and Budgetary Questions	9
2. Special Committee on Peacekeeping Operations	2
3. Fourth Committee	2
4. Fifth Committee	18
5. Sixth Committee	3
6. Committee for Programme and Coordination	1
7. International Civil Service Commission	29
8. Advisory Committee on Post Adjustment Questions	6

Outputs

Quantity

Parliamentary documentation**Reports of the Secretary-General**

9. Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	1
10. Biannual report on gratis personnel, retirees and consultants	1
11. Amendments to the Staff Regulations and Rules of the United Nations	1
12. Overview report on human resources	1
13. Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour	1

Human resources management services**Administrative Law Division**

14. Legal management of appeals cases, including representing the Secretary-General in written and oral proceedings before the United Nations Dispute Tribunal (New York, Geneva and Nairobi) in cases brought by peacekeeping staff	192
15. Legal management of disciplinary matters referred for action to OHR by field missions, which involves, among other things, making recommendations, providing legal advice and liaising with investigative entities such as OIOS, special investigation units, ad hoc panels, local human resources offices and the Office of Legal Affairs	135
16. Provision of legal advice on disciplinary matters concerning staff in field missions, complaints filed under ST/SGB/2019/8 and recommendations of the Ethics Office on protection against retaliation	240
17. Provision of advice on management of critical incident matters	20
18. Development and updating of procedures for response to critical incidents	5
19. Investigation reports substantiating allegations of misconduct and related matters reviewed and referred for appropriate accountability measures by the United Nations or Member States	105
20. Category I allegations of misconduct recorded and tracked in misconduct tracking system	250
21. Category II allegations of misconduct recorded and tracked in misconduct tracking system	550
22. Verification and clearance of a monthly average of 7,000 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment	84 000
23. Field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other misconduct	3

Global Strategy and Policy Division

24. Development of a streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1
25. Development of capacity-building tools to strengthen knowledge and awareness of the human resources policy framework for staff in the field (including through the creation of knowledge-exchange mechanisms for human resources professionals worldwide on best practices, etc.)	1
26. Provision of authoritative policy interpretation and advice on field-related matters	250
27. Continuous dialogue with staff unions representing field staff (United Nations Field Staff Union and United Nations Staff Union)	20
28. Comprehensive and interim salary surveys and reviews of special measures pertaining to salaries for peacekeeping missions in consultation with local salary survey committees	16
29. Development of United Nations standards and systems to ensure equitable access to high-quality psychological support	1
30. Leadership of the implementation of the United Nations System Mental Health and Well-being Strategy	1
31. Servicing of meetings of the Joint Negotiation Committee for the Field and the Staff-Management Committee	3
32. Online and ad hoc human resources reports for Member States on human resources information for field operations, including support for users in permanent missions (number of Member States)	193
33. Development of strategic workforce planning, including field operations	1
34. Development of a mobility framework for the Secretariat that meets the needs of the Organization, including those of field operations	1
35. Engagement with Member States and outreach missions to raise awareness and identify candidates for field operations and Headquarters support for peacekeeping operations, taking gender targets into consideration	2

<i>Outputs</i>	<i>Quantity</i>
36. Design, testing, implementation and communication of changes to the Inspira talent management system to align it with needs of peacekeeping operations	2
37. Development, implementation and evaluation of programmes emanating from the system-wide strategy on gender parity, addressing gender parity in the field specifically	4
38. Development of guidance on disability inclusion, and awareness-building activities across the Organization on disability inclusion with a global reach, coordinated with field-based efforts	3
39. Development and operationalization of programmes supporting an inclusive, enabling and safe work environment, including prevention of and response to sexual harassment	3
Other services	
International cooperation and inter-agency coordination and liaison	
40. Servicing of meetings of the CEB Human Resources Network	12
41. Meetings of the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse supported	2
42. Briefings to Member States and non-governmental organizations on a comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	24

(b) Human resources requirements

<i>Posts and temporary positions</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Subtotal</i>	<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>		
Posts	Approved 2019/20	–	1	4	15	7	3	30	–	9	–	–	9	39	
	Proposed 2020/21	–	1	4	15	7	3	30	–	9	–	–	9	39	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	
Temporary positions	Approved 2019/20	–	–	–	1	2	–	3	–	–	–	–	–	3	
	Proposed 2020/21	–	–	–	2	3	–	5	–	–	–	–	–	5	
	Net change	–	–	–	1	1	–	2	–	–	–	–	–	2	
Total, OHR	Approved 2019/20	–	1	4	16	9	3	33	–	9	–	–	9	42	
	Proposed 2020/21	–	1	4	17	10	3	35	–	9	–	–	9	44	
	Net change	–	–	–	1	1	–	2	–	–	–	–	–	2	

(c) Justification of general temporary assistance positions**Global Strategy and Policy Division****Strategic Talent Management Service****Staffing Diversity and Outreach Section**

1 Programme Officer (gender parity) (P-4) (continuation)

1 Human Resources Officer (mobility framework) (P-3) (continuation)

261. The Staffing Diversity and Outreach Section includes only two GTA positions (1 P-4 and 1 P-3) under the support account. The Programme Officer (gender parity) (P-4) was initially approved in the 2018/19 period, while the Human Resources Officer (mobility framework) (P-3) was initially approved in the 2010/11 period. The continuation of both positions is proposed as below.

1 Programme Officer (gender parity) (P-4) (continuation)

262. Under the system-wide strategy on gender parity, launched by the Secretary-General in September 2017, the Office of Human Resources supports the Executive Office of the Secretary-General in implementing the strategy's recommendations. Working in the Staffing Diversity and Outreach Section of the Global Strategy and Policy Division of OHR, and supporting the Assistant Secretary-General for Human Resources, the GTA position of Programme Officer will continue to coordinate this effort. The incumbent will continue to develop, manage and evaluate the programmes and projects needed to operationalize the recommendations, especially in the context of the working group on emergency measures for the achievement of gender parity in the field established by the Secretary-General in 2018. The Programme Officer will also support phase II of the implementation of the strategy, which will include General Service staff and National Professional Officers. The responsibilities of the Programme Officer will also include advancing organizational priorities related to the prevention of and response to sexual harassment and building an inclusive workforce, taking into account gender and geographical balance, as well as other diversity considerations. In addition, in the context of the 2030 Agenda for Sustainable Development and the launch of the United Nations Disability Inclusion Strategy in June 2019, the Programme Officer will develop and coordinate initiatives towards creating and ensuring an enabling and inclusive workplace and empowering staff with disabilities, including through the systematic mainstreaming of the rights of persons with disabilities in policies and programmes and ensuring that work on disability inclusion is coordinated with field-based efforts.

1 Human Resources Officer (mobility framework) (P-3) (continuation)

263. After launching the Political, Peace and Humanitarian Network (POLNET) in 2016 and the Information and Telecommunication Technology Network (ITECNET) in 2017, the Office undertook a comprehensive review of the mobility framework. The results of the review, along with a proposal to continue consultations on a new approach to mobility, were presented to the General Assembly at its seventy-third session. In the meantime, implementation of the framework has been paused pending a new approach to mobility. The Human Resources Officer will be responsible for coordinating the continuing consultations on and development of a new approach to mobility and ensuring that the new approach takes into account the needs of missions, as well as the organizational priorities of geographical balance and gender parity, particularly at the field level. The Human Resources Officer will also work on the review of inter-agency mobility and develop measures to enhance it. In addition, the staff member will also develop ways to share the talent pool among United Nations entities to address geographical balance and gender parity. These functions will require close coordination with inter-agency bodies and will also include stakeholder consultations, communications, the design of procedures, and support to discussions with the General Assembly at its seventy-fifth session.

Administrative Law Division

Conduct and Discipline Service

1 Programme Officer (P-3) (continuation)

264. The Conduct and Discipline Service has 14 posts (1 D-1, 3 P-5, 4 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and one GTA position (P-3) under the support account. The GTA position of Programme Officer (P-3) was initially approved in the 2017/18 period.

265. The continuation of the Programme Officer position is proposed to meet continuing heightened demands of the Conduct and Discipline Service in the areas of vetting of personnel and conducting programmatic and operational analysis of data on misconduct to support informed, evidence-based decision-making in peacekeeping operations.

266. The number of requests for the vetting of personnel against records of misconduct during prior service with the United Nations has increased exponentially since 2017, when the GTA position was initially approved and vetting was expanded to also cover all personnel from military contingents and formed police units. From January to June 2019, the monthly average number of candidates for recruitment or deployment to field missions from all categories of personnel was 4,500, compared to a monthly average of 1,700 in 2016. The number of requests for vetting of all categories of personnel for field missions is not expected to decrease in the foreseeable future. The Programme Officer is also the focal point for vetting for senior leadership positions in field missions, and currently works to enhance the processes of vetting civilian personnel through the creation of linkages between United Nations recruitment systems and the Misconduct Tracking System. The Programme Officer also plays a central role in the expansion of vetting capabilities between the Secretariat and United Nations system specialized agencies, funds and programmes, including by acting as a focal point for data concerning uniformed personnel used for the Clear Check system on sexual exploitation and abuse and sexual harassment, in place since June 2018. The Programme Officer is also coordinating cooperation between the Secretariat and African Union missions supported by the United Nations in the area of vetting.

267. Over the past three years, the Programme Officer has enhanced existing technical tools and successfully developed new tools to allow for more timely and precise reporting, analysis and tracking of data on misconduct allegations, victim assistance efforts and mission activities against conduct and discipline performance indicators. With dedicated work by the Programme Officer, data on allegations of sexual exploitation and abuse in particular can now be used to identify trends and patterns, which can ultimately inform targeted prevention strategies, such as training and risk management. Furthermore, since 2017, the Conduct and Discipline Service has been working closely with key stakeholders in the Department of Peace Operations on integrating conduct and discipline into several key performance and accountability processes relating to peacekeeping personnel. The Programme Officer has been instrumental in developing the means for making essential misconduct data accessible for these processes in a timely manner, including through linkages between databases. These ongoing performance-related processes now use misconduct data as an element of performance monitoring and serve to support strategic decision-making, including under the auspices of the Action for Peacekeeping initiative.

Appeals Management Section

1 Legal Officer (P-4) in the Disciplinary Team in Nairobi (establishment)

1 Legal Officer (P-3) in the Disciplinary Team in New York (establishment)

268. The Appeals Management Section has nine posts (2 P-4, 3 P-3, 2 P-2 and 2 GS (OL)) under the support account, of which three posts (1 P-4 and 2 P-3) are located in Nairobi. The proposed two new GTA positions of Legal Officer (1 P-4 and 1 P-3) will handle the disciplinary and appeal matters referred to the Appeals Management Section for action, as provided below.

2 Legal Officers (1 P-4 and 1 P-3) in the Disciplinary Team (establishment)

269. The Appeals Management Section Disciplinary Team handles disciplinary matters referred to OHR concerning Secretariat staff members, defends the Secretary-General's position before the Dispute Tribunal in disciplinary-related appeals, acts as subject-matter experts and management Chairs or participants in staff management working groups on conduct-related policy, participates or chairs United Nations system-wide working groups on conduct-related issues and provides advice to senior managers about disciplinary matters and conduct-related policy (an average of 200 pieces of advice per year).

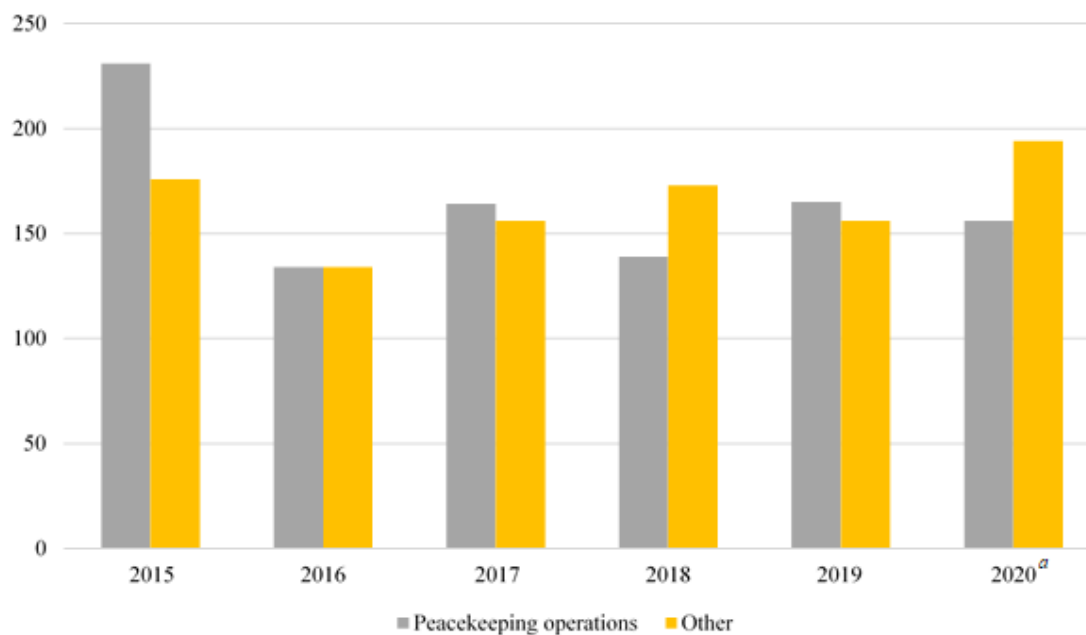
270. The workload for the Disciplinary Team has increased in terms of volume and complexity, and is anticipated to continue to increase in the future. The workload is measured by disciplinary and appeal cases per legal officer as well as advice requested and tasks assigned for the subject-matter expertise of the Team. The increase in the workload is a result of: (a) an increased caseload before the Dispute Tribunal; (b) increased emphasis on accountability for cases of sexual misconduct and other serious misconduct; and (c) increased demand for the revision of policies, including in inter-agency contexts, and the provision of training, the development of training materials and the provision of written guidelines, guidance and advice regarding conduct and disciplinary matters.

271. Six additional investigators in OIOS were approved in July 2018, and as the investigators begin to deliver completed investigation reports, the caseload of the Team will invariably increase. The fourfold increase in the number of sexual harassment investigations referred for disciplinary action in 2018 (from 4 to 16) and 2019 (17 received as at 30 September 2019) evidences the impact of the Secretary-General's commitment to accountability in this area. Furthermore, as OIOS refers up to 50 per cent of reports of possible misconduct to other entities for action (see [ST/AI/2017/1](#)), it is anticipated that the number of disciplinary cases referred to the Team will increase.

272. In the nine months of 2019 for which data were reported, the Disciplinary Team handled 258 cases, compared to an annual average of 254 cases per year for the past four years. Given this current rate of new cases and the maximum of 40 matters per Legal Officer that could be handled, there is, as at 30 September 2019, already a backlog of almost 60 matters, including 15 investigation reports concerning allegations of sexual harassment and four investigations concerning sexual exploitation and abuse, despite the priority consideration given to them (see figures II and III below).

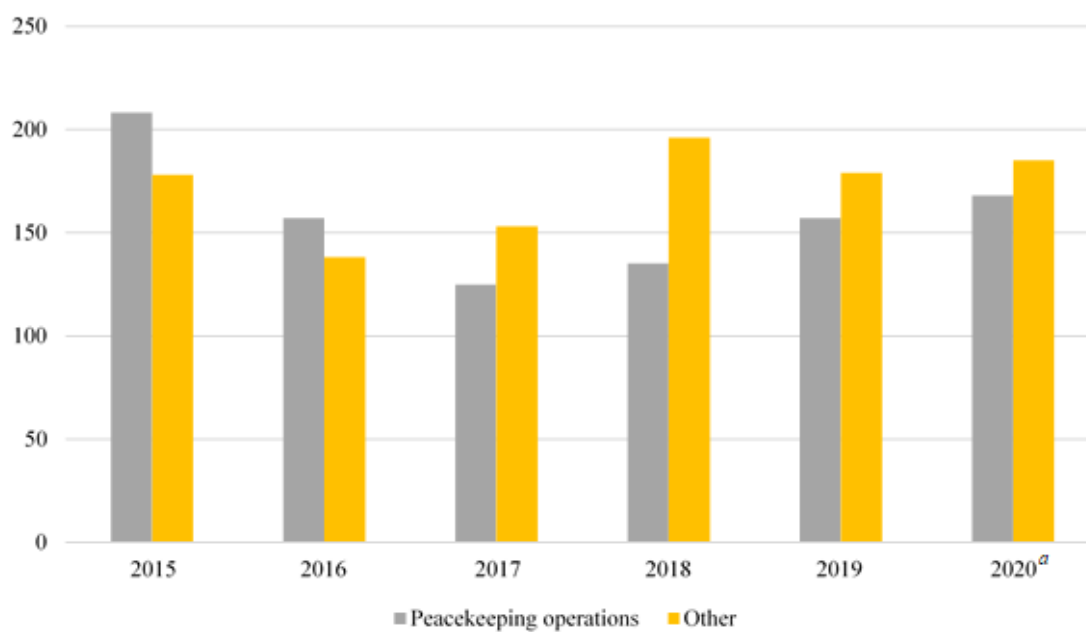
273. It is to be noted that the average duration of handling and closing a disciplinary case referred, as recorded for the past three years, is 10 months. Given the backlog, the time taken to process cases is likely to increase.

Figure II
Number of new cases (disciplinary and non-disciplinary), 2015–2020



^a Projection based on current capacity.

Figure III
Number of pending cases (disciplinary and non-disciplinary), 2015–2020



^a Projection based on current capacity.

4. Business Transformation and Accountability Division

(a) Results-based budgeting framework

274. The Business Transformation and Accountability Division is mandated to strengthen and mainstream accountability systems in order to drive a results-based culture and ensure the proactive management of risk. It monitors and reports on Organizational performance using clear targets and benchmarks. By leveraging the global management reporting capabilities of Umoja and other enterprise solutions, the Division uses business analytics to provide real-time support on performance for senior managers in peacekeeping missions and other internal and external stakeholders and conducts management reviews and quality assurance functions in a cycle of continuous improvement. The Division supports and monitors the use of delegated authority. It reviews the findings and recommendations from the oversight bodies and supports managers in self-evaluation activities from which they and the Organization can learn and improve planning and decision-making. It also continually seeks opportunities to modernize business practices and develop a robust project management capacity according to best practices.

275. The Business Transformation and Accountability Division manages the system of delegation of authority and works with DOS to assist managers who have delegated authority to ensure the correct application and parameters of that authority. In addition, the Division analyses and reports on real-time strategic managerial data to allow for more informed and timely executive decision-making and makes this information available to peacekeeping missions. Through the analysis of the data, the Division identifies opportunities for improvements that will benefit peacekeeping missions and that can be implemented through coordinated projects.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Strategic business data made available online to Member States and peacekeeping missions (number of online dashboards maintained)	Target	3	3	3	N/A
		Estimate		3	3	N/A
		Actual			3	N/A
	(ii) Automated financial reporting meeting CEB standards (number of standards covered)	Target	4	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) Percentage of Board of Auditors recommendations for peacekeeping operations implemented on time	Target	50	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) Percentage of OIOS recommendations for peacekeeping operations implemented on time	Target	50	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Appropriate authority delegated to heads of newly established peacekeeping missions within fifteen days of assumption of functions (percentage of newly established missions receiving delegated authority)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of delegation of authority (number of site visits, training courses and training contents developed)	Target	4	3	1	N/A
		Estimate		3	3	N/A
		Actual			8	N/A
	(ii) Increase in percentage of peacekeeping missions with updated risk registers and risk treatment and response plans developed at the entity level (number of site visits, training courses and training contents developed)	Target	6	6	2	N/A
		Estimate		6	N/A	N/A
		Actual			3	N/A
	(iii) All peacekeeping missions receive and follow guidance to operationalize the new evaluation policy (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of data analytics (number of active users of the integrated management dashboards from peacekeeping missions)	Target	150	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

276. External factors that may have an impact on the delivery of performance targets and outputs include the security situation on the ground permitting the organization of workshops and site visits in the field.

Outputs

277. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
1. Meetings of the Committees (ACABQ and IAAC)	4
<i>Fifth Committee</i>	
Substantive servicing of meetings	
2. Formal meetings of the Fifth Committee	2
3. Informal consultations of the Fifth Committee	3
Parliamentary documentation	
4. Comments by the Secretary-General on reports of JIU	1
5. Report of the Secretary-General on implementation of recommendations of the Board of Auditors	1
6. Progress report of the Secretary-General on accountability: strengthening accountability in the United Nations Secretariat	1

<i>Outputs</i>	<i>Quantity</i>
Administrative support services	
Overall management	
Site visits	
7. Site visits to help peacekeeping missions to conduct risk assessments	4
8. Site visits to peacekeeping missions to address issues related to delegations of authority	4
9. Site visits to conduct advanced data analysis in peacekeeping missions	3
10. Site visits to peacekeeping missions to address complex issues related to business transformation and accountability	2
11. Site visits to selected peacekeeping operations to support overall capacity and needs mapping of evaluation activities	3
Workshops	
12. Workshops for peacekeeping missions on advanced enterprise risk management	2
13. Workshop on oversight for peacekeeping oversight focal points	1
14. Workshop for peacekeeping missions on senior manager compacts	1
15. Workshops for peacekeeping missions on advanced analytical tools	2
16. Workshops on evaluation for evaluation focal points across peacekeeping operations	2
Guidance and support tools	
17. Implementation of enterprise risk management tool for automation of risk management process	1
18. Guidance on results-based management to peacekeeping operations (number of entities)	13
19. Implementation of enhancements to online compact platform	1
20. Publication of compacts of senior managers of peacekeeping missions	11
21. Provision of support to Management Performance Board on the annual compacts of senior managers	1
22. Provision of online dashboards in the areas of Organizational performance, resource utilization and human resources	3
23. Implementation of environmental sustainability management tools	2
24. Support for the annual training course for mission focal points on Organizational resilience	1
25. Provision of support to peacekeeping operations on strengthening and enhancing evaluation capacity	10
Other services	
26. Meetings of the Vendor Review Committee held	12
Technical material	
27. Report summarizing evaluation capacity and needs across all peacekeeping operations	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2019/20	–	–	3	11	12	3	29	1	18	–	–	19	48
	Proposed 2020/21	–	–	3	11	12	3	29	1	18	–	–	19	48
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2019/20	–	–	–	1	–	–	1	–	–	–	–	–	1
	Proposed 2020/21	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
<i>Posts and temporary positions</i>														
Total, Business Transformation and Accountability Division	Approved 2019/20	–	–	3	12	12	3	30	1	18	–	–	19	49
	Proposed 2020/21	–	–	3	12	12	3	30	1	18	–	–	19	49
Net change		–	–	–	–	–	–	–	–	–	–	–	–	–

(c) **Justification of general temporary assistance positions**

Business Transformation and Accountability Division

Analytics and Project Management Service

Analytics Section

1 Management and Programme Analyst (P-4) (continuation)

278. The Analytics Section has seven posts (3 P-4, 2 P-3, 1 GS (PL) and 1 GS (OL)) and 1 GTA position of Management and Programme Analyst (P-4) under the support account. The Management and Programme Analyst is responsible for mining and analysing strategic business data from enterprise systems such as Umoja and Inspira in order to provide support for the work of the managers in peacekeeping missions. The Management and Programme Analyst identifies patterns and provides trend analyses and other analytical reports, such as dashboards, to senior management. The Management and Programme Analyst recommends ways to improve management services through quality assurance and the identification of systemic weaknesses and their root causes.

279. It is expected that the heavy workload related to a number of advanced analytics projects to better support senior managers in the stewardship of their resources and to identify trends, issues and solutions across peacekeeping operations will continue in the 2020/21 period. The continuation of the GTA position of Management and Programme Analyst (P-4) is therefore required in order to continue to strengthen and stabilize the Section's dedicated analytical capacity. The continuation of the position will be critical to ensuring the building up of the analytical capacity of the Analytics Section, using the expertise developed through the provision of support for the implementation of enterprise systems such as Umoja Extension 2 and the replacement of the human resources Insight tool.

5. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	14 696.7	31 127.8	32 319.4	1 191.6	3.8
II. Non-post resources					
General temporary assistance	532.3	1 150.0	1 597.3	447.3	38.9
Consultants and consulting services	31.8	643.0	647.4	4.4	0.7
Official travel	271.8	920.0	911.7	(8.3)	(0.9)
Facilities and infrastructure	82.8	40.2	53.8	13.6	33.8

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Ground transportation	0.2	—	—	—	—
Communications and information technology	550.6	1 474.6	1 506.3	31.7	2.1
Other supplies, services and equipment	165.1	11 178.4	11 444.1	265.7	2.4
Subtotal	1 634.6	15 406.2	16 160.6	754.4	4.9
Total, I and II	16 331.3	46 534.0	48 480.0	1 946.0	4.2
Enterprise resource planning ^a	28 859.1	19 376.9	13 381.3	(5 995.6)	(30.9)
Global service delivery model ^b	1 302.8	868.5	868.5	—	—
Umoja maintenance and support costs ^c	—	890.4	932.9	42.5	4.8
Grand total	46 493.2	67 669.8	63 662.7	(4 007.1)	(5.9)

^a See para. 29 above.

^b See para. 30 above.

^c See para. 32 above.

(a) Analysis of financial resource requirements¹

Post resources

Organizational unit	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	838.3	1 811.5	1 883.6	72.1	4.0
Office of Programme Planning, Finance and Budget	6 956.9	15 222.9	15 771.8	548.9	3.6
Office of Human Resources	3 655.8	6 816.1	7 151.7	335.6	4.9
Business Transformation and Accountability Division	3 245.7	7 277.3	7 512.3	235.0	3.2
Total	14 696.7	31 127.8	32 319.4	1 191.6	3.8

280. The provision would cover the salaries, common staff costs and staff assessments for the continuation of 194 posts and proposed establishment of one post in the Office of Programme Planning, Finance and Budget as from 1 January 2021. The variance is due to the proposed new post and updated salary costs (see paras. 44–48 above).

General temporary assistance

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	260.1	287.0	26.9	10.3
Office of Programme Planning, Finance and Budget	282.0	248.3	312.0	63.7	25.7
Office of Human Resources	142.1	467.1	788.5	321.4	68.8
Business Transformation and Accountability Division	108.2	174.5	209.8	35.3	20.2
Total	532.3	1 150.0	1 597.3	447.3	38.9

281. The provision would cover the salaries, common staff costs and staff assessments for the continuation of seven positions and the establishment of two new positions as well as the provision for replacement of staff on maternity or sick leave (four person-months for staff in the Professional category and four person-months for staff in the General Service category). The variance is due to updated salary costs (see paras. 44–48 above) and the proposed establishment of two new positions in the Office of Human Resources.

Consultants and consulting services

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	33.0	33.0	–	–
Office of Programme Planning, Finance and Budget	9.3	26.6	90.5	63.9	240.2
Office of Human Resources	6.4	283.4	283.4	–	–
Business Transformation and Accountability Division	16.1	300.0	240.5	(59.5)	(19.8)
Total	31.8	643.0	647.4	4.4	0.7

282. In the Office of the Under-Secretary-General, the provision of \$33,000 would cover the costs of a consultant for the continuation of the substantive review of procurement challenges, which is performed by independent high-level experts.

283. In the Office of Programme Planning, Finance and Budget, the provision of \$90,500 would cover the costs of a consultant for the continuation of the actuarial valuation of peacekeeping staff benefits, such as repatriation, annual leave and after-service health insurance, for which capacity is not available in the Secretariat. In addition, in respect of the new internal control framework, one consultant is provisioned for six months to roll out the self-assessment checklist for the peacekeeping missions. The consultant will provide training and guidance to the missions on the assessment of their internal controls. Additionally, the consultant will consolidate and analyse the self-assessment checklists in order to implement the statement of internal control.

284. In the Office of Human Resources, the provision of \$283,400 would cover the costs of a consultant to design, support and enhance data-driven tools and reports that will shape workforce composition and allow Member States online access to more human resources information.

285. In the Business Transformation and Accountability Division, the provision of \$240,500 would cover the costs of a consultant to develop training modules for: (a) enterprise risk management; (b) environmental sustainability management; and (c) self-evaluation.

286. The increased requirement of \$4,400 is due to the increased requirement in OPPFB for the new internal control framework.

Official travel

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	78.3	201.7	193.2	(8.5)	(4.2)
Office of Programme Planning, Finance and Budget	77.0	260.6	216.6	(44.0)	(16.9)
Office of Human Resources	70.4	145.3	163.8	18.5	12.7
Business Transformation and Accountability Division	46.1	312.4	338.1	25.7	8.2
Total	271.8	920.0	911.7	(8.3)	(0.9)

287. The following table provides a breakdown of the requirements under official travel, which are below the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Office of the Under-Secretary-General	94.5	—	—	24.8	73.9	193.2
Office of Programme Planning, Finance and Budget	206.6	—	—	—	10.0	216.6
Office of Human Resources	61.6	—	4.0	98.2	—	163.8
Business Transformation and Accountability Division	—	172.9	95.7	—	69.5	338.1
Total	362.7	172.9	99.7	123.0	153.4	911.7

288. A provision of \$911,700 is proposed to implement the outputs of the Department of Management Strategy, Policy and Compliance as set out in the results-based budgeting frameworks of each office.

Facilities and infrastructure

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	5.2	2.2	15.2	13.0	590.9
Office of Programme Planning, Finance and Budget	57.8	19.8	20.0	0.2	1.0
Office of Human Resources	19.8	8.4	8.8	0.4	4.8
Business Transformation and Accountability Division	—	9.8	9.8	—	—
Total	82.8	40.2	53.8	13.6	33.8

289. The following table provides a breakdown of the requirements under this budget class.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Stationery and office supplies (\$200 per staff member)	204	40.8
Other items (training-related supplies)	—	13.0
Total		53.8

290. The increase of \$13,600 is due mainly to the addition of training-related supplies for the Headquarters Committee on Contracts, which were previously provisioned under the other supplies, services and equipment budget class.

Communications and information technology

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	161.2	104.4	104.7	0.3	0.3
Office of Programme Planning, Finance and Budget	121.6	928.8	914.0	(14.8)	(1.6)
Office of Human Resources	122.7	181.5	194.5	13.0	7.2
Business Transformation and Accountability Division	145.1	259.9	293.1	33.2	12.8
Total	550.6	1 474.6	1 506.3	31.7	2.1

291. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	201	60.3
Standard equipment for new posts (\$1,700 per staff member)	3	5.1
Standard desk phones (\$300 per staff member)	204	61.2
Standard OICT service-level agreement (\$1,535 per staff member)	204	313.1
Managed output service (printer)	—	51.6
Other items	—	1 015.0
Total		1 506.3

292. The following items are included under other items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2019/20</i>	<i>Proposed 2020/21</i>	<i>Variance</i>
Acquisition of ICT equipment	35.8	11.9	(23.9)
Software, licences and fees	579.4	641.4	62.0
Telecommunications and network services	299.1	161.3	(137.9)
Ongoing ICT support services	70.7	200.4	129.7
Total	985.0	1 015.0	30.0

293. The increased requirement of \$31,700 is due to: (a) an increase in standard items (\$10,400) related to the new posts based on the current standard rates; and (b) an increase in non-standard items (\$30,000) for the acquisition of additional software, offset in part by the decrease in the provision for the managed output service (\$8,700).

Other supplies, services and equipment

<i>Organizational unit</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	14.7	25.0	10.0	(15.0)	(60.0)
Office of Programme Planning, Finance and Budget	124.2	11 143.4	11 424.1	280.7	2.5
Office of Human Resources	—	—	—	—	—
Business Transformation and Accountability Division	26.2	10.0	10.0	—	—
Total	165.1	11 178.4	11 444.1	265.7	2.4

294. The following table provides a breakdown of the requirements under this budget class.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total amount</i>
Training fees, supplies and services	50.0
After-service health insurance	11 294.1
External counsel legal fees	100.0
Total	11 444.1

295. The increased requirement of \$265,700 is due to an increase in the provision for after-service health insurance for retired peacekeeping personnel (\$280,700), offset in part by a decrease in training supplies and other services (\$15,000) owing to the provision for the Headquarters Committee on Contracts training-related supplies being included under the facility and infrastructure class based on the actual items required.

E. Office of Information and Communications Technology

296. OICT is responsible for setting the overall strategic ICT direction for the Organization, planning and coordinating Secretariat-wide ICT initiatives and providing enterprise systems and infrastructure with a view to achieving coherence and coordination in ICT work within the Secretariat and with the funds, programmes and specialized agencies. The Office will continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of the peacekeeping operations.

(a) Results-based budgeting framework

297. During the 2020/21 period, the Office will focus on continuing to adjust the structure and streamline the support of information security, as indicated in the report of the Secretary-General on shifting the management paradigm in the United Nations (A/72/492/Add.2). Activities for this purpose include compliance checks, information security assessments and strengthening of the security posture, and coordination of disaster recovery planning activities. Emphasis will be placed on undertaking information security and information handling assessments of field missions to ensure that the missions and their personnel, resources and operations are not exposed to unnecessary risk. Another focus will be on strengthening oversight and accountability by increasing the availability of accurate and timely information to support decision-making (see General Assembly resolution 71/272 B). Activities for this purpose include the delivery and maintenance of business intelligence and analytics reports, as well as the use of frontier technologies, such as artificial intelligence, computer vision and distributed ledger technologies, to support field mission activities and support the implementation of mandates through technology and data. Support in the area of information management and privacy will be enhanced. The Office will provide central leadership in setting policy standards and deliver operational support to clients throughout the Secretariat and peacekeeping missions to ensure the efficient utilization of resources, the modernization of information systems and improvement in the ICT services available to the United Nations. The unified ICT structure allows the Organization to leverage the gains already made and expedite the remaining elements of the ICT strategy, including continued support for the digital business transformation, cloud migration services and the streamlining of cost recovery and rate cards for the ICT services.

298. In the 2020/21 period, the Office will: (a) optimize the core ICT infrastructure in Brindisi, Italy, Valencia, Spain, and New York for the provision of efficient support to the field operations; (b) build resiliency through disaster recovery and business continuity plans; (c) protect ICT assets from cyberthreats through the strengthening of ICT security; (d) develop and enhance field support applications empowering users across the field to be able to create their own dashboards and analytics; (e) optimize geospatial information services and implement force protection and situational awareness technologies; and (f) provide strategic oversight to ICT-related functions at UNLB. The Office will also continue to facilitate and support videoconferencing between various Secretariat entities and peacekeeping operations.

299. The Office will also focus on the deployment of and support for peacekeeping-specific systems. A programme of activities has already been launched, covering: (a) ICT infrastructure; (b) the standardization of processes and tools for Umoja and Inspira; (c) support for fuel and rations solutions as well as the United Nations Operations and Crisis Centre; (d) the enhancement of contingent-owned equipment solutions; (e) information security assessments, including compliance; and (f) disaster recovery planning activities. In addition, OICT will continue to collaborate with the Umoja project and DOS to implement the next release of Uniformed Capabilities Management System, which includes troop strength reporting and payments processes for troop- and police-contributing countries.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Communication links to enterprise systems are established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	Target	24	24	24	24
		Estimate		24	24	24
		Actual			N/A	N/A
	(ii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPO-DPPA, DOS and DSS, within 9 days of the request (days)	Target	9	9	9	9
		Estimate		9	9	9
		Actual			9	9
	(iii) Provision of information systems to the newly established missions within 10 days of request (days)	Target	10	10	10	10
		Estimate		10	10	10
		Actual			N/A	10
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) 99.1 per cent availability to established ICT infrastructure and existing enterprise information systems at Headquarters and to all peacekeeping operations	Target	99.1	99	99	99
		Estimate		99	99	99
		Actual			99	99

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2020/21	2019/20	2018/19	2017/18
	(ii) Increased availability of networks at Headquarters (percentage)	Target	99.8	99.8	N/A	N/A
		Estimate		99.8	N/A	N/A
		Actual			N/A	N/A

External factors

300. Security risks in peacekeeping operations and UNSOS not preventing the successful implementation of systems and provision of ICT services in the field; the availability and accuracy of geospatial information provided by Member States to meet the requests of the Security Council and peacekeeping operations in a timely manner and to prevent conflict related to boundary issues; and the issuance of visas, security considerations or operational constraints in peacekeeping operations may impact the successful implementation of approved information technology solutions in the field.

Outputs

301. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>Security Council</i>	
Substantive servicing of meetings	
1. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to the Security Council's consultation meetings and its Panels of Experts	35
2. Secretarial services provided to the Committee of Experts on Global Geospatial Information Management, together with the Statistics Division of the Department of Economic and Social Affairs	5
Information management support services	
Overall management	
3. Telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions maintained, including satellite earth stations and secondary technology centre	1
4. Telephone service maintained for staff in New York and connected to a centralized call manager	1
5. Guidance on centralized ICT resources for field missions in the preparation of their budgets	1
6. Android version of electronic fuel management and rations management solutions implemented and supported in 2 additional peacekeeping operations	2
7. Applications for the enterprise identity management and contact database supported for users at Headquarters and in the field	2
8. Medical services inspection processes implemented in the customer relationship management system for troop-contribution management	1
9. Uniformed Capabilities Management System expanded to include troop strength reporting, calculations and payments for personnel of troop- and police-contributing countries	1
10. Talent management, performance management and learning management modules in Inspira enhanced for use in all field operations	10
11. Training on new or enhanced Inspira features provided to human resources officers in peacekeeping operations	1
12. Field support services information systems, electronic correspondence and document-sharing systems maintained in field missions (number of applications)	22
13. Common platform established for management of information security efforts for the Secretariat, including peacekeeping operations, in accordance with General Assembly resolutions	1

<i>Outputs</i>	<i>Quantity</i>
14. Guidance and templates related to disaster recovery provided to all field missions, as well as follow-up with missions to update disaster recovery plans and a minimum of 1 disaster recovery exercise per year conducted	1
Parliamentary documentation	
15. Up-to-date peacekeeping deployment maps provided for inclusion in the Secretary-General's reports	40
Other services	
16. Thematic analytical geospatial products/maps provided for meetings in the Secretariat and reports	20
17. 1 ICT rapid deployment tabletop exercise completed	1
Other substantive activities	
Good offices, fact-finding and other special missions	
18. Technical consultation and advisory services provided to the groups of experts and committees dealing with territorial disputes, human rights and missions' implementing partners on geospatial technology (including satellite image analysis) for enhancing situational awareness, monitoring ground activity, and international boundary-related issues	15
Technical material	
19. Analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3
20. Analysis of data for the Second Administrative Level Boundaries project in coordination with Member States	3
Seminars	
21. Working groups on geospatial data standardization, geovisualization and image intelligence	3
22. Annual conference of the Chiefs of Field Technology Sections from field missions and offices away from Headquarters	1
International cooperation and inter-agency coordination and liaison	
Other services	
23. Secretariat services and coordination for United Nations Geospatial Network	5
Technical cooperation	
24. Pilot projects, in partnership with the United Nations system, Member States, academia and non-profit organizations, for the provision of geospatial data, new geospatial technology and services, open-source geospatial solutions and open geospatial data, in line with the Action for Peacekeeping initiative and Secretary-General's strategy on new technologies	5

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Subtotal</i>	<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>			
<i>Posts and temporary positions</i>	Approved 2019/20	1	1	2	13	11	3	31	5	17	—	—		22	53
	Proposed 2020/21	1	1	2	13	11	3	31	5	16	—	—		21	52
	Net change	—	—	—	—	—	—	—	—	(1)	—	—		(1)	(1)
<i>Temporary positions</i>	Approved 2019/20	—	—	—	1	2	—	3	—	—	—	—		—	3
	Proposed 2020/21	—	—	—	1	2	—	3	—	—	—	—		—	3
	Net change	—	—	—	—	—	—	—	—	—	—	—		—	—
Total, OICT	Approved 2019/20	1	1	2	14	13	3	34	5	17	—	—		22	56
	Proposed 2020/21	1	1	2	14	13	3	34	5	16	—	—		21	55
	Net change	—	—	—	—	—	—	—	—	(1)	—	—		(1)	(1)

(c) Justification of posts**Operations Support Division****Office of the Director***Abolishment of 1 Information Systems Assistant (GS (OL))*

302. An internal review was undertaken on the level of resources required in OICT for the 2020/21 period. On the basis of the level of peacekeeping activity expected for the period, it is proposed that one post of Information Systems Assistant (GS (OL)) in the Office of the Director be abolished.

(d) Justification of general temporary assistance positions**Enterprise Solutions Service****Enterprise applications centre – Asia (Bangkok office)****Electronic rations management system***1 Project Manager (P-4) (continuation)*

303. The electronic rations management system (eRMS) project aims to provide full transparency of the food supply chain, monitor consumption and prevent waste and misappropriation. The solution leverages the SAP back-end and the Siebel front-end, which are both enterprise platforms supporting multiple business processes of the Secretariat. The development of release 1 was completed during the 2013/14 period, followed by the first pilot in the 2014/15 period. Lessons learned and critical changes resulting from the pilot phase were implemented during the 2015/16 period and roll-out began with four peacekeeping operations in the 2016/17 period. The system is now deployed in all missions except for UNSOS, for which deployment is planned to be completed by June 2020. In parallel, OICT has been porting the mobile component of eRMS to Android devices and updating the software so that it is compatible with the most recent hardware in order to ensure the sustainability of the solution. OICT is piloting the Android platform of eRMS in the 2019/20 period and will start deployment in the 2020/21 period.

304. Each eRMS implementation is a specific project, including activities such as analysing business processes, re-engineering existing processes, data-mapping, configuring mission recipes data, testing, preparing training material/data/equipment, delivering training courses, going live and coaching users.

305. The GTA position of Project Manager (P-4) has been the only position to manage the eRMS project since July 2014. Given the continuous need to lead the team, interface with field missions and DOS and coordinate the work of six contractors in support of missions and the implementation of additional projects, it is proposed that the position be continued. Project resources and responsibilities include:

(a) A Project Manager, who leads the team, interfaces with field missions and the Logistics Division/DOS and coordinates the work of six contractors;

(b) Four contractors, who provide application support to 11 peacekeeping operations where the solution will run in the 2020/21 period;

(c) Two contractors, who handle business analysis, systems analysis, operations and the monitoring and implementation of eRMS in peacekeeping operations.

Electronic fuel management system

1 Information Systems Officer (P-3) (continuation)

306. The electronic fuel management system (eFMS) project aims to provide full transparency of the fuel supply chain, monitor consumption and help detect misappropriations. The first release of eFMS was finalized and the pilot completed in MINUSTAH in 2012. The second release was delivered during the 2012/13 period and achieved an even higher level of automation, further reducing manual data entry and almost eliminating data input errors. Implementation of the second release has been completed in all peacekeeping operations.

307. During the 2018/19 period, OICT completed the porting of the solution to the Android platform, which is the third major release of eFMS. As mobile technology evolves every six months, OICT must keep eFMS software compatible with the most recent hardware in order to ensure the sustainability of the solution. OICT is piloting the Android platform-based solution during the 2019/20 period and will be deploying it to additional peacekeeping missions in the 2020/21 period.

308. The GTA position of Information Systems Officer (P-3) has been the only position to support the eFMS project since July 2011. Given the continuous need to interact with the stakeholders, act as the focal point for the peacekeeping operations, define eFMS interfaces with local applications at each field mission, coordinate the work of six contractors in support of 10 peacekeeping operations, UNLB and RSCE and implement additional projects, it is proposed that the position be continued. Project resources and work areas include:

- (a) An Information Systems Officer (P-3), who interacts with stakeholders, defines interfaces with local field applications and coordinates the work of six contractors;
- (b) Five contractors who provide application support for Headquarters/DOS and 12 peacekeeping operations on two shifts;
- (c) One contractor who monitors and implements the Android release, which includes bug-fixing, functional and integration testing, training personnel and providing enhancements.

Enterprise applications centre – Asia (centre's New York capacity)

Troop-contribution management system: contingent-owned equipment application

1 Information Systems Officer (P-3) (continuation)

309. The troop-contribution management system has automated the import of data of memorandums of understanding and inspection processes for contingent-owned equipment in peacekeeping operations. The system facilitates information flow between administrators and the field, quick access to inspection data and faster reimbursement to troop-contributing countries. The first release of the customer relationship management solution for troop-contribution management was implemented in the 2010/11 period, and since then it has been successfully deployed to all peacekeeping missions.

310. During the 2019/20 period, the mobile component was deployed for field inspection, which further reduced the manual input tasks and improved the integration with Umoja Extension 2 for the calculation of reimbursement and payment rates. During the 2020/21 period, OICT will be working on the automation of medical services inspection.

311. The GTA position of Information Systems Officer (P-3) has been the only position to manage the customer relationship project since July 2011. Given the continuous need to ensure the planning and coordination of the work of seven contractors for application support to 11 peacekeeping operations on two shifts of eight hours each, and of one contractor for the implementation of the mobile release, including bug-fixing, functional and integration testing, training and enhancements, it is proposed that the position be continued. Resources and responsibilities include:

(a) An Information Systems Officer (P-3), who plans and coordinates the work of eight contractors;

(b) Seven contractors, who provide application support to 11 peacekeeping operations and Headquarters/DOS users on two shifts of eight hours each;

(c) One contractor, who monitors and implements the mobile release, which includes bug-fixing, functional and integration testing, training personnel and providing enhancements.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	4 242.9	8 328.2	8 729.4	401.2	4.8
II. Non-post resources					
General temporary assistance	386.9	424.5	501.3	76.8	18.1
Consultants and consulting services	0.8	—	—	—	—
Official travel	172.6	350.0	352.0	2.0	0.6
Facilities and infrastructure	253.0	11.2	11.0	(0.2)	(1.8)
Communications and information technology ^a	4 638.1	9 917.5	11 276.3	1 358.8	13.7
Other supplies, services and equipment	800.9	8.4	6.5	(1.9)	(22.6)
Subtotal	6 252.3	10 711.6	12 147.1	1 435.5	13.4
Total, I and II	10 495.2	19 039.8	20 876.5	1 836.7	9.6
Umoja maintenance and support costs ^b	—	18 115.6	17 823.5	(292.1)	(1.6)
Grand total	10 495.2	37 155.4	38 700.0	1 544.6	4.2

^a The provision for information and systems security, previously reflected under corporate costs, is mainstreamed under this class.

^b See para. 32 above.

(f) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance
	\$8 729.4	\$401.2 4.8%

312. The provision would cover the salaries, common staff costs and staff assessments for the 52 posts. The variance is due to the increase resulting from updated salary costs (see paras. 44–48 above), offset in part by the proposed abolishment of one post.

	<i>Cost estimates</i>	<i>Variance</i>	
General temporary assistance	\$501.3	\$76.8	18.1%

313. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three positions. The variance is due to updated salary costs (see paras. 44–48 above).

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$352.0	\$2.0	0.6%

314. The following table provides a breakdown of the requirements under this budget class, which are slightly above the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
OICT	90.8	143.4	34.1	–	83.7	352.0

315. The provision of \$143,400 is for travel to implement the Android version of the electronic fuel management system, the electronic rations management system, medical services inspection processes in the customer relationship management system for troop-contribution management, big data analytics and quality of service of videoconferencing equipment. In addition, \$90,800 is provisioned for the assessment of local ICT and alignment with strategic programmes; \$83,700 for training of peacekeeping personnel in the above-mentioned systems; \$34,100 for workshops on geospatial information systems, the Action for Peacekeeping initiative and ICT security for field missions.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$11.0	(\$0.2)	(1.8%)

316. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	55	11.0
Total		11.0

317. The provision is for the stationery and supplies for the staff in New York and Bangkok at the standard rate, which is adjusted for the proposed abolishment of one post.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$11 276.3	\$1 358.8	13.7%

318. The following table provides a breakdown of the requirements under this budget class, which are above the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	55	16.5
Standard desk phones (\$300 per staff member in New York)	41	12.3
Standard OICT service-level agreement (\$1,535 per staff member)	55	84.4
Standard OICT service-level agreement (\$1,535 per staff member) for ICT contractors	74	113.6
Managed output service (printer)	–	5.1
Information and systems security	–	821.5
Other items	–	10 222.9
Total		11 276.3

319. The following items are included under other items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2019/20</i>	<i>Proposed 2020/21</i>	<i>Variance</i>
Acquisition of ICT equipment	121.4	121.4	–
Spare parts	103.6	103.6	–
Software, licences and fees	752.5	738.1	(14.4)
Telecommunications and network services	27.5	27.5	–
Ongoing ICT support services	7 011.8	8 084.5	1 072.7
Development of applications	863.3	1 147.8	284.5
Total	8 880.1	10 222.9	1 342.8

320. The increased requirement of \$1,358,800 is due to the proposed movement of the provision for two ICT applications, namely the customer relationship management solution for troop-contribution management and the enterprise identity management system, from UNLB to the support account on the basis of the ownership of the project. The alignment will allow for increased accountability, since OICT is responsible for the maintenance and support of those applications.

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$6.5	(\$1.9) (22.6%)

321. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2019/20 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	6.5
Total	6.5

322. The provision is for five OICT staff members to attend training on project and business relationship management, Prince2 and software asset management.

Participation in those training programmes is essential to enhance the skills of the OICT staff members and provide efficient support to its clients.

F. Office of Internal Oversight Services

323. The mandate for the Office of Internal Oversight Services is derived from General Assembly resolutions [48/218 B](#), [54/244](#), [59/272](#), [64/263](#) and [69/253](#) and the Financial Regulations and Rules of the United Nations ([ST/SGB/2013/4](#)) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation ([ST/SGB/2018/3](#)). The functions of OIOS are set out in the Secretary-General's bulletin on the organization of OIOS ([ST/SGB/2002/7](#)). The Office, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the Board of Auditors and the Joint Inspection Unit.

(a) Results-based budgeting framework

324. In line with the Organization's strategic priorities, the workplan of the Internal Audit Division will centre around the implementation of the Action for Peacekeeping initiative in field missions and at Headquarters, including conduct and discipline, enhancing peacekeepers' safety and security, and the women and peace and security agenda. Following the reform of the peace and security pillar, the Division plans audit engagements that involve change management, establishment of the single regional political-operational structure and management of the risks arising from increased delegation of authority to the field. The Division will also continue to implement its audit strategy to meet the request of the General Assembly to the Secretary-General, in resolution [72/266 B](#), to entrust OIOS with continuing to monitor United Nations procurement and report thereon biennially. Through the conduct of targeted audits derived from its risk-based planning, and recommendations, including those with financial implications, the Division will help improve the effectiveness and efficiency of peacekeeping operations.

325. Through its established quality assurance processes, the Internal Audit Division will continuously ensure that it operates efficiently and in compliance with the professional standards set by the Institute of Internal Auditors. To equip its auditors with enhanced auditing tools and enable real-time information access and sharing, the Division plans to upgrade its existing electronic audit management system, which will allow it to realize cost savings and will also enable greater efficiencies by allowing for wider access by peacekeeping auditors in remote locations and reducing the review time.

326. The Inspection and Evaluation Division provides independent inspection and evaluation oversight of all peacekeeping operations, both at Headquarters and in the field. The Division's reports are intended to support systematic reflection and learning among programme managers and Member States, with a view to improving the relevance, efficiency, effectiveness and impact of peacekeeping operations. The Division's workplan provides for six outputs, including thematic and cross-cutting evaluations, inspections and triennial reviews of implementation of its recommendations. The Division works in close consultation with DPO, DOS, DMSPC, peacekeeping missions' management, the Internal Audit Division and the Investigations Division, as well as with external oversight bodies, namely, the Board of Auditors and JIU, to ensure complementarity and synergy of oversight activities.

327. Over the past four budget periods, the Division has doubled its outputs from three to six reports per year, owing to its enhanced capacity in Entebbe. The capacity

in Entebbe generated efficiency gains by minimizing travel costs, and allowed for long-standing high-risk evaluation topics in peacekeeping operations to be addressed. IAAC, however, continued to observe that the Division lacked resources to adequately cover the inspection and evaluation needs of peacekeeping operations (see, for example, [A/72/766](#) and [A/73/768](#)). In its most recent report, the Committee expressed its concern regarding the disproportionately low staffing in the peacekeeping section of the Division as compared with the regular budget sections and further noted that, by emphasizing results, the Secretary-General's reform initiative was making the role of the Division all the more critical ([A/73/768](#), para. 30). To address this capacity gap, the Division's proposal for the 2020/21 period includes the reassignment of two posts from the Resident Audit Office within UNAMID to the Peacekeeping Audit Service in Entebbe, which is essential for the effective functioning of the Entebbe office with adequate administrative support.

328. The Investigations Division conducts preliminary, administrative, fact-finding investigations of reports of possible serious misconduct and transmits the results of those investigations together with appropriate recommendations to the Secretary-General. In addition, the Division is mandated to undertake proactive investigations into high-risk operations or activities, especially with respect to fraud and corruption, and to provide recommendations for corrective action. The Division is committed to fostering greater transparency and accountability within peacekeeping missions, with a view to increasing efficiency and effectiveness in the delivery of United Nations activities and services. In the 2020/21 period, the Division's workplan focuses on staff, investigations and the future of the Division, which includes: (a) building a more robust internal structure for a harmonious workplace in an atmosphere conducive to individual development and personal success as part of a diverse and high-performing team; and (b) to continuously improve both its investigative capacity and capability and the quality and timeliness of the investigations.

329. In the past two years, the Investigations Division has made substantial improvements in the incumbency and retention rates. Challenges remain with regard to the Division's capacity to discharge its investigative mandate; for example, during the calendar year 2019, the Division experienced an increase of 12.7 per cent in the number of reports of misconduct received, and in 2018, an increase of 11.4 per cent in open investigations, compared with the previous year. The increase in demand, if it continues, will present a future challenge for the Division's management of its caseload.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (percentage of acceptance)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			99.5	99.3

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2020/21	2019/20	2018/19	2017/18
	(ii) Acceptance of 95 per cent of evaluation and inspection recommendations (percentage of recommendations)	Target	95	95	95	95
		Estimate		100	95	95
		Actual			100	100
	(iii) 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (percentage of matters received)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iv) 100 per cent of investigations conducted during the financial period are completed within 12 months or less (percentage of investigations)	Target	100	100	100	100
		Estimate		56	100	100
		Actual			61	74
	(v) 100 per cent of investigations pertaining to sexual exploitation and abuse are completed within 6 months or less (percentage of investigations)	Target	100	100	100	100
		Estimate		48	100	100
		Actual			43	29
	(vi) Personnel from 70 per cent of peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes (percentage of peacekeeping missions)	Target	70	70	70	70
		Estimate		70	70	70
		Actual			80	80

External factors

330. External parties will cooperate with the conduct of audit assignments, evaluation and inspection reviews and investigations.

Outputs

331. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
Reports of the Secretary-General	
1. OIOS report specifically requested by the General Assembly	1
2. Annual report to the General Assembly on peacekeeping oversight results	1
Administrative support services	
Internal Oversight Services	
Audit	
3. Audit reports by auditors at United Nations Headquarters	12
4. Audit reports by auditors at peacekeeping missions	57

<i>Outputs</i>	<i>Quantity</i>
Inspection and evaluations	
5. Evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics	6
Investigations	
6. Reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	400
7. Sexual exploitation and abuse investigations completed within 6 months	45
8. Investigations completed within 12 months	110
Other substantive activities	
Seminars	
9. Conference of resident auditors for professional development	1
10. Meeting of chief resident auditors for annual work planning	1
11. Investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS			
Posts and temporary positions															
Posts	Approved 2019/20	–	3	16	46	36	–	101	3	10	11	4	28	129	
	Proposed 2020/21	–	3	15	45	36	–	99	3	10	9	5	27	126	
	Net change	–	–	(1)	(1)	–	–	(2)	–	–	(2)	1	(1)	(3)	
Temporary positions	Approved 2019/20 ^a	–	–	1	7	14	–	22	–	1	–	3	4	26	
	Proposed 2020/21	–	–	1	7	14	–	22	–	1	–	3	4	26	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	
Total, OIOS	Approved 2019/20	–	3	17	53	50	–	123	3	11	11	7	32	155	
	Proposed 2020/21	–	3	16	52	50	–	121	3	11	9	8	31	152	
	Net change	–	–	(1)	(1)	–	–	(2)	–	–	(2)	1	(1)	(3)	

^a Excludes one NGS post approved in OIOS for seven months from 1 July 2019 to 31 January 2020.

(c) Justification of posts

UNAMID Resident Auditors

332. The approved resources of the Resident Audit Office in UNAMID comprise seven posts (1 P-5, 2 P-4, 2 P-3 and 2 FS). On the basis of the assumption that the closure and liquidation of UNAMID will take place during the 2020/21 period and the work of the Office will cease by 1 April 2021, post actions, as summarized in the table below, are proposed, and justifications are provided in the following paragraphs by each entity receiving the capacity.

Summary of proposed post actions for approved posts in UNAMID

<i>Approved posts</i>	<i>Proposed posts</i>	<i>Proposed action</i>
Chief Resident Auditor (P-5)	N/A	Abolishment as from 1 April 2021
Resident Auditor (P-4)	N/A	Abolishment as from 1 April 2021
Resident Auditor (P-4)	Resident Auditor (P-4)	Redeployment to Internal Audit Division, Entebbe as from 1 April 2021
Resident Auditor (P-3)	Resident Auditor (P-3)	Redeployment to Internal Audit Division, Entebbe as from 1 April 2021
Resident Auditor (P-3)	Evaluation Officer (P-3)	Reassignment to Inspection and Evaluation Division, Entebbe as from 1 July 2020
Audit Assistant (FS)	Programme Assistant (NGS)	Reclassification and reassignment to Inspection and Evaluation Division, Entebbe as from 1 July 2020
Audit Assistant (FS)	N/A	Abolishment as from 1 April 2021

Internal Audit Division

UNAMID Resident Audit Office

Abolishment of 1 Chief Resident Auditor (P-5) as from 1 April 2021

Abolishment of 1 Resident Auditor (P-4) as from 1 April 2021

Abolishment of 1 Audit Assistant (FS) as from 1 April 2021

333. On the basis of the assumption that the closure and liquidation of UNAMID will take place during the 2020/21 period and the work of the Office will cease by 1 April 2021, it is proposed that three of the seven posts approved in the UNAMID Resident Audit Office be abolished as from 1 April 2021.

Resident Audit Office in Entebbe

1 Resident Auditor (P-4) from the UNAMID Resident Audit Office to the Resident Audit Office in Entebbe (redeployment as from 1 April 2021)

1 Resident Auditor (P-3) from the UNAMID Resident Audit Office to the Resident Audit Office in Entebbe (redeployment as from 1 April 2021)

334. The approved resources of the Resident Audit Office in Entebbe comprise eight posts (1 D-1, 1 P-5, 3 P-4, 1 P-3, 1 FS and 1 NGS) that are responsible for providing audit coverage of RSCE and UNISFA, as well as overall guidance and support to the resident auditors deployed across six peacekeeping missions in Africa. RSCE, as a shared service centre, is responsible for providing non-location-dependent administrative and financial support services to 18 client peacekeeping and special political missions, as well as UNOAU and the United Nations Ebola Emergency Response Coordinator, representing over 77 per cent of United Nations field operations worldwide. OIOS considers the risk profile of RSCE as high owing to the importance of the administrative and logistics services it delivers to client missions,

such as benefits and entitlements, travel and claims, financial services and compliance monitoring, and integrated transport and movement control.

335. According to the Secretariat's risk register and ICT strategy, ICT infrastructure and security are considered "very high risk", owing to the risks of failure of information systems to adequately protect the critical data and infrastructure from theft, corruption, unauthorized usage, viruses or sabotage. IAAC, in its report (A/72/295), urged OIOS to develop strategies on utilizing the data generated from Umoja in its audit work and recognized the need to ensure that oversight bodies, in particular OIOS, have the skill set to perform their duties within the digitalized environment.

336. The new business transformation initiatives and the management reform expanded the delegation of authority associated with financial matters, the administration of staffing, property management and the procurement of goods closer to the point of mandate and programme delivery. Also, the changes in the Organization towards data fluency and the need to create a data strategy require OIOS to further develop and obtain additional skills in the use of data analytics for data mining, root cause analysis, data visualization and statistical analysis to: (a) inform its risk-based work planning process for identifying trends and insights that can be used in auditing high-risk and medium-risk processes; (b) use specialized tools and software to collect data for analysis; and (c) extract audit-specific business intelligence reports for auditing in the Umoja environment and other enterprise systems.

337. The proposed redeployment of two posts (1 P-4 and 1 P-3) from UNAMID to Entebbe will strengthen the Division's capacity to respond to the high-risk and priority issues facing the Organization by: (a) undertaking assessments of resilience of the Organization's ICT infrastructure in responding to cybersecurity or ICT security threats; (b) reviewing critical enterprise applications and systems; (c) increasing the capacity to conduct data analytics, data mining, root cause analysis, data visualization and statistical analysis; and (d) providing audit-specific business intelligence reports for auditing in the Umoja environment.

Inspection and Evaluation Division

Regional Inspection and Evaluation Office in Entebbe

1 Resident Auditor (P-3) in the UNAMID Resident Audit Office as an Evaluation Officer (P-3) in the Regional Inspection and Evaluation Office in Entebbe (reassignment as from 1 July 2020)

1 Audit Assistant (FS) in the UNAMID Resident Audit Office as a Programme Assistant (NGS) in the Regional Inspection and Evaluation Office in Entebbe (reclassification and reassignment as from 1 July 2020)

338. The staffing establishment of the Inspection and Evaluation Division is composed of nine posts under the support account: four in New York (1 P-5, 2 P-4 and 1 P-3) and five at the Regional Inspection and Evaluation Office in Entebbe (3 P-4 and 2 P-3).

339. The Inspection and Evaluation Division is mandated to provide evaluation oversight coverage of the 13 field operations. The Division requires field-based capacity to implement its work for many of the high-risk topics identified, including the performance of subprogramme implementation, especially at a time when the Organization is increasingly emphasizing accountability and results. The Division produces six reports of peacekeeping activities each year on cross-cutting strategic and thematic topics and/or specific subprogrammes. On the basis of a thorough risk analysis of the peacekeeping operations, the Division identified the need for 14

evaluations or inspections per year for peacekeeping operations to provide adequate coverage (A/72/766, para. 29). The proposed reassignment of two posts will enable the Division to further strengthen its field-focused assessment of actual results achieved by peacekeeping operations. The proposed reassignment of one P-3 post will enable the Division to create three evaluation teams of two staff each (1 P-4 and 1 P-3) to carry out inspection and evaluation assignments in peacekeeping operations. The proposed reclassification of one FS post as an NGS post and its reassignment will provide critical administrative and programme management support to the team that is currently lacking. The proposals are in line with the observations and recommendations of IAAC contained in documents A/73/768, A/72/766 and A/70/759, in which the Committee asked for, inter alia, the realignment of posts and positions within OIOS to meet the capacity gap in the Division.

(d) Justification of general temporary assistance positions

Internal Audit Division

Continuation of 7 GTA positions in MINUSCA and MINUSMA

<i>Location</i>	<i>Established</i>	<i>Positions</i>
MINUSCA	2014/15	3 Resident Auditors (P-4)
		2 Resident Auditors (P-3)
MINUSMA	2013/14	1 Resident Auditor (P-4)
		1 Resident Auditor (P-3)

340. The approved staffing establishment of the Internal Audit Division for MINUSCA and MINUSMA consists of: two posts (1 P-5 and 1 P-4) and five GTA positions (3 P-4 and 2 P-3) in MINUSCA; and five posts (1 P-5, 3 P-4 and 1 P-3) and two GTA positions (1 P-4 and 1 P-3) in MINUSMA.

341. The annual risk assessment of the Internal Audit Division identified high-risk areas covering the substantive, logistics and administrative activities of the two missions, such as justice and corrections, child protection, electoral support, military patrolling, United Nations police operations, situational awareness and information analysis, business continuity, acquisition planning and procurement, and conduct and discipline, which call for continuous audit of the two missions. On the basis of the risk assessment, the Division developed workplans that focus on assessing the adequacy of governance, risk and control processes and on assessing the effective, efficient and economic use of peacekeeping resources to achieve the missions' mandates and objectives.

342. Audits of MINUSCA and MINUSMA have resulted in important and critical recommendations aimed at strengthening the internal control environment and accountability in the respective missions.

343. The seven GTA positions are an integral part of the resident audit offices in MINUSCA and MINUSMA for carrying out the annual risk-based workplans. The GTA positions have been performing functions of a continuing nature, and their continuation is required to ensure continuous oversight and stewardship of resources, as well as implementation of the Division's mandates. Experience in other missions shows that the resident audit function needs to remain as an integral part of a mission until its mandate is completed and the mission is liquidated to ensure continuous oversight of resources throughout all mission life cycles.

Investigations Division

Continuation of 19 investigations-related GTA positions located in New York, Nairobi, Entebbe, UNMISS, MINUSCA, MINUSMA and MONUSCO

<i>Location</i>	<i>Established/ redeployed</i>	<i>Positions</i>
New York	2018/19	1 Investigator (sexual harassment) (P-4) 2 Investigators (sexual harassment) (P-3) 1 Administrative Assistant (GS (OL))
Nairobi Regional Office	2018/19	1 Investigator (sexual harassment) (P-4) 2 Investigators (sexual harassment) (P-3)
Entebbe Regional Office	2013/14	1 Administrative Assistant (NGS)
UNMISS	2005/06	2 Resident Investigators (P-3) 1 Administrative Assistant (NGS)
MINUSMA	2016/17	1 Chief Resident Investigator (P-5) 1 Resident Investigator (P-4) 2 Resident Investigators (P-3) 1 Administrative Assistant (NGS)
MINUSCA	2016/17	2 Resident Investigators (P-3)
MONUSCO	2018/19	1 Resident Investigator (P-3)

344. The current staffing establishment of the Investigations Division consists of 43 posts and 19 GTA positions funded from the support account. Continuation of these GTA positions (1 P-5, 3 P-4, 11 P-3, 1 GS (OL) and 3 NGS) is proposed with the aim of continuing to enable the Division to effectively discharge its mandate and address other priorities such as sexual exploitation and abuse, fraud and corruption.

345. As part of a global awakening, sexual harassment has emerged and has been recognized as a serious threat, not just a risk, to the health, happiness, well-being and functional effectiveness of United Nations staff members, as well as a major threat to the reputation of the Organization. In order to effectively combat sexual harassment, ensure accountability and reinforce the zero-tolerance culture of the Organization towards sexual harassment, there is a profound need to ensure timely, high-quality, effective and efficient investigations. To address the chronic underreporting of the issue and as an immediate measure, a “helpline” was implemented to significantly increase the level of reporting. In addition, the Division has implemented a fast-track process to manage the intake of sexual harassment cases, adopted revised investigation processes and procedures and established timelines of 90 days to complete sexual harassment investigations. Accordingly, the continuation of six GTA positions (2 P-4 and 4 P-3) dedicated to the investigation of sexual harassment complaints is critical.

346. The continuation of one GS (OL) GTA position in New York is proposed to support the Operational Support and Standards Section with the management of intake through the case management system. A revised fast-track intake procedure adopted for sexual harassment matters has placed an increased responsibility on the

Section, which needs the continuation of the position to be able to respond effectively and efficiently.

347. The continuation of the 12 GTA positions (1 P-5, 1 P-4, 7 P-3 and 3 NGS) in Entebbe, UNMISS, MINUSCA, MONUSCO and MINUSMA is proposed on the basis of caseload, historical trends, risk-based exposures, data on resource consumption by category of case and experience level of assigned investigators, and cost and location of deployment. One of the high-level priorities for the 2020/21 period is strengthening the conduct of peacekeeping operations and personnel, including continued application of the United Nations zero-tolerance policy on all forms of sexual exploitation and abuse. The aim of the GTA positions is to align the size of the investigative function with the size and scope of the peacekeeping operation by providing the minimum common investigative structure required to fulfil its mandate and to offer adequate support to peacekeeping missions while achieving maximum efficiencies.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	22 826.0	22 496.8	24 915.0	2 418.2	10.7
II. Non-post resources					
General temporary assistance	5 003.9	4 037.3	4 904.3	867.0	21.5
Consultants and consulting services	348.2	389.5	377.5	(12.0)	(3.1)
Official travel	811.2	969.2	929.0	(40.2)	(4.1)
Facilities and infrastructure	169.4	255.1	251.3	(3.8)	(1.5)
Ground transportation	4.8	—	8.5	8.5	—
Communications and information technology	428.5	440.3	467.4	27.1	6.2
Medical	7.0	7.8	10.9	3.1	39.7
Other supplies, services and equipment	122.2	175.2	136.4	(38.8)	(22.1)
Subtotal	6 895.2	6 274.4	7 085.3	810.9	12.9
Total, I and II	29 721.2	28 771.2	32 000.3	3 229.1	11.2

(f) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$24 915.0	\$2 418.2	10.7%

348. The provision would cover the salaries, common staff costs and staff assessments for up to 129 posts, prior to the proposed abolishment of three posts as from 1 April 2021. The variance is due to the increase resulting from updated salary costs (see paras. 44–48 above), offset in part by the proposed abolishment of three posts as from 1 April 2021.

General temporary assistance	Cost estimates	Variance	
	\$4 904.3	\$867.0	21.5%

349. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 26 general temporary assistance positions and the replacement of staff on maternity or sick leave (four person-months for staff in the Professional category and six person-months for staff in the General Service category). The variance is due to updated salary costs (see paras. 44-48 above).

	<i>Cost estimates</i>	<i>Variance</i>	
Consultants and consulting services	\$377.5	(\$12.0)	(3.1%)

350. In the Internal Audit Division, \$87,500 is proposed to engage ICT audit experts in the audit of unmanned aerial systems, network access management controls and artificial intelligence systems. Outside consultants are needed, as the Internal Audit Division does not have in-house expertise.

351. In the Inspection and Evaluation Division, \$285,000 is proposed to prepare six in-depth thematic evaluation reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics. The Division relies on consultants for expertise in specific missions, regions and/or themes.

352. In the Investigations Division, \$5,000 is proposed to bring in an outside specialist who has investigative skills not available in the Organization.

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$929.0	(\$40.2)	(4.1%)

353. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Inspection and Evaluation Division	83.8	—	—	—	26.6	110.4
Investigations Division	202.4	—	31.2	—	197.9	431.5
Internal Audit Division	185.2	43.2	4.1	12.8	141.8	387.1
Total	471.4	43.2	35.3	12.8	366.3	929.0

354. The decrease in requirements is due mainly to fewer audit travels resulting from the expected closure of the Resident Audit Office in UNAMID, as well as the increased use of videoconferencing in lieu of travel.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$251.3	(\$3.8)	(1.5%)

355. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Acquisition of furniture and equipment in Entebbe	—	8.4
Common service costs in Entebbe	—	35.9
Rental of premises in Entebbe, Nairobi and Vienna	45	197.3
Standard stationery and supplies (\$200 per staff member in New York, Vienna and Nairobi)	38	7.6
Other supplies for staff outside New York	—	2.1
Total		251.3

356. A standard rate of \$200 per staff member is used for staff in New York, Vienna and Nairobi. The decreased requirement is due to transportation and common service costs provided by RSCE to OIOS staff in Entebbe being provisioned under the ground transportation and other supplies, services and equipment classes of expenditure to align budget and expenditures.

	<i>Cost estimates</i>	<i>Variance</i>	
Ground transportation	\$8.5	\$8.5	—

357. The new requirement is for local transportation services provided by RSCE to OIOS staff in Entebbe, which were previously budgeted under the facilities and infrastructure class of expenditure as part of services provided by RSCE.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$467.4	\$27.1	6.2%

358. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	38	11.4
Standard desk phones (\$300 per staff member)	38	11.4
Standard OICT service-level agreement (\$1,535 per staff member)	38	58.3
Equipment costs in Vienna and Nairobi	—	6.0
Communication costs in Vienna and Nairobi	—	13.8
ICT service costs in Vienna and Nairobi	—	29.2
Managed output service (printer)	—	7.6
Other items	—	329.7
Total		467.4

359. The following items are included under other items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2019/20</i>	<i>Proposed 2020/21</i>	<i>Variance</i>
Acquisition of ICT equipment	30.1	17.0	(13.1)
Spare parts	3.2	4.6	1.4
Software, licences and fees	36.3	30.2	(6.1)
Telecommunications and network services	52.4	43.3	(9.1)
Ongoing ICT support services	177.3	176.6	(0.7)
Public information and publication services	–	58.0	58.0
Total	299.3	329.7	30.4

360. Standard costs for equipment and communication are applied to staff in New York. The increased requirement is due to the provision of transcription services included under the public information and publication services in the Investigations Division, which was previously budgeted under the other supplies, services and equipment class of expenditure.

	<i>Cost estimates</i>	<i>Variance</i>	
Medical	\$10.9	\$3.1	39.7%

361. The provision would cover medical services in the Regional Investigations Offices in Entebbe, Nairobi and Vienna, on the basis of the standard rate charged to their tenants. The increased requirement is due to the provision for medical investigation services, such as DNA tests, being moved from the other supplies, services and equipment class of expenditure to align budget and expenditures.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$136.4	(\$38.8)	(22.1%)

362. The following table provides a breakdown of the requirements under this budget class.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	49.5
Audit-related external study	9.5
Other freight and related costs	1.5
Other services	75.9
Total	136.4

363. The decreased requirement is due to the provision for transcription services and medical investigation services being moved to other classes of expenditures to align budget and expenditures.

G. Executive Office of the Secretary-General

364. The Executive Office of the Secretary-General, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly,

assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

365. The Office assists the Secretary-General in guiding policy development and providing direction in relation to the work of peacekeeping operations. The Office works closely with the relevant line departments in providing situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work.

366. Reports of the Secretary-General relating to peacekeeping operations, both to the General Assembly and the Security Council, are reviewed and cleared by the Executive Office, as are statements and talking points pertaining to peacekeeping-related matters for the Secretary-General, the Deputy Secretary-General and the Chef de Cabinet. In addition, the Executive Office continues to support the Secretary-General on issues related to the Action for Peacekeeping initiative.

(a) Results-based budgeting framework

367. The Executive Office of the Secretary-General will, during the budget period, contribute to a number of expected accomplishments established by the General Assembly by delivering related key outputs, shown in the frameworks below.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports to the Security Council and the General Assembly and other bodies on peacekeeping issues submitted by the due date (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			76	96
	(ii) All documents (e.g., talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days (days)	Target	4	4	4	4
		Estimate		4	4	4
		Actual			4	4
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Queries from the DPO are handled within 5 business days (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95

External factors

368. Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis and advice from intergovernmental bodies on peacekeeping issues is requested.

Outputs

369. During the 2020/21 period, the following outputs will be delivered:

Outputs

Quantity

Servicing of intergovernmental and expert bodies, including reports thereto*Security Council and General Assembly*

1. Preparation of advice for approximately 125 reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues	125
2. Provision of advice for approximately 1,600 talking points to the Security Council	1 600
3. Preparation of 12 presentations by the Secretary-General to the Security Council	12
4. Provision of advice for 150 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	150

(b) Human resources requirements

		Professional and higher categories							General Service and related categories						
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total	
	Approved 2019/20	–	1	2	–	–	–	3	–	2	–	–	2	5	
Total, EOSG	Proposed 2020/21	–	1	2	–	–	–	3	–	2	–	–	2	5	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 025.0	875.9	1 127.5	251.6	28.7
II. Non-post resources					
General temporary assistance	50.4	52.8	52.8	–	–
Facilities and infrastructure	1.0	2.5	2.5	–	–
Communications and information technology	30.3	28.9	28.9	–	–
Subtotal	81.7	84.2	84.2	–	–
Total, I and II	1 106.7	960.1	1 211.7	251.6	26.2

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance
	\$1 127.5	\$251.6 28.7%

370. The provision would cover the salaries, common staff costs and staff assessments for the five posts. The variance is due to updated salary costs (see paras. 44–48 above).

General temporary assistance	Cost estimates	Variance
	\$52.8	– –

371. The provision would cover three person-months at the GS (OL) level to support the Executive Office during peak workload periods and for three person-months at the GS (OL) level for sick/maternity leave replacement.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$2.5	—

372. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	5	1.0
Other items	—	1.5
Total		2.5

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$28.9	—

373. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	5	1.5
Standard desk phones (\$300 per staff member)	5	1.5
Standard OICT service-level agreement (\$1,535 per staff member)	5	7.5
Managed output service (printer)	—	3.3
Additional communications costs	—	11.7
Software, licences and fees	—	1.2
Public information and publication services	—	0.9
Other items	—	1.1
Total		28.9

H. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	–	1 745.2	985.0	(760.2)	(43.6)
Subtotal	–	1 745.2	985.0	(760.2)	(43.6)
Total, I and II	–	1 745.2	985.0	(760.2)	(43.6)

374. Pursuant to General Assembly resolution [74/264](#) A-C, the net amount of \$985,000 represents the share of costs to be funded from the support account, in accordance with Assembly resolution [62/228](#). The cost of the following elements of administration of justice would be shared: the Office of Administration of Justice, which includes OSLA and UNOMS; and the costs for interpretation, meetings servicing and translation. The support account-funded staffing element of the administration of justice, including the resource requirements funded from the support account for OSLA and UNOMS, are included in sections 2 and 3 below. The provisions for the two Offices under the support account are deducted from the overall share approved for the administration of justice to be funded from the support account.

Net amount of support account share of the costs for the administration of justice for 2020/21

(Thousands of United States dollars)

Total share of peacekeeping operations to be funded from the support account	3 834.5
Less: OSLA ^a	228.0
Less: UNOMS ^b	2 621.5
Net amount of support account share for the administration of justice	985.0

^a Based on the budget proposal for the 2020/21 period (section 2 below).

^b Based on the budget proposal for the 2020/21 period (section 3 below).

2. Office of Staff Legal Assistance

375. OSLA was established by the General Assembly in its resolution [62/228](#) to provide legal assistance and representation to United Nations staff members at all stages of the internal justice system, including in proceedings before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal (see [ST/SGB/2010/3](#)). Approximately 75,000 United Nations staff members, together with former staff members, have access to OSLA.

376. Staff members serving in peacekeeping missions rely more on OSLA for legal advice and representation than other United Nations staff members, as their options for obtaining professional and independent legal advice are more limited. OSLA continues to extend outreach to staff in peacekeeping missions to encourage the timely and efficient resolution of disputes.

(a) Results-based budgeting framework

377. From its inception in July 2009 to 30 June 2019, OSLA has handled 15,873 requests for assistance. Of this number, 3,665 requests were from peacekeeping staff (field missions and Headquarters), which represents 23 per cent of the Office's overall caseload. Staff members in peacekeeping missions in the field constitute the Office's largest client group.

378. During the 2018/19 period, OSLA received 411 new requests for assistance from peacekeeping staff, representing an increase of 30 per cent from the 317 new cases received in the 2017/18 period. The increase is mainly attributable to new cases from staff in MONUSCO and UNAMID as a result of the downsizing in those missions.

379. It should also be noted that despite advice from OSLA on their unlikely prospect of success before the formal mechanisms, staff members may still commence litigation themselves. OSLA continues to explore ways in which to increase representation without pursuing frivolous or unmeritorious litigation.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2020/21	2019/20	2018/19	2017/18	
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Workplace conflicts prevented or resolved in a timely and efficient manner through the employment of OSLA services in cases brought by staff in peacekeeping missions (percentage)	Target	65	60	60	75
		Estimate		65	60	75
		Actual			70	58

External factors

380. The security situation in peacekeeping operations will not have an impact on plans for outreach.

Outputs

381. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Other services	
1. Advice and representation provided in peacekeeping-related cases received and found to have a reasonable chance of success (number of cases)	200
2. Provision of legal advice in peacekeeping-related cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	200
3. Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, including through the dissemination of electronic and written materials	10
4. Reports of statistics and other information, including any systemic issues identified	3

(b) Human resources requirements

		Professional and higher categories						General Service and related categories						
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, OSLA	Approved 2019/20	–	–	–	–	1	–	1	–	–	–	–	–	1
	Proposed 2020/21	–	–	–	–	1	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	212.7	165.2	225.7	60.5	36.6
II. Non-post resources					
General temporary assistance	29.6	–	–	–	–
Facilities and infrastructure	–	0.5	0.2	(0.3)	(60.0)
Communications and information technology	–	1.8	2.1	0.3	16.7
Subtotal	29.6	2.3	2.3	–	–
Total, I and II	242.3	167.5	228.0	60.5	36.1

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$225.7	\$60.5	\$36.6

382. The provision would cover the salaries, common staff costs and staff assessments for one post. The variance is due to updated salary costs (see paras. 44–48 above).

Facilities and infrastructure	Cost estimates	Variance	
	\$0.2	(\$0.3)	(60.0%)

383. The following table provides a breakdown of the requirements under this budget class.

Facilities and infrastructure, by item

Item	Number of staff	Total
Stationery and office supplies	1	0.2
Total		0.2

Communications and information technology	Cost estimates	Variance	
	\$2.1	\$0.3	16.7%

384. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	1	0.3
Standard desk phones (\$300 per staff member)	1	0.3
Standard OICT service-level agreement (\$1,535 per staff member)	–	1.5
Total		2.1

3. Office of the United Nations Ombudsman and Mediation Services

385. The mandate of UNOMS derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/238](#) and [56/253](#). The Office was further strengthened by the Assembly pursuant to its resolutions [61/261](#) and [62/228](#). The functions of the Office are set out in the Secretary-General's bulletin on the terms of reference for the Office of the United Nations Ombudsman and Mediation Services ([ST/SGB/2016/7](#)). In paragraph 16 of its resolution [73/276](#), the Assembly requested the Secretary-General to establish, within existing resources, the pilot project to offer access to informal dispute-resolution services to non-staff personnel. In paragraph 22 of its resolution [74/258](#), the Assembly requested the Secretary-General to prepare an overview on the functioning of the pilot project with view to informing further discussions at its seventy-fifth session.

386. During the 2020/21 period, UNOMS will continue to provide conflict resolution services to staff in peacekeeping missions in three core areas: (a) case intervention to address grievances from staff in peacekeeping missions; (b) systemic feedback for improvements in the peacekeeping workplace; and (c) capacity-building to enhance the ability of peacekeeping personnel to address workplace conflict effectively.

387. In order to create more value-added and efficiency gains for the Organization, the Office will make concerted efforts to respond in a flexible manner to the evolving needs of peacekeeping missions, especially during periods of downsizing and mission closures, to support staff and managers in the transition process and to mitigate litigation risks. The Office will also play a key role in creating a healthy and enabling workplace for staff in peacekeeping missions through its civility initiative, which emphasizes the importance of civil behaviour in the workplace in order to prevent perceived and real situations of harassment so as to ensure the full productivity of staff.

(a) Results-based budgeting framework

388. During the 2018/19 period, the Office received 1,380 cases from staff in peacekeeping missions. This represented 340 cases above the projected 1,040 cases for which staffing, including two GTA positions approved since the 2016/17 period, is available to carry out the mandate under the support account.

389. The current trend indicates a continued high usage of the informal system of administration of justice by peacekeeping staff, especially during mission downsizing and closures. On the basis of case trends, the priority for the Office continues to: (a) provide assistance to peacekeeping personnel, particularly in field locations and hardship and non-family duty stations; (b) identify the systemic issues underlying conflict in peacekeeping missions and provide upward feedback; and (c) build the skills needed to address conflict. On the basis of systemic observations on frequent

causes of conflict, a civility campaign will be implemented to mitigate the risks posed by inappropriate behaviour in the workplace.

390. Challenges remain with regard to providing equal and timely access to services to peacekeeping personnel. Obstacles to effective case management are limited in-person access to parties to conflict, difficult conditions in the field, unstable Internet service, security threats and other logistical challenges. The addition of two GTA positions of Conflict Resolution Officer (P-4) in the 2016/17 period has been essential to managing the increased workload.

Expected accomplishment and indicator of achievement

Expected accomplishment of the Secretariat	Indicator of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Informal conflict resolution services provided to 5 per cent of eligible staff in peacekeeping operations	Target	5	3	3	3
		Estimate		5	4	4
		Actual			10	9.1

External factors

391. The security situation in peacekeeping operations may have an impact on plans for visits and the delivery of service.

Outputs

392. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
Report of the Secretary-General	
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1
Other services	
2. Services in at least 1,040 ombudsmen and mediation cases including through on-call ombudsmen and mediators	1 040
3. Awareness-raising and skill-building activities to enhance conflict competence and civility in the workplace. Other outreach activities include videoconferencing and online communications, and bimonthly updates to the Office's website	40
4. Production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters)	5 500
Other substantive activities	
Good offices, fact-finding and other special missions	
5. Regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	9
6. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8
7. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (MINUSMA, MINUSCA, UNMISS, UNAMID, UNISFA, MINURSO)	11
Technical material	
8. Cross-cutting tracking and analysis of 1,040 cases to identify contributing factors to conflict and systemic issues for regular feedback with a view to organizational improvement (number of reports)	1

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS staff</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Posts	Approved 2019/20	–	–	3	1	2	–	6	–	1	2	–	3	9
	Proposed 2020/21	–	–	3	1	2	–	6	–	1	2	–	3	9
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2019/20	–	–	–	2	–	–	2	–	–	–	–	–	2
	Proposed 2020/21	–	–	–	2	–	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, UNOMS	Approved 2019/20	–	–	3	3	2	–	8	–	1	2	–	3	11
	Proposed 2020/21	–	–	3	3	2	–	8	–	1	2	–	3	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions**Regional Ombudsman's Office in Entebbe***2 Conflict Resolution Officers (P-4) (continuation)*

393. Under the support account, UNOMS currently has six staff members in the Professional category in three locations: two in the Regional Ombudsman's Office in Entebbe (1 P-5 and 1 P-3), two in the Regional Ombudsman's Office in Goma, Democratic Republic of the Congo (1 P-5 and 1 P-3) and two at Headquarters in New York (1 P-5 and 1 P-4). The two regional offices in Entebbe and in Goma serve staff in MONUSCO, UNAMID, UNMISS, UNISFA, MINUSMA, MINUSCA, MINURSO, RSCE and other field operations in Africa. Given a sustained increase in case numbers from staff in peacekeeping missions, two GTA positions of Conflict Resolution Officer (P-4) in Entebbe were initially approved in the 2016/17 period. Since then, those positions have been instrumental in offsetting the continued increase in the number of cases from peacekeeping missions.

394. Service efficiency and cost-effective access for peacekeeping personnel have been the primary considerations in deciding on the location and the number of conflict resolution officers in each regional office. The regional branch in Entebbe serves as a regional hub for administrative support for peacekeeping missions, and offers United Nations flights to several missions, as well as commercial flights. The two GTA positions in Entebbe have enabled the provision of regular conflict resolution services to staff in some of the most difficult hardship duty stations that previously had not been visited.

395. Providing services from the Entebbe regional hub has proved to be an effective model. The continuation of the GTA positions will ensure that the Office has the capacity to respond to the workplace concerns of staff in the region in the coming years, and the two additional P-4 positions can be quickly redeployed as needed. The volume is not expected to subside, but rather to increase given more upcoming downsizings in the region. The projection takes into consideration the experience gained over the past five years as well as the anticipated shifts in the peacekeeping environment (downsizing of operations and mission closures as well as possible new offices and operations). The workload projections also take into account workplace

issues expected to arise from ongoing reforms in the Organization and possible litigation risks.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 548.4	1 554.9	1 994.3	439.4	28.3
II. Non-post resources					
General temporary assistance	348.0	316.0	380.8	64.8	20.5
Consultants and consulting services	16.1	57.5	57.5	—	—
Official travel	149.4	125.0	125.0	—	—
Facilities and infrastructure	5.9	9.7	15.0	5.3	54.6
Ground transportation	2.0	—	—	—	—
Communications and information technology	25.6	39.9	39.9	—	—
Medical	0.2	—	—	—	—
Other supplies, services and equipment	1.8	9.0	9.0	—	—
Subtotal	549.0	557.1	627.2	70.1	12.6
Total, I and II	2 097.4	2 112.0	2 621.5	509.5	24.1

(e) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$1 994.3	\$439.4	28.3%

396. The provision would cover the salaries, common staff costs and staff assessments for the nine posts. The variance is due to updated salary costs (see paras. 44-48 above).

General temporary assistance	Cost estimates	Variance	
	\$380.8	\$64.8	20.5%

397. The provision would cover the salaries, common staff costs and staff assessments for the two GTA positions. The variance is due to updated salary costs (see paras. 44-48 above).

Consultants and consulting services	Cost estimates	Variance	
	\$57.5	—	—

398. The provision would cover the engagement of a pool of standby consultants with technical expertise for five person-months in order to continue providing on-call ombudsman and mediation services to peacekeeping personnel. On the basis of the number of cases for peacekeeping personnel during the past two years, the Office estimates that it will be called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions.

	<i>Cost estimates</i>	<i>Variance</i>
Official travel	\$125.0	–

399. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
UNOMS	105.0	–	–	–	20.0	125.0

400. The provision would cover regional on-site conflict resolution services to peacekeeping personnel and enhance conflict competence through outreach and awareness initiatives through planned and ad hoc visits.

401. Under training travel, staff will travel from the regional ombudsman branch offices to attend training programmes provided by ombudsman associations.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$15.0	\$5.3 54.6%

402. The following table provides a breakdown of the requirements under this budget class.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Rental of premises and service costs in Entebbe	5	15.0
Total		15.0

403. The provision would cover the rental of office premises and common services costs of the Regional Ombudsman's Office in Entebbe.

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$39.9	–

404. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	3	0.9
Standard desk phones (\$300 per staff member)	3	0.9
Standard OICT service-level agreement (\$1,535 per staff member)	3	4.6
Public information and publication services	–	7.4
Other items	–	26.1
Total		39.9

405. Standard costs for equipment and communication are applied to staff in New York.

406. Other items include commercial communications services associated with mobile device and videoconferencing costs for the ombudsman branch offices and the maintenance of the website and the case database.

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$9.0	–

407. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	9.0
Total	9.0

408. The provision covers the training fees related to the upgrade of substantive skills.

I. Ethics Office

409. The mandate of the Ethics Office was established by the General Assembly in its resolution [60/254](#). The terms of reference of the Office are contained in Secretary-General's bulletin [ST/SGB/2005/22](#). In its resolution [63/250](#), the Assembly welcomed the creation of the United Nations Ethics Committee (now the Ethics Panel of the United Nations) to establish and ensure the coherent application of a unified set of ethical standards and policies and to consult on complex issues that have system-wide implications. Its terms of reference are contained in [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#).

410. The Ethics Office will continue to fulfil its role of assisting the Secretary-General in promoting an organizational culture of integrity and supporting his commitment for management reform for greater transparency and accountability. It will contribute to enhancing trust in, and the credibility of, the United Nations and strengthening the conduct of peacekeeping operations and personnel. Through its five mandated activities, the Ethics Office will: (a) provide confidential ethics advisory services; (b) administer protection against retaliation through its enhanced policy (see [ST/SGB/2017/2/Rev.1](#)); (c) implement the financial disclosure programme; (d) continue ethics training and outreach; and (e) provide functional leadership in the area of organizational ethics to the United Nations funds and programmes for greater coherence with field missions.

(a) Results-based budgeting framework

411. During the 2020/21 period, the Office intends to contribute towards strengthening the conduct of peacekeeping operations and personnel, enhancing the critical capability of staff to identify, disclose and seek to mitigate personal conflicts of interest and report wrongdoing, such as fraud and sexual misconduct, in delivering peacekeeping mandates. In particular, the Office will highlight the need to identify and mitigate risks of conflicts of interest at the personal and organizational levels and practical measures to prevent and manage them. The proposed outreach and

communication strategy, with the other four mandated activities, will allow field staff to further avail themselves of the services offered by the Ethics Office and to demonstrate the conduct and behaviour expected of international civil servants.

412. Important components of an institutionalized ethical culture include the financial disclosure programme and protection against retaliation mandates of the Office. The Office aims to achieve 100 per cent compliance with the submission requirements of the financial disclosure programme, as well as applying the provisions of the strengthened protection against retaliation policy to encourage reporting of wrongdoing and cooperation with duly authorized audits and investigations. The Office envisages that the enhanced outreach and communication efforts targeted at field staff will allow both aims to be achieved.

413. The Office also aims to provide due diligence advice and reviews for corporate compliance in connection with procurement issues. Given that the Ethics Office is located only in New York, providing in-person advisory services can best be achieved by undertaking visits to field missions.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (number of requests)	Target	100	100	110	100
		Estimate		110	110	110
		Actual			267	148
	(ii) Full compliance with the financial disclosure programme (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	99.9
	(iii) Increased number of outreach and briefing sessions	Target	30	30	30	30
		Estimate		40	40	40
		Actual			82	80
	(iv) Requests for protection against retaliation are evaluated within 30 days of having received complete documentation from claimants, based on provisions of Secretary-General's bulletin ST/SGB/2017/2/Rev.1 (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

414. Staff avail themselves of the services provided by the Ethics Office; submissions of financial disclosure statements from staff are received in a timely manner; all necessary documentation is provided by staff when seeking protection against retaliation; and the security situation in peacekeeping missions will allow for visits.

Outputs

415. During the 2020/21 period, the following outputs will be delivered:

Outputs

Quantity

Other substantive activities**Good offices, fact-finding and other special missions**

1. Responses to inquiries from field missions	100
2. Financial disclosure filings or declaration of interests from peacekeeping-funded personnel	1 300
3. Official visits to peacekeeping missions (UNIFIL, MINURSO, MINUSMA and UNAMID)	4
4. Annual Leadership Dialogue project deployed in field missions	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, Ethics Office	Approved 2019/20	–	–	1	–	1	–	2	–	1	–	–	1	3
	Proposed 2020/21	–	–	1	–	1	–	2	–	1	–	–	1	3
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	481.9	469.8	600.6	130.8	27.8
II. Non-post resources					
Consultants and consulting services	555.0	498.0	463.5	(34.5)	(6.9)
Official travel	47.6	47.3	47.3	–	–
Facilities and infrastructure	0.7	1.5	0.6	(0.9)	(60.0)
Communications and information technology	12.3	18.5	19.6	1.1	5.9
Other supplies, services and equipment	7.0	–	0.9	0.9	–
Subtotal	622.6	565.3	531.9	(33.4)	(5.9)
Total, I and II	1 104.5	1 035.1	1 132.5	97.4	9.4

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance
	\$600.6	\$130.8 27.8%

416. The provision would cover the salaries, common staff costs and staff assessments for the three posts. The variance is due to updated salary costs (see paras. 44-48 above).

	<i>Cost estimates</i>	<i>Variance</i>	
Consultants and consulting services	\$463.5	(\$34.5)	(6.9%)

417. An amount of \$448,500 is proposed for the engagement of a consulting firm with expertise to continue the independent review of staff files in connection with the financial disclosure programme, as mandated by the General Assembly in its resolution 66/234. It is expected that 1,300 peacekeeping staff will be required to participate in the financial disclosure programme in the 2020/21 period. The expected slight increase in the number of filing staff compared to the number of filing staff for 2019 (1,248) may be attributed to the new delegation of authority initiated in 2019, whereby more staff are expected to assume certain responsibilities requiring participation in the financial disclosure programme. The provision is based on the expected unit price of \$345 per statement per person, which is based on projected per-person, per-filing costs to be incurred to maintain the system and the level of service for the period.

418. An amount of \$15,000 is proposed for the engagement of a consultant to develop materials for a new module for the annual Leadership Dialogue training programme. The purpose of the programme, launched in the 2013/14 period, is to bring supervisors and supervisees together to discuss matters related to integrity. The development of a new programme guidebook is required each year.

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$47.3	–	–

419. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Ethics Office	47.3	–	–	–	–	47.3

420. The provision is made for the travel to undertake workshops in UNIFIL, MINURSO, MINUSMA and UNAMID to raise awareness of ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities, learn about ethics issues particular to specific missions and address financial disclosure matters.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$0.6	(\$0.9)	(60.0%)

421. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	3	0.6
Total		0.6

422. On the basis of the expenditure patterns, only standard stationery and supplies are proposed for the 2020/21 period.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$19.6	\$1.1	5.9%

423. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	3	0.9
Standard desk phones (\$300 per staff member)	3	0.9
Standard OICT service-level agreement (\$1,535 per staff member)	3	4.6
Managed output service (printer)	—	1.0
Public information and publication services	—	10.4
Other items	—	1.8
Total		19.6

424. The increase is due to the inclusion of costs for the rental and usage of a printer.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$0.9	\$0.9	—

425. The following table provides a breakdown of the requirements under this budget class.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Translation of outreach materials	0.9
Total	0.9

J. Office of Legal Affairs

426. The mandate of OLA was established by the General Assembly in its resolution 13 (I) as the central legal service for the Secretary-General, the Secretariat and United Nations organs. The functions of the Office of Legal Affairs are set out in Secretary-General's bulletin [ST/SGB/2008/13](#).

427. OLA provides centralized legal support and assistance in order to facilitate the implementation of substantive mandates, protect the legal interests and minimize the legal liabilities of the United Nations. In relation to peacekeeping activities, requests for OLA services originate from principal and subsidiary organs of the United Nations, including departments at Headquarters (predominantly DPO and DOS), as well as peacekeeping operations in the field.

428. In the context of peacekeeping, OLA provides legal advice and assistance on a wide range of operational and support matters, including: advice on the interpretation

and implementation of mandates, including the application of rules of engagement and other directives on the use of force; questions relating to human rights, humanitarian law and international criminal law; legal arrangements with host Governments and contributing Governments, including privileges and immunities; legal arrangements with other international organizations and partners; the interpretation and application of United Nations rules, regulations and policies; commercial procurement activities and other logistical support arrangements; the resolution of disputes and claims; the implementation and enhancement of the Organization's accountability measures; advice on legal aspects of reform initiatives; and defence of the Secretary-General and of the Organization's interests in the system of administration of justice.

(a) Results-based budgeting framework

429. Resources allocated to OLA from the support account are critical to enable the Office to contribute to the effective delivery of the substantive mandates of peacekeeping operations in accordance with international law, and to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities, by mitigating legal risk and limiting legal liability arising from such operations and activities. Over each of the past several years, OLA has contributed significantly to these goals and has reported savings of millions of dollars in legal liability to the Organization.

430. The priority of OLA for the 2020/21 period is to continue to provide high-quality and timely legal advice and support in the face of increasingly complex multidimensional peacekeeping mandates, many of which must be performed in highly volatile and dangerous environments. The challenges posed by these operational realities are reflected in the increasingly novel and complex legal issues that they generate and to which OLA must respond. The Office is also supporting the implementation of Secretariat-wide reform initiatives, both in the field and at Headquarters, in various legal aspects.

431. OLA will also continue to standardize processes through the development of model legal instruments. The nature of peacekeeping support and the complex and unpredictable environments in which missions operate, however, require that legal advice be provided on a case-by-case basis in response to particular legal issues or questions of interpretation that may arise.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Target	40	40	40	40
		Estimate		40	40	40
		Actual			24	13.7
	(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Target	0	0	0	0
		Estimate		0	0	0
		Actual			0	0

External factors

432. The achievement of the expected accomplishment is dependent on a number of factors, including recognition by Member States of the status and privileges and immunities of the Organization in their legal systems; that organizational units will seek legal advice in a timely manner; and that such organizational units will provide sufficient information for legal analyses to be conducted and, thereafter, will be guided by the advice provided.

Outputs

433. During the 2020/21 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Administrative support services	
Overall management	
Instances of provision of legal support and assistance for the following areas	
1. Legislative aspects of peacekeeping missions, including mandates, governance, institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements), as well as general questions of public international law, rules of engagement and measures to counter piracy, including negotiation, interpretation and implementation of agreements with Governments, international organizations and other partners concerning such arrangements	395
2. Advice on logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50
3. Advice on cooperation with ad hoc international criminal tribunals and other tribunals of an international character or of a hybrid nature in connection with their activities arising from or relating to peacekeeping operations, as well as on truth and other commissions in the context of peacekeeping operations, including investigative mechanisms into allegations of widespread and systematic violations of humanitarian and human rights law	50
4. Commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	595
5. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90
6. Financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15
7. Arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	2
8. Maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65
9. Advice on accountability and conduct and discipline of United Nations and associated personnel, including with respect to sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	76
10. Advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	175
11. Cases representing the Secretary-General before the United Nations Appeals Tribunal	20
12. Advice on matters and cases under the system for the administration of justice	240
13. Legal aspects of security, including the application of the Security Policy Manual and related guidance	50
14. Participation in peacekeeping-related standing committees, boards, special investigations and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements, guidelines and operating procedures	120

<i>Outputs</i>	<i>Quantity</i>
15. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20
16. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	50

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
	Approved 2019/20	–	–	5	9	2	1	17	–	2	–	–	2	19
Total, OLA	Proposed 2020/21	–	–	5	9	2	1	17	–	2	–	–	2	19
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

<i>Category</i>	<i>Expenditure (2018/19)</i>	<i>Apportionment (2019/20)</i>	<i>Cost estimates (2020/21)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
I. Post resources	2 716.2	3 375.5	3 872.1	496.6	14.7
II. Non-post resources					
General temporary assistance	51.9	58.9	58.9	–	–
Consultants and consulting services	51.1	37.4	37.8	0.4	1.1
Official travel	32.4	23.5	23.5	–	–
Facilities and infrastructure	3.4	3.8	3.8	–	–
Communications and information technology	18.8	91.7	91.6	(0.1)	(0.1)
Other supplies, services and equipment	2.8	3.6	3.6	–	–
Subtotal	160.4	218.9	219.2	0.3	0.1
Total, I and II	2 876.6	3 594.4	4 091.3	496.9	13.8

(d) Analysis of financial resource requirements¹

Posts	<i>Cost estimates</i>	<i>Variance</i>
	\$3 872.1	\$496.6 14.7%

434. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts. The variance is due to updated salary costs (see paras. 44-48 above).

General temporary assistance	<i>Cost estimates</i>	<i>Variance</i>
	\$58.9	– –

435. The proposed requirements would provide for the replacement of staff on maternity or sick leave (three person-months for staff in the Professional category).

	<i>Cost estimates</i>	<i>Variance</i>	
Consultants and consulting services	\$37.8	\$0.4	1.1%

436. An amount of \$37,800, which is slightly above the level approved for the 2019/20 period, is proposed for the short-term engagement of outside legal counsel for advice and assistance in peacekeeping-related legal matters requiring special expertise that is not available in OLA, such as the interpretation of national law and representation before national courts or administrative bodies.

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$23.5	—	—

437. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
OLA	23.5	—	—	—	—	23.5

438. The provision is made for the travel of four staff to provide legal support and assistance to peacekeeping missions.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$3.8	—	—

439. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	19	3.8
Total		3.8

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$91.6	(\$0.1)	(0.1%)

440. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	19	5.7
Standard desk phones (\$300 per staff member)	19	5.7
Standard OICT service-level agreement (\$1,535 per staff member)	19	29.2
Managed output service (scanner and printer)	—	8.4

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Software, licences and fees	–	7.6
Public information and publication services, including subscriptions	–	8.1
Other items	–	26.9
Total		91.6

441. Standard costs for equipment and communication are applied to all staff. Other items include the provision for OICT hosting to support the common case management system, the common archiving system and the shared storage and backup server space, as well as the maintenance of the case management system (previously Prodagio).

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$3.6	–

442. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	3.6
Total	3.6

K. Department of Global Communications

443. The mandate of the Department of Global Communications (the former Department of Public Information) was established by the General Assembly in its resolution 13 (I). The organization and functions of the Department are set out in Secretary-General's bulletin [ST/SGB/1999/10](#).

(a) Results-based budgeting framework

444. DGC will continue to provide strategic communications advice, guidance and backstopping support to United Nations peacekeeping missions, including through field visits and training. The Department will continue to conduct outreach to troop- and police-contributing countries, showcasing the service and sacrifice of their personnel and the impact of peace operations. The Department will continue to support United Nations peacekeeping platforms, including the multilingual website.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping operations indicate overall satisfaction with the quality of strategic communications and public information support provided to them (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			100	90
	(ii) Stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Target	60	60	60	60
		Estimate		60	60	60
		Actual			60	60

External factors

445. United Nations peacekeeping, external partners and other stakeholders will continue to work together in a timely manner with DGC on public information issues.

Outputs

446. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Substantive services	
1. Strategic advice and backstopping support to peacekeeping operations in collaboration with DPO	11
2. Field visits to peacekeeping operations to provide communications advice and support in situ	1
3. Organization and facilitation of a one-week specialized training course, in cooperation with DPO and DOS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	1
4. Hosting, updating and maintenance, in collaboration with DPO, of approximately 100 web pages on the peacekeeping website in English	100
5. Coordination of maintenance of the peacekeeping website in the other official languages of the United Nations	5
6. Serving as mission focal point, in conjunction with DPO and OICT, for the local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance costs for missions	11
7. Outreach to troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to the participation of individual countries in specific peacekeeping operations	45
Technical material	
8. Broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed, United Nations News and social media platforms	30
9. Monthly uploading and hosting of peacekeeping-related web videos on United Nations Web TV and on the United Nations channel on YouTube	8
10. Feature stories per year on peacekeeping topics for the UN In Action series and distribution to broadcasters worldwide	5
11. Video for non-broadcast purposes highlighting the work of troop- and police-contributing countries	2

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	
Total, DGC	Approved 2019/20	–	–	–	2	–	1	3	–	1	–	–	1	4
	Proposed 2020/21	–	–	–	2	–	1	3	–	1	–	–	1	4
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	539.8	588.5	756.6	168.1	28.6
II. Non-post resources					
General temporary assistance	14.4	37.8	37.8	–	–
Official travel	29.5	34.6	34.6	–	–
Facilities and infrastructure	–	2.0	2.0	–	–
Communications and information technology	26.6	41.1	41.1	–	–
Other supplies, services and equipment	–	0.9	0.9	–	–
Subtotal	70.5	116.4	116.4	–	–
Total, I and II	610.3	704.9	873.0	168.1	23.8

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$756.6	\$168.1	28.6%

447. The provision would cover the salaries, common staff costs and staff assessments for the four posts. The variance is due to updated salary costs (see paras. 44–48 above).

General temporary assistance	Cost estimates	Variance	
	\$37.8	–	–

448. The provision would cover the replacement of staff on maternity or sick leave (1.5 person-months for staff in the Professional category and 1.5 person-months for staff in the General Service category).

Official travel	Cost estimates	Variance	
	\$34.6	–	–

449. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
DGC	9.1	—	—	—	25.5	34.6

450. DGC plans to travel to UNMISS to work with mission personnel on the development and improvement of communications strategies and to ensure the effective implementation of its public information plan of action. In addition, DGC plans to continue the annual one-week specialized training course in RSCE for global communications staff in peacekeeping operations.

451. The increased requirement will enable an additional staff member from DGC to travel to Entebbe from New York to facilitate the annual workshop. As the reform process continues to move forward and the peace and security agenda is increasingly linked to the Sustainable Development Goals and climate change, an additional staff member with specific expertise is required who can speak to these issues and provide guidance on how the United Nations can communicate in new ways using new platforms to highlight these important issues.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$2.0	—

452. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	4	0.8
Other items	—	1.2
Total		2.0

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$41.1	—

453. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	4	1.2
Standard desk phones (\$300 per staff member)	4	1.2
Standard OICT service-level agreement (\$1,535 per staff member)	4	6.1
Software, licences and fees	—	22.8
Other items	—	9.8
Total		41.1

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$0.9	–

454. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	0.9
Total	0.9

L. Department of Safety and Security

455. The mandate of DSS was established by the General Assembly in its resolution [59/276](#). The Department enables implementation of peacekeeping mandates through the provision of professional and risk-based security services, including advice, policy frameworks, field staff training, crisis support, standard-setting and operations, within the framework of the United Nations security management system. By leading the United Nations in an approach to security that focuses on the identification and mitigation of risk, the Department enables staff in peacekeeping operations to stay and deliver, even in increasingly complex environments in which the United Nations is a target.

456. On the basis of the delegation of authority for the primary management and coordination of security personnel and assets across peacekeeping operations, the Department provides advice and establishes benchmarks and standards for missions on the security-related aspects of policy, budget and finance, human resources, training, logistics and procurement. This authority has strengthened the budget process in missions, ensuring that mission start-ups are managed in a coordinated manner consistent with the established safety and security standards. The Department facilitates the managed reassignment of security personnel, provides support in human resources planning, classification and operational workforce planning, including analysis of supply and demand, and forecasts requirements and projects future trends for the integrated security workforce.

(a) Results-based budgeting framework

457. In the 2020/21 period, DSS will continue to lead the Secretariat's integrated security workforce in coordination with key counterparts, such as DPO and DOS. The Department will focus in particular on providing appropriate guidance and tools required to strengthen the security risk management process across peacekeeping missions globally. The process includes managing security risks to United Nations personnel, premises and assets, as well as enabling implementation of the United Nations mandate and programme activities in the most secure environment. The Department will work with the United Nations security management system entities to strengthen security response mechanisms by providing security crisis training to the leadership of peacekeeping missions.

458. In view of the increasing number of critical incidents in peacekeeping environments, the Department will also focus on supporting the peacekeeping missions with effective psychosocial response systems through training and technical support, while rapidly deploying counsellors in crisis situations.

Expected accomplishment and indicator of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Implementation in all peacekeeping missions of security risk management process and up-to-date security plans (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90

External factors

459. United Nations peacekeeping partners and local institutions will cooperate on security matters.

Outputs

460. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Overall management	
1. Coordination of the managed reassignment programme for security personnel	1
2. Support for the development of rosters for the security job family for immediate selection against mission vacancies (number of missions)	11
Other substantive activities	
Good offices, fact-finding and other special missions	
3. Visits to 12 field missions and 2 support bases (UNLB and RSCE) to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats (number of visits)	19
4. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports)	4
5. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits)	6
6. Stress counsellors deployed in peacekeeping missions in response to crises and emergencies (number of counsellors)	4
7. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports)	3
Technical material	
8. Security risk management process of 12 field missions and 2 support bases (UNLB and RSCE) continually reviewed, and advice and guidance on mandate-enabling security risk management measures provided to senior mission officials	15
9. Security budgets of 12 field missions and 2 support bases (UNLB and RSCE) reviewed	15
10. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs)	261
11. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of training modules)	7
12. Lessons on the analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of lessons)	29
Seminars	
13. "Designated official" training for newly appointed heads and deputy heads of missions (number of training sessions)	10
14. Annual workshops for senior security personnel from field missions, UNLB and RSCE (number of personnel trained)	20

<i>Outputs</i>	<i>Quantity</i>
15. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2
16. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40
17. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10
18. Peer helper training workshops (number of workshops)	3
19. Peer helpers trained and certified (number of personnel trained and certified)	30
20. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use-of-force policies and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection (number of personnel trained)	170
21. Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	14
International cooperation and inter-agency coordination and liaison	
Other services	
22. Technical standard operating procedures relevant to the acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed and/or updated (number of chapters)	9
23. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10
24. Technical consultation and support provided to DPO/DOS Headquarters managers on psychosocial issues, including on strategies on emergency response and downsizing (number of issues/cases addressed)	8

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Security Service</i>	<i>National GS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>	Approved 2019/20	–	–	1	5	5	–	11	–	2	3	–	5	16
	Proposed 2020/21	–	–	1	5	5	–	11	–	2	3	–	5	16
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
<i>Temporary positions</i>	Approved 2019/20	–	–	–	–	1	–	1	–	1	–	–	1	2
	Proposed 2020/21	–	–	–	–	1	–	1	–	1	–	–	1	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, DSS	Approved 2019/20	–	–	1	5	6	–	12	–	3	3	–	6	18
	Proposed 2020/21	–	–	1	5	6	–	12	–	3	3	–	6	18
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions**Office of the Under-Secretary-General****Executive Office***1 Administrative Officer (P-3) (continuation)**1 Human Resources Assistant (GS (OL)) (continuation)*

461. The Executive Office had two GTA positions (1 P-3 and 1 GS (OL)) approved under the support account for the 2019/20 period. These positions support the Office in undertaking interdepartmental and intradepartmental coordination on issues relating to human resources, budgetary, logistics and general administrative matters as they relate to the area of safety and security. In addition, the Office coordinates with DOS, DPO and peacekeeping missions on the administration and support provided to security staff located in field missions and to ensure consistency in the administrative practice of the local security and safety services.

462. The geographical focus of peacekeeping operations is expected to remain in difficult and volatile regional, political, operational and security environments, which will require high-intensity engagement. One of the priorities for the 2020/21 period is the implementation of the action plan with regard to the recommendations of the report by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz, entitled "Improving security of United Nations peacekeepers: we need to change the way we are doing business". This makes having a well-managed integrated security workforce even more important. The proposed continuation of the two GTA positions (1 P-3 and 1 GS (OL)) is instrumental in enabling DSS to carry out activities related to the integrated security workforce.

463. The Administrative Officer (P-3) (a) provides human resources guidance and policy support to DSS field operations, including peacekeeping operations, to ensure consistency and parity in the application of human resources rules and policies within the integrated security workforce; (b) takes the lead in coordinating with peacekeeping missions and DSS substantive offices on vacancy management reduction strategies/activities; (c) oversees and supports the roll-out of annual mobility programmes for the integrated security workforce; (d) provides support and guidance for the development of an annual plan for the issuance of generic job openings through workforce planning; (e) conducts analysis of supply and demand, forecasts requirements and projects future trends; (f) provides guidance on the conduct of the substantive assessments by subject matter expert staff members; (g) monitors incumbency rates in the field missions for positions in the security job family; (h) facilitates the implementation of the managed reassignment programme; (i) provides process and procedural guidance to field recruiters and hiring managers on roster management, the Inspira recruitment platform and the recruitment process; (j) provides oversight and policy and Umoja transactional advice to human resources assistants; and (k) takes the lead in budget preparation and the administration of DSS resources under the support account for peacekeeping operations.

464. The Human Resources Assistant (GS (OL)) supports the administration of entitlements for DSS staff within the integrated security workforce in the mission setting, including coordinating with peacekeeping missions and RSCE to ensure consistency with regard to actions pertaining to onboarding, separation, field movements, reporting, danger pay and entitlements related to rest and recuperation. The incumbent also provides technical and operational support for activities related to recruitment and mobility.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 649.0	2 450.4	2 658.0	207.6	8.5
II. Non-post resources					
General temporary assistance	(0.8)	167.4	275.4	108.0	64.5
Official travel	512.0	562.5	562.5	—	—
Facilities and infrastructure	—	3.6	3.6	—	—
Communications and information technology	56.6	63.7	63.7	—	—
Other supplies, services and equipment	5.1	4.5	4.5	—	—
Subtotal	572.9	801.7	909.7	108.0	13.5
Total, I and II	3 221.9	3 252.1	3 567.7	315.6	9.7

(e) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$2 658.0	\$207.6	8.5%

465. The provision would cover the salaries, common staff costs and staff assessments for the 16 posts. The variance is due to updated salary costs (see paras. 44–48 above).

General temporary assistance	Cost estimates	Variance	
	\$275.4	\$108.0	64.5%

466. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two positions. The variance is due to the application of vacancy rates for positions continued in the 2020/21 period, compared to the 50 per cent vacancy rate applied in the previous period upon their establishment.

Official travel	Cost estimates	Variance	
	\$562.5	—	—

467. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
DSS	224.2	32.0	44.0	—	262.3	562.5

468. Resources are proposed to continue reviewing security management arrangements, assessing crisis preparedness and producing recommendations, while

providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats. A provision is made also to deploy stress counsellors in the field in response to crises and emergencies.

469. Under training travel, the provision includes training on safety and security policies and procedures for field security personnel, including on use-of-force policies and tactics, the use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$3.6	—

470. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	18	3.6
Total		3.6

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$63.7	—

471. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	18	5.4
Standard desk phones (\$300 per staff member)	18	5.4
Standard OICT service-level agreement (\$1,535 per staff member)	18	27.6
Other communication and ICT service costs	—	25.3
Total		63.7

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$4.5	—

472. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total amount</i>
Training fees, supplies and services	4.5
Total	4.5

M. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

473. The mandate of the Advisory Committee on Administrative and Budgetary Questions was established by the General Assembly in its resolutions 14 (I) and [32/103](#) and rules 155, 156 and 157 of its rules of procedure. The priorities of the secretariat of ACABQ are determined by the resolutions and decisions of the General Assembly and the Security Council, as guided by the Office of Programme Planning, Finance and Budget and the Fifth Committee of the General Assembly.

474. The Advisory Committee is responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the ACABQ secretariat include the provision of advice and technical support to the Advisory Committee on issues of policy and/or procedure, which include the examination and analysis of the proposals contained in the reports of the Secretary-General, as well as all relevant supplementary and background documentation, in order to determine their compliance with legislative mandates, definitions of issues and administrative and financial regulations and rules. The secretariat is also responsible for drafting the reports of the Advisory Committee, which contain its conclusions and recommendations to the Assembly.

475. Additional activities include the scheduling of Advisory Committee meetings with DPO, DOS, DMSPC, the Board of Auditors, IAAC and other relevant entities, including the coordination of the appearance of senior officials from these entities and others, as required. The secretariat carries out its activities in close cooperation with the secretariat to the Fifth Committee and other departments and offices of the Secretariat. This collaboration and cooperation includes the examination, substantive analysis and clarification required for the preparation of the Advisory Committee reports and the sharing of information and experience.

(a) Results-based budgeting framework

476. In support of peacekeeping operations, the Advisory Committee expects to examine and issue reports on 16 proposed budgets, 18 performance reports and three policy-related issues submitted by the Secretary-General to the General Assembly, as well as three audit-related reports. In addition, the Committee usually considers approximately seven additional ad hoc requests from the Secretary-General for commitment authority as well as reports on specific thematic areas related to peacekeeping. It is estimated that 120 meetings of the Advisory Committee will need to be scheduled on peacekeeping matters, including the coordination of the appearance of senior officials from the Headquarters departments and the field.

477. The primary challenge faced by the ACABQ secretariat is the short time frame allotted to produce the Advisory Committee reports, which reflect the Committee's expert opinions on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement	Performance measures				
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of reports of ACABQ are submitted within the deadline	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) 100 per cent of the reports of ACABQ are free of error	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

478. External factors include the priorities as determined by the resolutions and decisions of the General Assembly and the Security Council, and the timely submission of documents to the Advisory Committee.

Outputs

479. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Advisory Committee on Administrative and Budgetary Questions</i>	
Substantive servicing of meetings	
1. Provision of substantive and technical advice and support to the meetings of ACABQ	120
2. Provision of timely and accurate support to ACABQ	1
Parliamentary documentation	
Reports of the Advisory Committee on Administrative and Budgetary Questions:	
3. Production of well-documented and technically accurate reports that fully reflect the views of ACABQ	47
Other services	
4. Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports to produce timely documentation	120

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, secretariat of ACABQ	Approved 2019/20	–	–	1	1	–	–	2	–	–	–	–	–	2
	Proposed 2020/21	–	–	1	2	–	–	3	–	–	–	–	–	3
	Net change	–	–	–	1	–	–	1	–	–	–	–	–	1

(c) Justification of posts*Administrative Officer (P-4) (establishment)*

480. The secretariat of the Advisory Committee on Administrative and Budgetary Questions has two posts (1 P-5 and 1 P-4) under the support account.

481. In its resolution [74/267](#) on the enlargement of the Advisory Committee on Administrative and Budgetary Questions: amendment to rule 155 of the rules of procedure of the General Assembly, the General Assembly decided to increase the membership of the Advisory Committee from 16 to 21 members, beginning from 1 January 2021.

482. Over the past several budget periods, the Advisory Committee has reviewed a number of individual items with increasing complexity relating to peacekeeping activities, including requests for resources, reform proposals and policy proposals. It is expected that the Committee will continue to devote approximately 30 per cent of its overall workload to peacekeeping-related work. For the 2020/21 period, it is estimated that 47 peacekeeping-related reports will be submitted to the Committee for its consideration.

483. Over the past decade, peacekeeping operations have expanded in terms of the breadth of mandates and roles, with sizeable substantive components in areas such as human rights and the rule of law. On the support side, recent change initiatives such as supply chain management, regional and global support centres and the decentralized ICT strategy, as well as delegations of authority stemming from the Secretary-General's reforms, are generating increasingly technical and challenging administrative and management issues coming before the Advisory Committee. Matters relating to sexual exploitation and abuse and threats to global security, which are reviewed by the Committee, entail an added level of managerial complexity to peacekeeping operations.

484. In view of the above-mentioned context, the proposed Administrative Officer (P-4) will assist the work of the two existing Administrative Management Officers (1 P-5 and 1 P-4) within the secretariat of the Advisory Committee in terms of research activities and to ensure a consistently high quality of the reports of the Committee. The incumbent will also provide preparatory analysis of issues and research support.

485. While the current workload of the ACABQ secretariat is handled within existing staffing resources, additional resources are required to support the increasing workload and complexity of issues before the Advisory Committee.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	274.6	402.0	650.9	248.9	61.9
II. Non-post resources					
General temporary assistance	103.3	—	—	—	—
Facilities and infrastructure	—	1.0	0.6	(0.4)	(40.0)
Communications and information technology	—	6.6	8.4	1.8	27.3
Subtotal	103.3	7.6	9.0	1.4	18.4
Total, I and II	377.9	409.6	659.9	250.3	61.1

(e) Analysis of financial resource requirements¹

	Cost estimates	Variance
Posts	\$650.9	\$248.9 61.9%

486. The provision would cover the salaries, common staff costs and staff assessments for the continuation of two posts and the proposed establishment of one post. The variance is due to updated salary costs (see paras. 44–48 above) and the proposed new post.

	Cost estimates	Variance
Facilities and infrastructure	\$0.6	(\$0.4) (40.0%)

487. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2019/20 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies (\$200 per staff member)	3	0.6
Total		0.6

488. On the basis of the expenditure patterns, only standard stationery and supplies are proposed for the 2020/21 period. The decreased provision is based on the application of standard rates and the number of staff.

	Cost estimates	Variance
Communications and information technology	\$8.4	\$1.8 27.3%

489. The following table provides a breakdown of the requirements under this budget class.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	2	0.6
Standard equipment for new posts (\$1,700 per staff member)	1	1.7
Standard desk phones (\$300 per staff member)	3	0.9
Standard OICT service-level agreement (\$1,535 per staff member)	3	4.6
Managed output service (printer)	—	0.6
Total		8.4

490. The increased requirements are related to the provision of standard equipment for new staff proposed for the 2020/21 period.

N. Office of the United Nations High Commissioner for Human Rights

491. The mandate of OHCHR derives from Articles 1, 13 and 55 of the Charter of the United Nations and the Vienna Declaration and Programme of Action and was established by the General Assembly in its resolution [48/141](#). The functions of OHCHR are set out in Secretary-General's bulletin [ST/SGB/1997/10](#). The Office comprises the Office of the Under-Secretary-General; the Field Operations and Technical Cooperation Division; the Thematic Engagement, Special Procedures and Right to Development Division; and the Human Rights Council and Treaty Mechanisms Division.

(a) Results-based budgeting framework

492. The proposal for the 2020/21 period aims to respond to DPO and DOS priorities, as well as the most urgent demands of Member States, troop- and police-contributing countries, peacekeeping operations and regional organizations for human rights support, training and guidance and shared commitments of the Action for Peacekeeping initiative on improving partnerships, most notably with the African Union. In this regard, the Field Operations and Technical Cooperation Division will prioritize providing human rights planning expertise and analysis to DPO and DOS in support of African Union and regional peacekeeping operations and continuing dedicated backstopping to MINUSCA, MINUSMA and MONUSCO to ensure effective human rights protection, including by implementing recommendations of the peacekeeping reviews on human rights and protection, and providing strategic planning support and advice to United Nations peacekeeping operations on the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces. The Thematic Engagement, Special Procedures and Right to Development Division will prioritize supporting DPO and DOS and peacekeeping operations in monitoring, investigating and reporting on sexual exploitation and abuse, particularly by non-United Nations forces operating under a Security Council mandate; and increasing human rights support to DPO and DOS and training in regional peacekeeping centres for uniformed personnel and senior mission leaders in United Nations and African Union peacekeeping operations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2020/21	2019/20	2018/19	2017/18
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions on peacekeeping operations incorporate human rights dimensions (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Member States are provided regular briefings and documented reports on human rights	Target	35	35	35	33
		Estimate		35	35	33
		Actual			35	33
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) New or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Target	8	8	8	8
		Estimate		8	8	6
		Actual			8	8
	(ii) Peacekeeping policies and training for mission personnel, including military and police, integrate human rights content, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with human rights-related policies	Target	25	20	20	20
		Estimate		20	20	6
		Actual			42	21

External factors

493. External factors that may have an impact on the delivery of performance targets and outputs include Security Council mandates for new and existing peacekeeping operations; reviews of existing peacekeeping operations and their reconfiguration, transition or drawdown; changes in the priorities of the Secretary-General; and operationalization of the United Nations-African Union peacekeeping partnership.

Outputs

494. During the 2020/21 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Parliamentary documentation	
Reports of the Secretary-General	
1. OHCHR input to and human rights information and recommendations included in regular country and thematic reports of the Secretary-General to the Security Council and General Assembly	10
2. OHCHR input to annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse relating to sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate, and input to quarterly reports	1
Other substantive activities	
Other services	
3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations	20
4. Strategic and technical advice on the inclusion of human rights analysis and priorities in planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown	8
5. Monthly advice to human rights components of peacekeeping operations on the integration of human rights in peacekeeping operations that responds to developments in the respective mission areas	12

<i>Outputs</i>	<i>Quantity</i>
6. Technical review and clearance provided for public human rights reports drafted by human rights components of peacekeeping operations	8
7. Monthly support to human rights components of peacekeeping operations to provide guidance on performing risk assessments in accordance with the human rights due diligence policy	12
8. Standard operating procedures for the implementation of the human rights due diligence policy updated	2
9. Monthly advice to relevant peacekeeping teams in the regional structure, the Police Division and the Office of Military Affairs on strengthening the implementation of the human rights due diligence policy	12
10. Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations	12
11. Human rights content integrated in DPO policies and guidance documents for uniformed personnel, including on implementing protection of civilians mandates, and sexual exploitation and abuse guidance documents applicable to peacekeeping operations	8
12. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components of peacekeeping operations	4
13. Planning, methodological and operational advice to DPO and DOS on the integration of human rights in the development of human rights compliance frameworks as part of DPO and DOS support packages to African Union and regional peace operations	2
14. Briefings and training sessions on human rights integration in peacekeeping as part of induction and training to senior mission leaders	2
15. Specialized human rights courses/sessions on human rights roles and responsibilities of military and police peacekeeping personnel, including dedicated training of trainers from troop- and police-contributing countries on human rights roles and responsibilities of military and police components	12
16. Support to the DPO Integrated Training Service and peacekeeping training centres in troop- and police-contributing countries in developing and enhancing human rights training modules and material for predeployment and in-mission training courses	3
17. Monthly advice provided to peacekeeping operations and mission personnel on handling and reporting on allegations of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate	12
18. Briefings on prevention and response to sexual exploitation and abuse delivered to United Nations personnel and Member States and regional organizations deploying non-United Nations forces operating under a Security Council mandate	3
Good offices, fact-finding and other special missions	
19. Predeployment mission to contribute to planning for a human rights component for a new peacekeeping operation or surge capacity deployment of staff to assist human rights components in a crisis situation	1
20. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations	9

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
<i>Posts and temporary positions</i>		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>National GS</i>	<i>Subtotal</i>	
Posts	Approved 2019/20	–	–	1	4	2	–	7	–	1	–	–	1	8
	Proposed 2020/21	–	–	1	4	2	–	7	–	1	–	–	1	8
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2019/20	–	–	–	1	1	–	2	–	–	–	–	–	2
	Proposed 2020/21	–	–	–	1	1	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

Posts and temporary positions	Professional and higher categories							General Service and related categories					Subtotal	Total
	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal		
Approved 2019/20	–	–	1	5	3	–	9	–	1	–	–	1	10	
Total, OHCHR Proposed 2020/21	–	–	1	5	3	–	9	–	1	–	–	1	10	
Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Field Engagement Division

Peace Missions Support Section (Addis Ababa)

1 Human Rights Officer (P-3) (continuation)

495. The continuation of one GTA position of Human Rights Officer (P-3), which was established in the 2016/17 period and is co-located with UNOAU in Addis Ababa, is proposed for the 2020/21 period.

496. The Security Council continues to mandate United Nations and regional peace operations to promote and protect human rights through specific provisions on core human rights functions, as well as in specialized areas, including support for the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces, and cross-cutting, multidimensional mandates for the protection of civilians. The joint United Nations-African Union peacekeeping partnership demands specialized human rights support from OHCHR beyond the current capacity of DPO, DOS and UNOAU, with the aim of allowing for the integration of human rights in the partnership framework and the development of safeguards for the United Nations as regional organizations are designated to implement Security Council mandates.

497. In response to increasing and continuing demands over the course of 2019 by the Security Council, regional organizations, DPO, DOS and the Secretary-General for implementing the United Nations-African Union partnership on peace operations, OHCHR proposes the continuation of the Human Rights Officer position co-located in UNOAU. In line with the report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of the United Nations Office to the African Union ([S/2018/678](#)) and the Secretary-General's focus on strengthening the United Nations-African Union partnership in peacekeeping areas, and following the adoption of Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#), the Human Rights Officer will support the integration of human rights into the United Nations-African Union partnership framework and provide expertise and operational guidance to DPO and DOS on the integration of human rights in the development of human rights compliance frameworks for African Union and regional peace operations.

Thematic Engagement, Special Procedures and Right to Development Division

Methodology, Education and Training Section (New York)

1 Human Rights Officer (P-4) (continuation)

498. The continuation of one GTA position of Human Rights Officer (P-4), which was established in the 2017/18 period in New York, is proposed for the 2020/21 period.

499. The continuation is requested owing to the continuing need to support DPO, DOS and peacekeeping operations in addressing and reporting on allegations of sexual

exploitation and abuse involving non-United Nations forces operating under a Security Council mandate, as requested by the General Assembly in its resolution [70/286](#). In addition to contributing information on allegations against non-United Nations forces for the annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse, OHCHR is also required to provide quarterly reports to the Secretary-General on new allegations of sexual exploitation and abuse received and on the status of investigations into previously reported allegations.

500. The experience of recent years has shown that such reporting requires the coordination of OHCHR contributions to the annual and quarterly reports. The Human Rights Officer also ensures that data presented is obtained on the basis of sound methodologies and documentation practices, while preserving the principle of confidentiality and the protection of victims. Demands for guidance and expert advice to human rights personnel of peacekeeping operations in relation to monitoring, investigation, reporting and follow-up of allegations of sexual exploitation and abuse involving non-United Nations forces have also continued. In the 2020/21 period, the incumbent will contribute to strengthening OHCHR strategies, systems and actions to prevent and respond to sexual exploitation and abuse through awareness-raising of OHCHR internal procedure on handling allegations of sexual exploitation and abuse, and support for its implementation; the provision of support and advice to human rights staff on addressing sexual exploitation and abuse and on follow-up with States on allegations against non-United Nations forces; and the provision of advice on human rights issues to Headquarters entities in their response to allegations against United Nations personnel. The incumbent will also provide advice to the African Union on the establishment of policies and procedures to deal with misconduct, including sexual exploitation and abuse, and human rights violations; and on case management. Sustained support in these areas is crucial to ensure systematic and constructive engagement with Member States based on well-documented data and allegations, as well as the consistent integration of victim protection and human rights principles in United Nations responses to sexual exploitation and abuse.

501. In addition to reporting on allegations in line with the General Assembly mandate, the continuation of this temporary position will allow for progress in key areas of implementation that fall under the lead responsibility of OHCHR under the Secretary-General's strategy for protection from sexual exploitation and abuse (see [A/71/818](#) and [A/71/818/Corr.1](#)). One of those key areas is the engagement with Member States and regional organizations for the harmonization of preventive and response measures to address sexual exploitation and abuse applicable to non-United Nations forces with those set for United Nations forces; and working alongside Member States, including the Security Council, to have such measures reflected in the authorization or renewal of mandates for non-United Nations forces, as well as being implemented in practice. To that effect, suggestions for the expansion of language on protection from sexual exploitation and abuse in relevant resolutions have been adopted by the Security Council in relation to non-United Nations forces, for instance when renewing the mandate of AMISOM. Harmonization of standards has also been a key consideration in support provided by OHCHR to African Union partners in the context of the African Union-United Nations partnership on peace and security. In the 2020/21 period, the incumbent will also support the strengthening of United Nations investigations, in particular by contributing to OIOS-led training courses conducted for national investigations officers.

502. In close partnership with DPO and DOS, the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and the Office of the Victims' Rights Advocate, the Human Rights Officer will also ensure that human rights standards and principles are consistently considered in the review and development of policy, guidance and strategies on protection from sexual exploitation

and abuse in mission settings. To date, the position has already contributed to the development of nine policy and guidance documents that have had a significant impact on the quality of the responses of peacekeeping operations to sexual exploitation and abuse and in the assistance and support provided to victims. More recently, for instance, the incumbent carried out extensive consultations and sought the validation of United Nations guidance on the policy on a human rights approach to sexual exploitation and abuse by sexual exploitation and abuse task force members.

503. In addition, the continuation of this temporary position will ensure the continuation of OHCHR representation in inter-agency coordination meetings led by the Special Coordinator and the Victims' Rights Advocate, as well as in quarterly meetings of High-level Steering Group on preventing sexual exploitation and abuse. In recent years, OHCHR has made important contributions to field and Headquarters processes to enhance the United Nations response to sexual exploitation and abuse. The continuation of this temporary position is essential to maintain the involvement of OHCHR in these efforts and further advance the activities that have been set in motion over the past few years.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 434.1	1 342.8	1 791.0	448.2	33.4
II. Non-post resources					
General temporary assistance	361.8	306.3	353.7	47.4	15.5
Official travel	179.2	220.8	220.5	(0.3)	(0.1)
Facilities and infrastructure	2.0	3.5	3.5	–	–
Communications and information technology	34.6	16.1	11.0	(5.1)	(31.7)
Other supplies, services and equipment	0.5	5.5	5.5	–	–
Subtotal	578.1	552.2	594.2	42.0	7.6
Total, I and II	2 012.2	1 895.0	2 385.2	490.2	25.9

(e) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$1 791.0	\$448.2	33.4%

504. The provision would cover the salaries, common staff costs and staff assessments for the eight posts. The variance is due to updated salary costs (see paras. 44–48 above).

General temporary assistance	Cost estimates	Variance	
	\$353.7	\$47.4	15.5%

505. The provision would cover the salaries, common staff costs and staff assessments for the continuation of two positions. The variance is due to updated salary costs (see paras. 44–48 above).

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$220.5	(\$0.3)	(0.1%)

506. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2019/20 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
OHCHR	132.0	23.2	17.8	4.9	42.6	220.5

507. Resources are proposed for the undertaking of strategic and technical assessment missions to peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations, including for the further implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces; quarterly consultations on developments to establish strategic human rights priorities; and briefings on human rights developments, including on the human rights due diligence policy on United Nations support to non-United Nations security forces and regional peacekeeping cooperation, to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations.

508. The training travel will facilitate specialized training-of-trainer courses on human rights for police and military personnel and specialized training sessions on human rights in DPO courses for peacekeeping personnel.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$3.5	–	–

509. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	6	1.2
Additional office supplies	–	2.3
Total		3.5

510. The provision covers the cost for stationery and supplies for staff in New York at the standard level of requirement, as well as additional office supplies for staff outside New York.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$11.0	(\$5.1)	(31.7%)

511. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2019/20 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard desk phones (\$300 per staff member)	6	1.8
Standard OICT service-level agreement (\$1,535 per staff member)	6	9.2
Total		11.0

512. Standard costs for equipment and communication are applied to staff in New York. No standard provisions are made for staff in Geneva and Addis Ababa.

513. The reduced requirements are due to the purchase of laptops and licences not being required for the 2020/21 period.

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$5.5	—

514. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2019/20 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Other services	5.5
Total	5.5

515. The provision would cover the design, layout and printing of guidance materials on the establishment of human rights components in peacekeeping operations and materials on the integration of human rights into United Nations peacekeeping and the contributions of peacekeeping operations to furthering human rights, which will be used in briefings and consultations, including to Member States and regional organizations.

IV. Action to be taken by the General Assembly

516. The action proposed to be taken by the General Assembly is as follows:

(a) To approve the support account requirements in the amount of \$363,420,700 for the 12-month period from 1 July 2020 to 30 June 2021;

(b) To apply the total amount of other revenue amounting to \$1,916,800, comprising investment revenue (\$691,500) and other miscellaneous revenue (\$26,200) and cancellations of prior-period obligations (\$1,199,100) in respect of the period from 1 July 2018 to 30 June 2019 to the support account requirements for the period from 1 July 2020 to 30 June 2021;

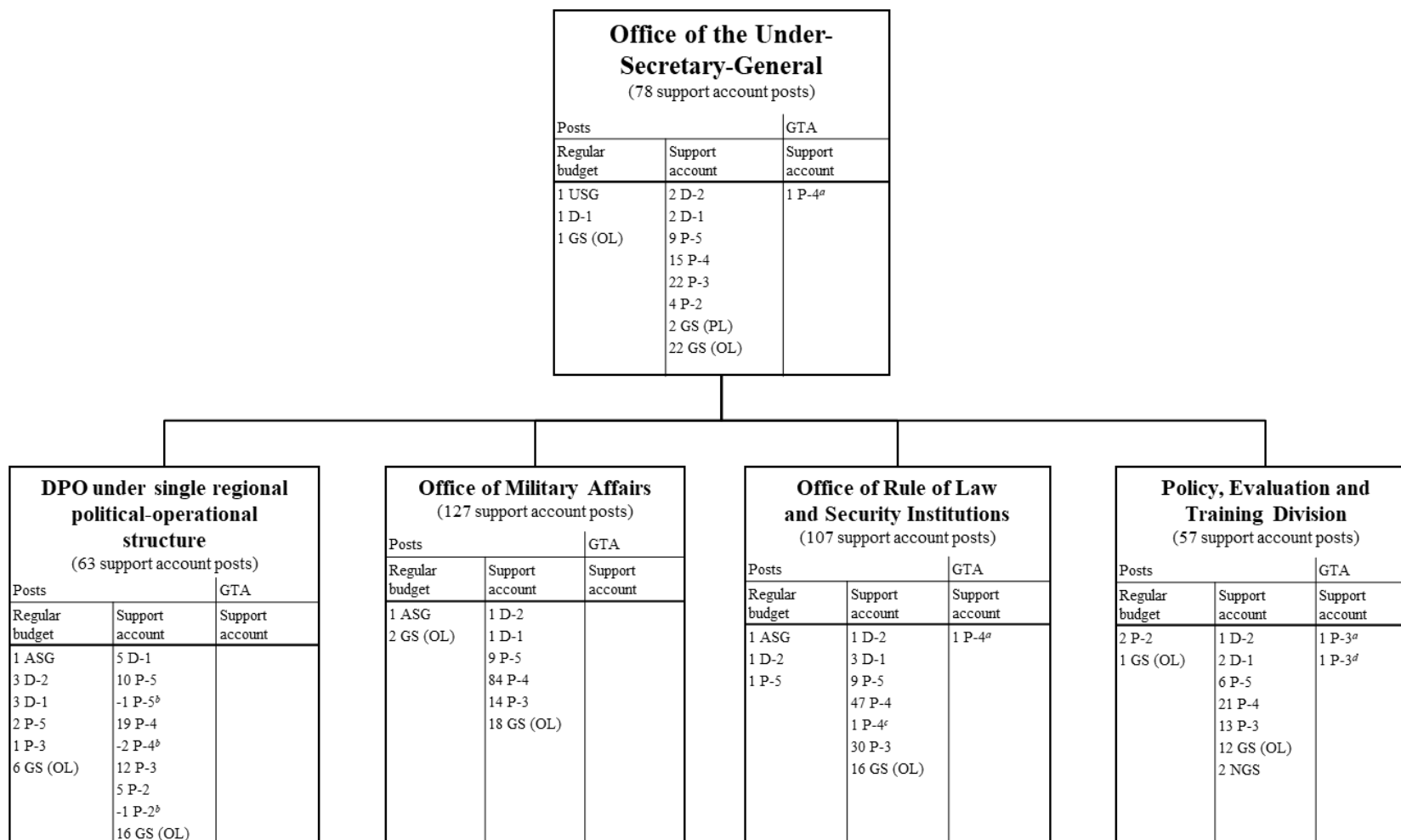
(c) To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2019, in the amount of \$3,802,200, to the support account requirements for the period from 1 July 2020 to 30 June 2021;

(d) To prorate the balance of \$357,701,700 among the budgets of the active peacekeeping operations for the financial period from 1 July 2020 to 30 June 2021.

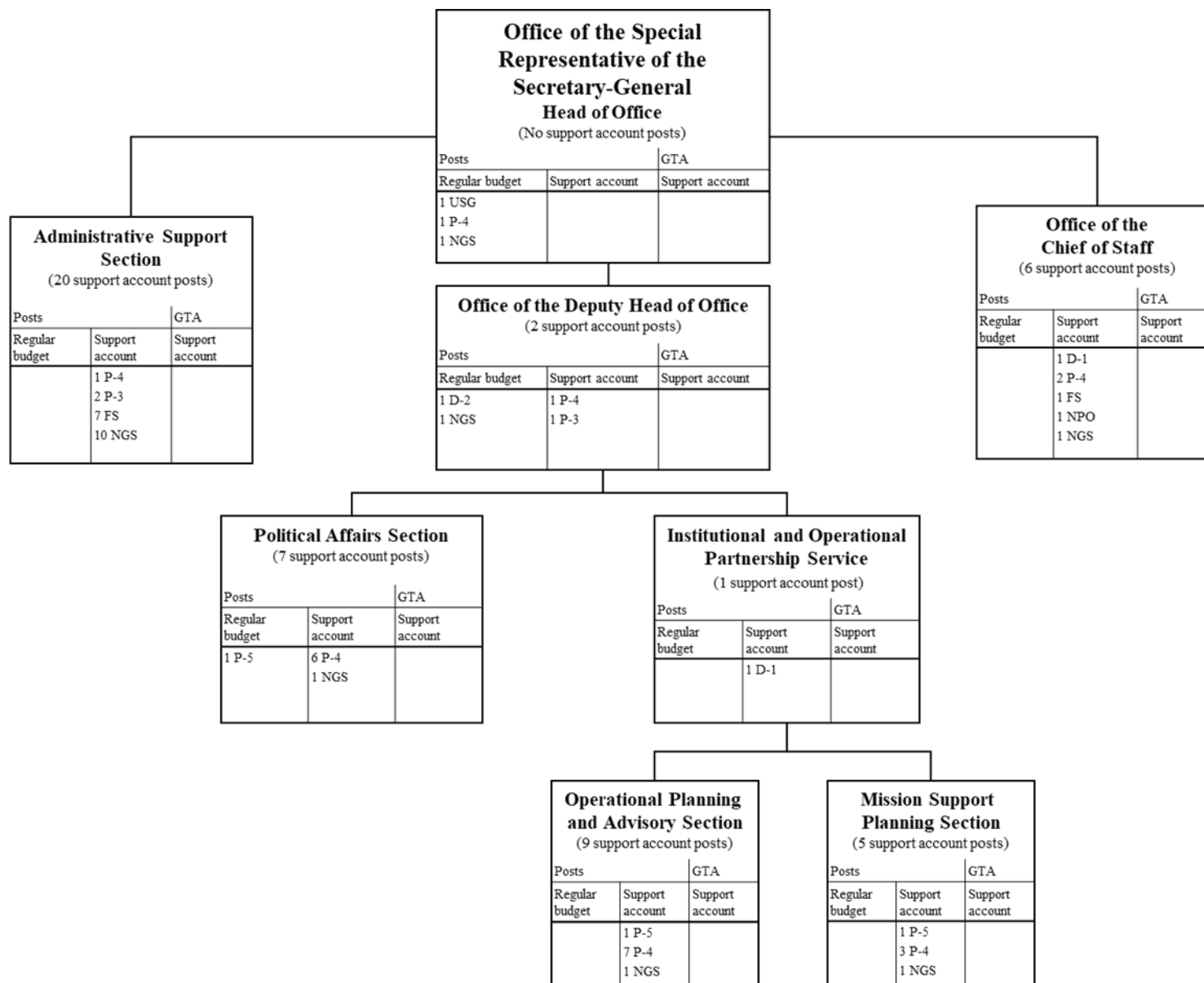
Annex I

Proposed staffing by entity for the period from 1 July 2020 to 30 June 2021

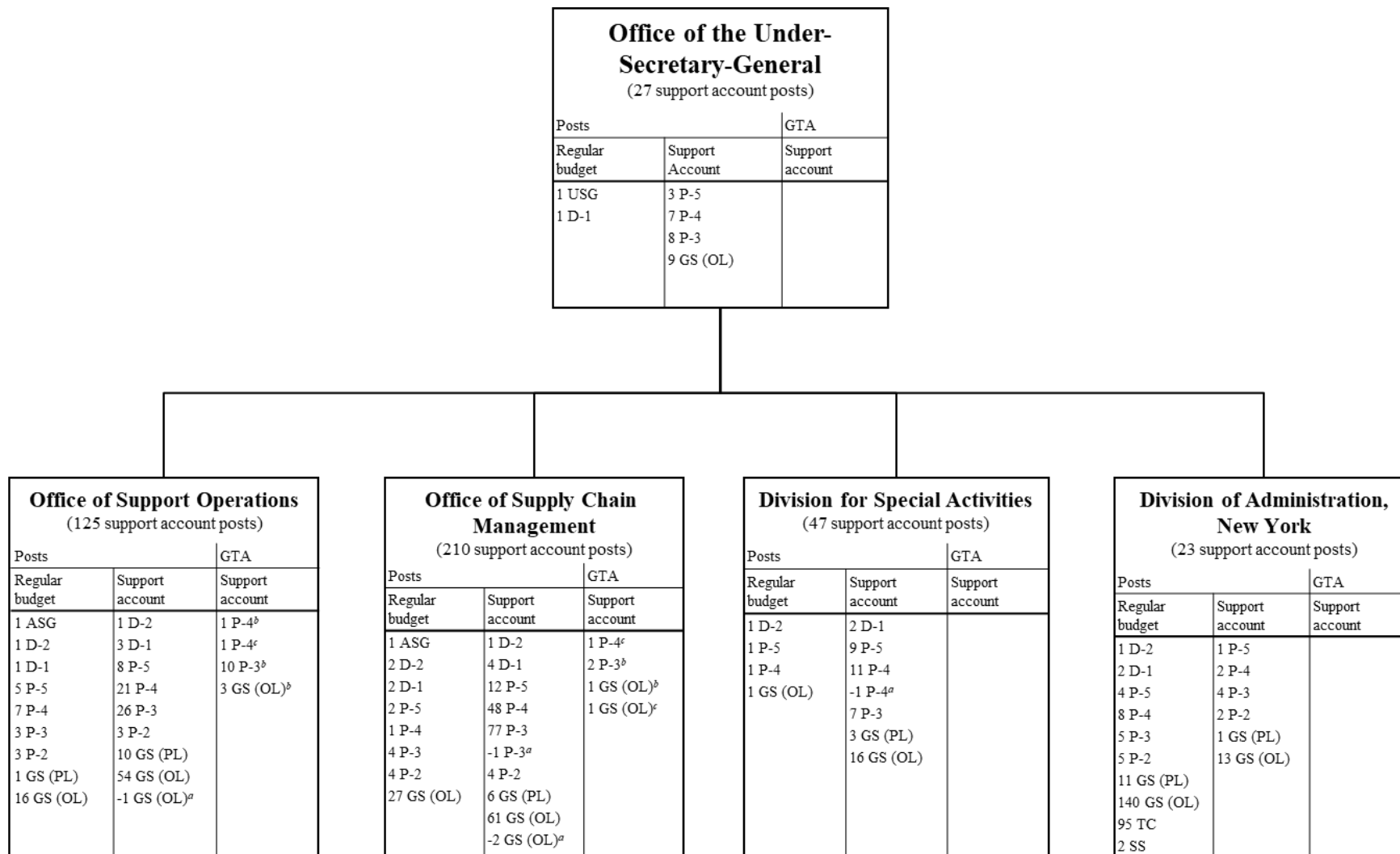
A. Department of Peace Operations

^a Continuation of GTA position.^b Abolishment.^c Establishment.^d New GTA position.

B. United Nations Office to the African Union



C. Department of Operational Support

^a Abolishment.^b Continuation of GTA position.^c New GTA position.

D. Department of Management Strategy, Policy and Compliance

Office of the Under-Secretary-General (10 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-2 2 D-1 7 P-5 5 P-4 6 P-3 1 P-2 3 GS (PL) 17 GS (OL)	1 D-1 4 P-4 3 P-3 2 GS (OL)	1 P-3 ^a

Office of Programme Planning, Finance and Budget (98 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 D-2 8 D-1 8 P-5 17 P-4 9 P-3 6 P-2 7 GS (PL) 42 GS (OL)	1 D-2 1 D-1 6 P-5 28 P-4 20 P-3 1 P-2 4 GS (PL) 36 GS (OL) 1 GS (OL) ^b	1 P-4 ^a 1 GS (OL) ^a

Office of Human Resources (39 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 D-2 3 D-1 12 P-5 16 P-4 12 P-3 12 P-2 7 GS (PL) 21 GS (OL)	1 D-1 4 P-5 15 P-4 7 P-3 3 P-2 9 GS (OL)	1 P-4 ^a 1 P-4 ^c 2 P-3 ^a 1 P-3 ^c

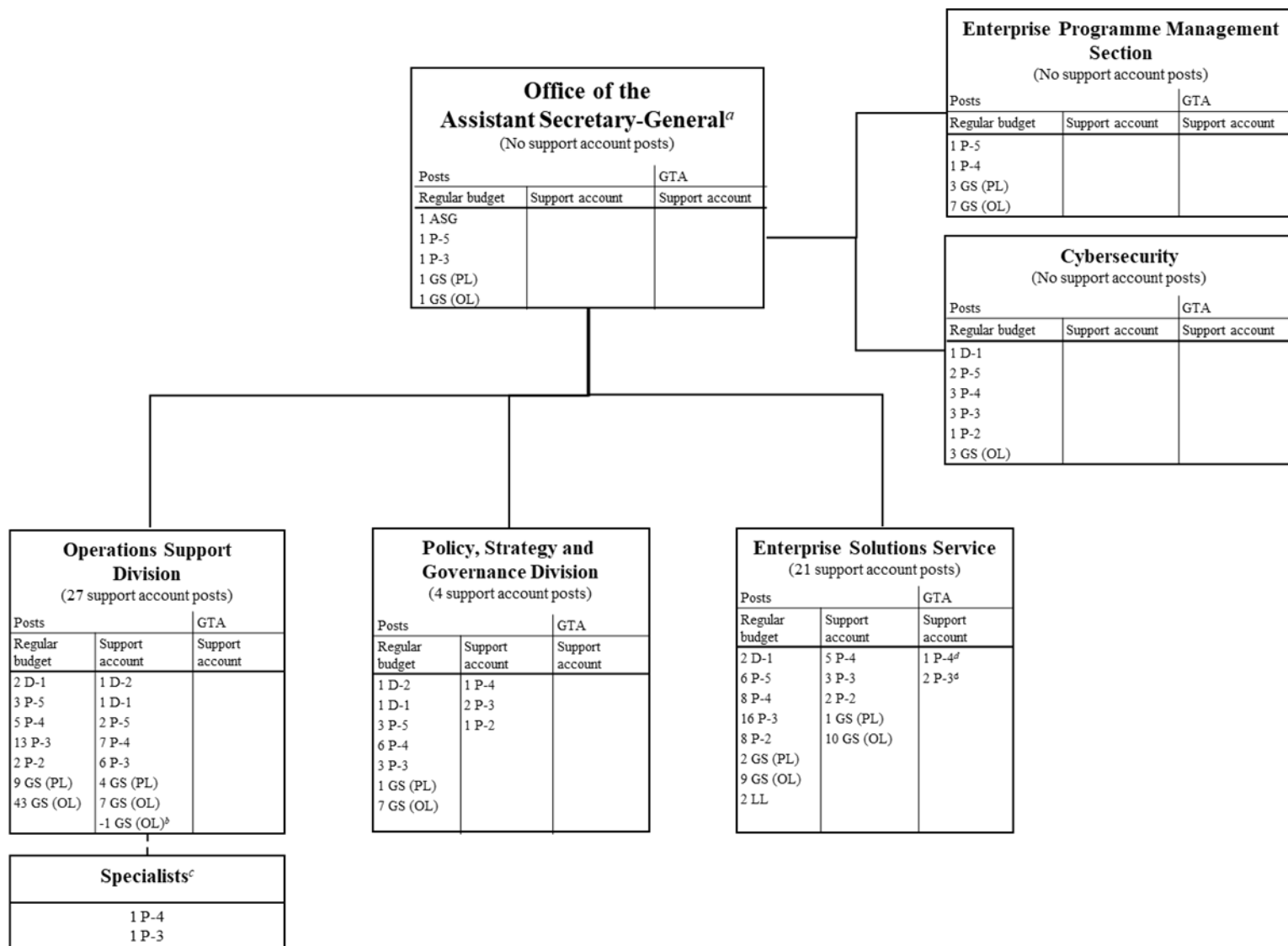
Business Transformation and Accountability (48 support account posts)		
Posts		GTA
Regular budget	Support Account	Support account
1 D-2 3 D-1 7 P-5 8 P-4 10 P-3 5 P-2 3 GS (PL) 5 GS (OL)	3 P-5 11 P-4 12 P-3 3 P-2 1 GS (PL) 18 GS (OL)	1 P-4 ^a

^a Continuation of GTA position.

^b Establishment as from January 2021.

^c New GTA position.

E. Office of Information and Communications Technology



^a Dual reporting line to USG DMSPC and USG DOS.

^b Abolishment.

^c Specialists are included in the respective department/office staffing table authorization.

^d Continuation of GTA position.

F. Office of Internal Oversight Services

Office of the Under-Secretary-General (4 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 P-5 2 P-4 2 P-3 2 GS (PL) 5 GS (OL)	1 P-3 1 GS (PL) 2 GS (OL)	

Internal Audit Division (69 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 10 P-4 10 P-3 6 P-2 4 GS (PL) 6 GS (OL)	1 D-1 10 P-5 -1 P-5 ^a 31 P-4 -1 P-4 ^a 16 P-3 -1 P-3 ^b 4 GS (OL) 10 FS -1 FS ^a -1 FS ^b 2 NGS	4 P-4 ^c 3 P-3 ^c

Investigations Division (42 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 6 P-3 3 P-2 2 GS (PL) 5 GS (OL) 1 LL	2 D-1 5 P-5 10 P-4 16 P-3 2 GS (PL) 4 GS (OL) 1 FS 2 NGS	1 P-5 ^c 3 P-4 ^c 11 P-3 ^c 1 GS (OL) ^c 3 NGS ^c

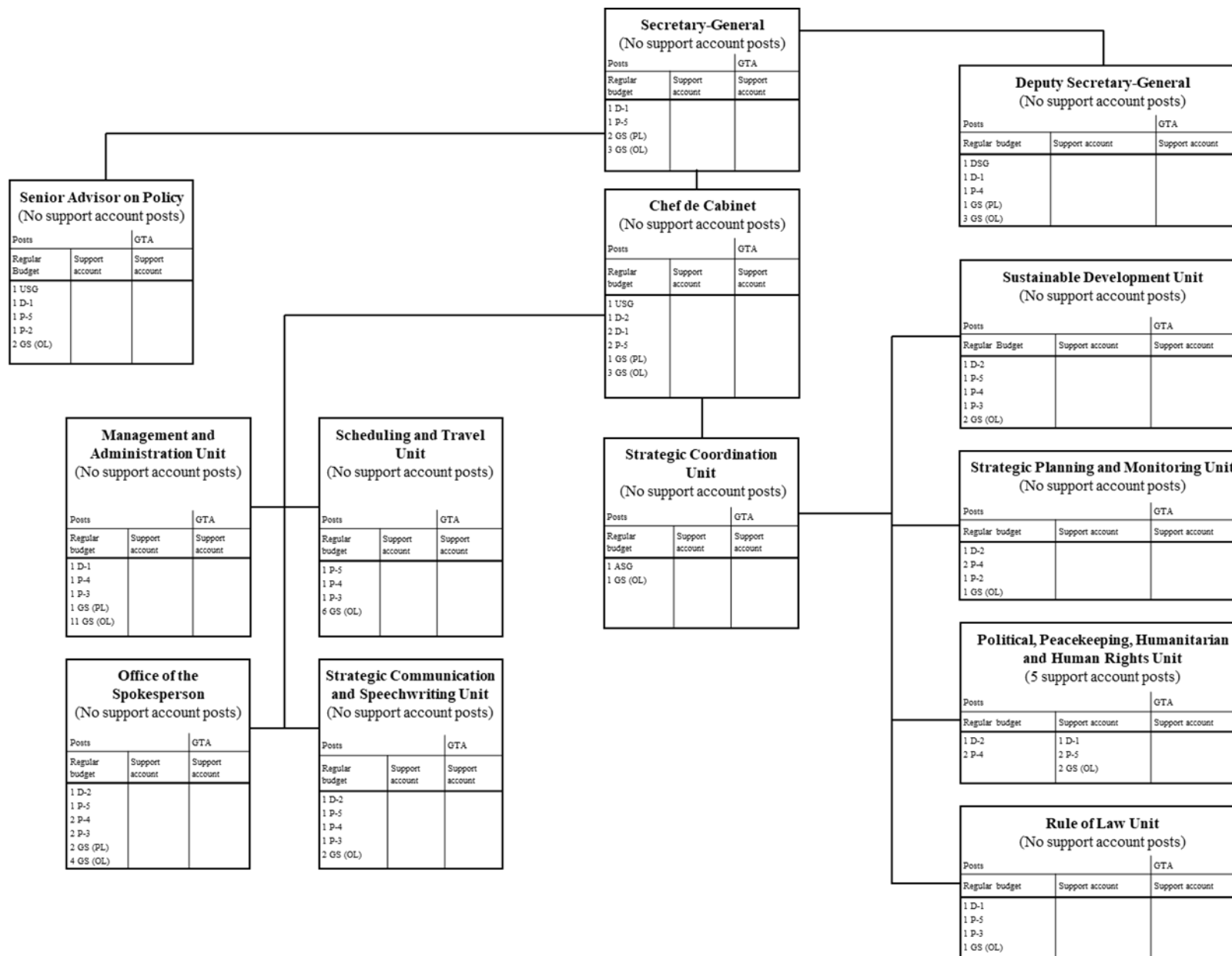
Inspection and Evaluation Division (11 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 P-5 5 P-4 4 P-3 5 P-2 4 GS (OL)	1 P-5 5 P-4 3 P-3 1 P-3 ^b 1 NGS ^b	

^a Abolishment as from April 2021.

^b Reassignment.

^c Continuation of GTA position.

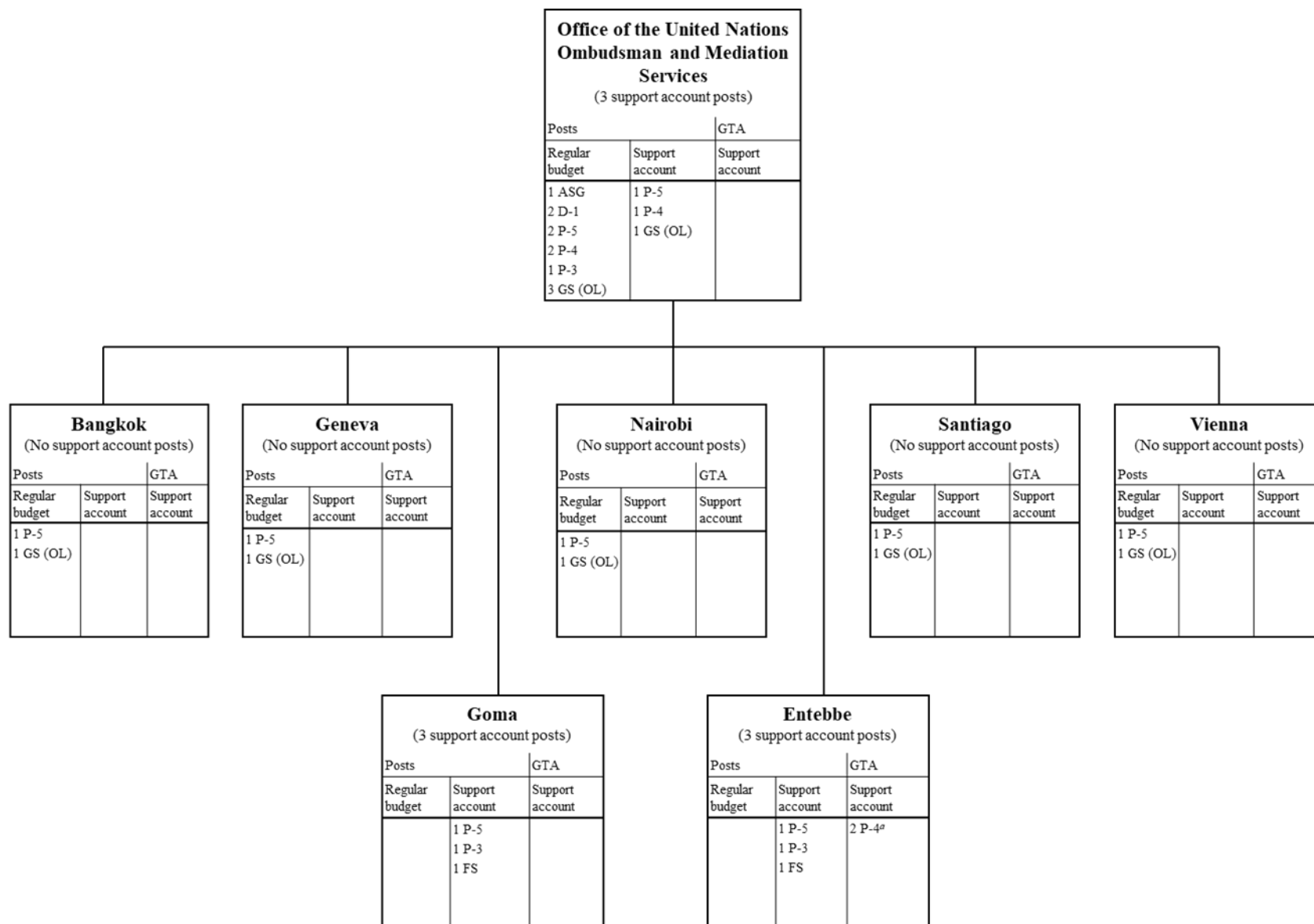
G. Executive Office of the Secretary-General



H. Office of Staff Legal Assistance

Office of Staff Legal Assistance (1 support account post)		
Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2 3 GS (OL)	Nairobi 1 P-3	
Geneva 1 P-3		
Nairobi 1 P-3		
Beirut 1 P-3		
Addis Ababa 1 P-3		

I. Office of the United Nations Ombudsman and Mediation Services

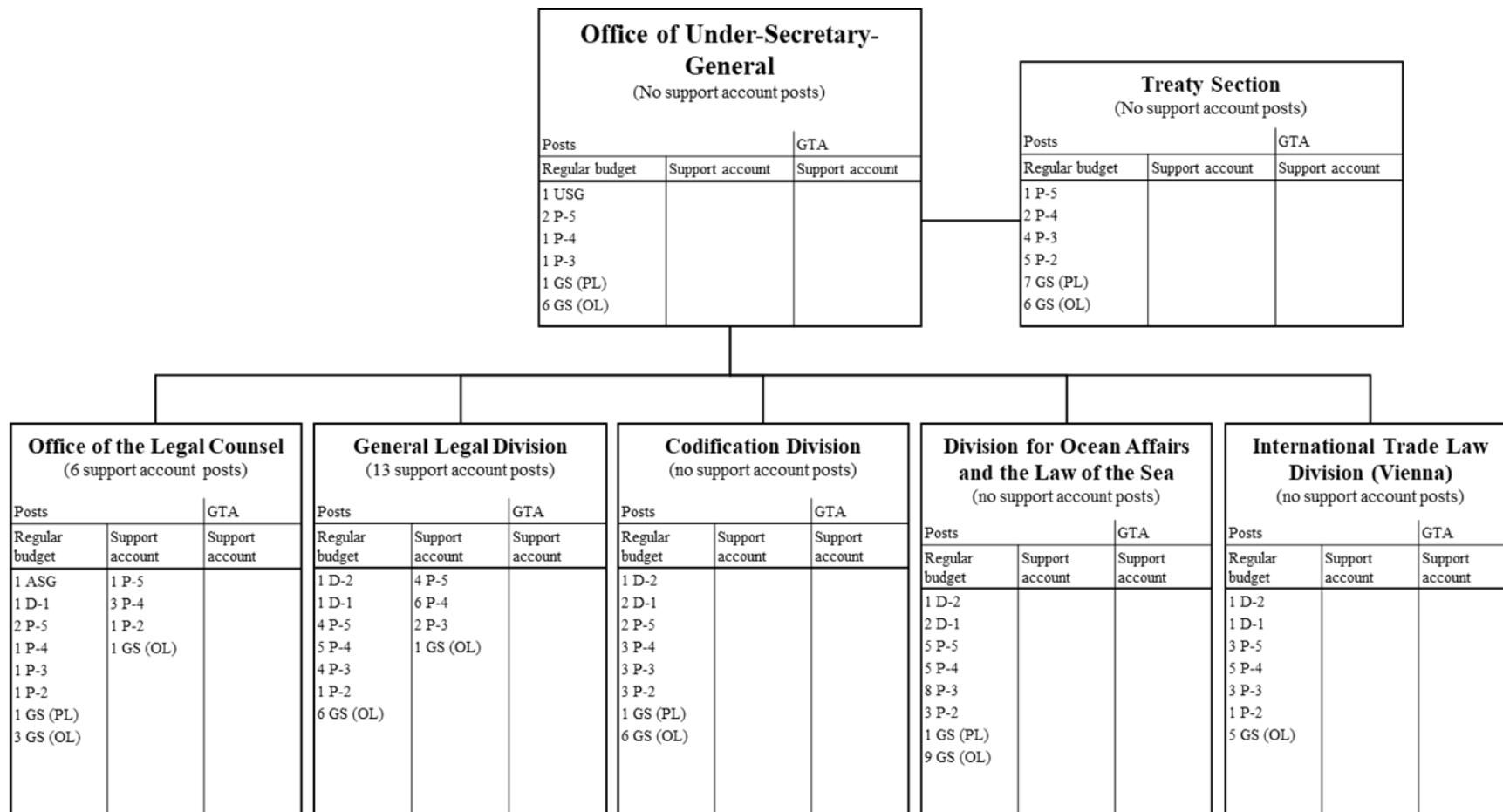


^a Continuation of GTA position.

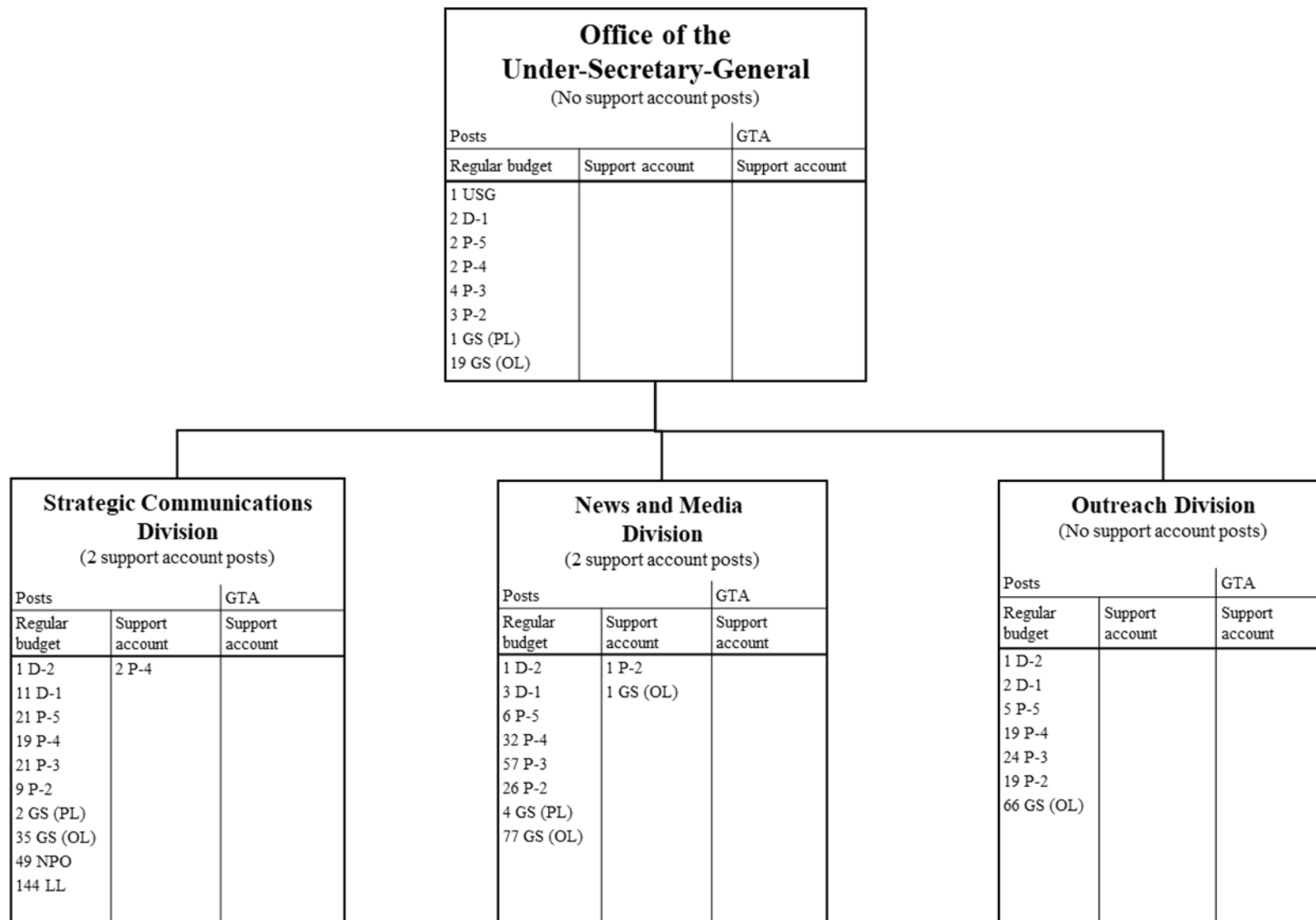
J. Ethics Office

Ethics Office		
(3 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 2 P-4 2 P-3 1 P-2 1 GS (PL) 1 GS (OL)	1 P-5 1 P-3 1 GS (OL)	

K. Office of Legal Affairs



L. Department of Global Communications



M. Department of Safety and Security

Office of the Under-Secretary-General (No support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 D-1 3 P-5 4 P-4 4 P-3 2 P-2 3 GS (PL) 11 GS (OL)		1 P-3 ^a 1 GS (OL) ^a

Division of Headquarters Security and Safety Services (4 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 10 P-4 10 P-3 5 P-2 6 GS (PL) 150 GS (OL) 460 SS 502 LL	1 P-3 3 SS	

Division of Regional Operations (11 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 8 D-1 25 P-5 183 P-4 105 P-3 13 P-2 1 GS (PL) 20 GS (OL) 408 LL	1 P-5 4 P-4 4 P-3 2 GS (OL)	

Field Support Services (1 support account post)		
Posts		GTA
Regular budget	Support account	Support account
1 D-1 2 P-5 16 P-4 11 P-3 2 GS (PL) 7 GS (OL) 2 LL	1 P-4	

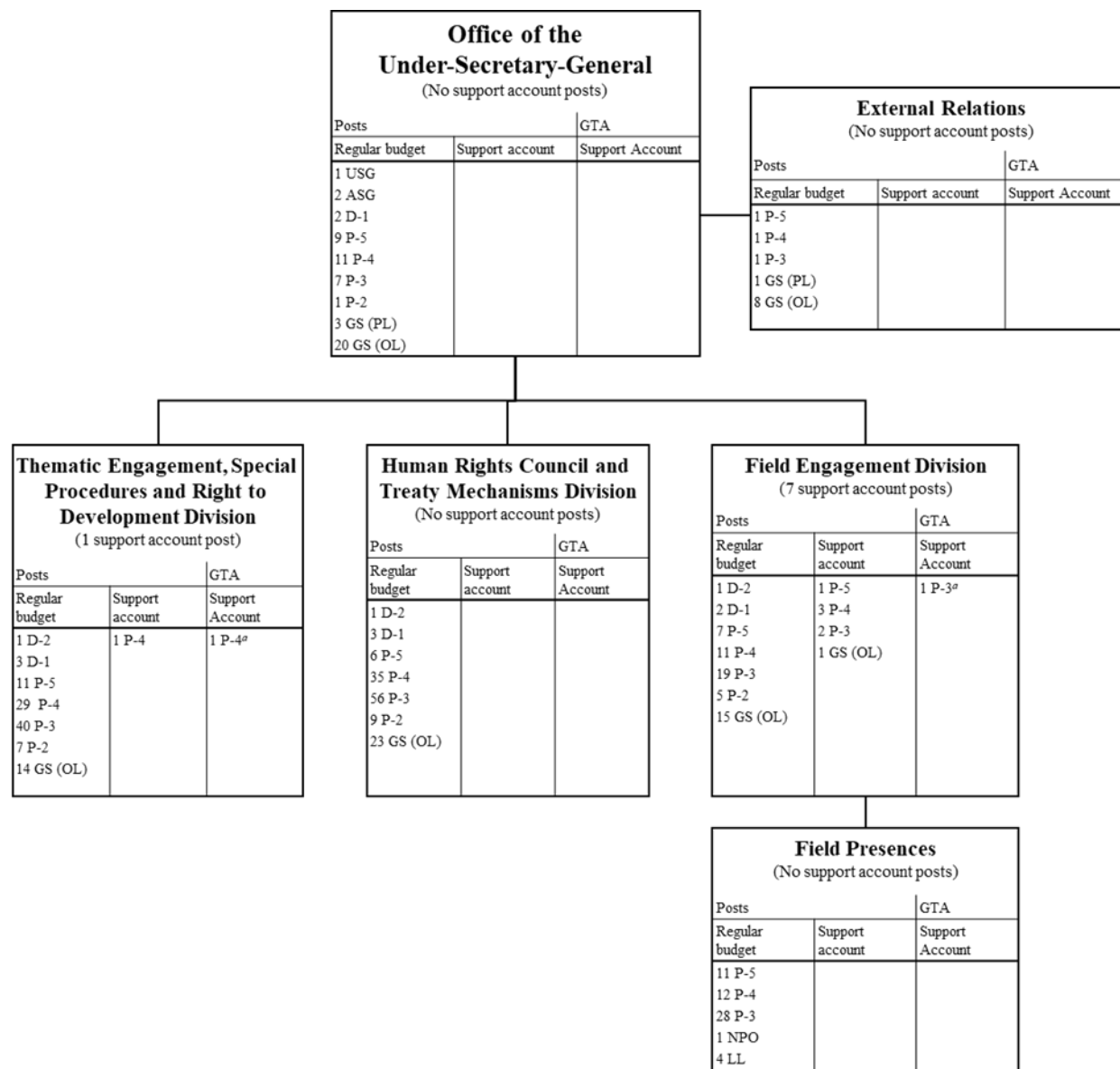
^a Continuation of GTA position.

N. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

Secretariat of the Advisory Committee on Administrative and Budgetary Questions (3 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS (PL) 2 GS (OL)	1 P-5 1 P-4 1 P-4 ^a	

^a Establishment.

O. Office of the United Nations High Commissioner for Human Rights



^a Continuation of GTA position.

Annex II

Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution [73/308](#), including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Resolution [73/308](#)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Reaffirms that the use of external consultants should be kept to an absolute minimum and that their services should be used only when necessary, and stresses the need for using the in-house capacity of the Organization to perform core activities or to fulfil functions that are recurrent over the long term (para. 11).	The use of consultants is being minimized, and consultants are engaged only under certain circumstances when it is deemed necessary and efficient, including to provide expertise in areas in which the Secretariat lacks specialized technical skills; carry out independent assessment and evaluation of the Organization; train staff to build specific capacities; and bridge short-term specific requirements.

B. Advisory Committee on Administrative and Budgetary Questions

([A/73/849](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
The Advisory Committee emphasizes the need for more accurate, realistic and coherent application of budget methodology and presentation in future budget proposals (para. 14).	Additional footnotes are added to main tables in the introduction section to ensure clear and consistent presentation of budget proposals across the support account. To clearly articulate the budget methodology, sections I.F (presentation) and I.G (budget parameters) of the present report have also been strengthened.
The Committee stresses again that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts either proposed for retention with rejustification or abolishment in subsequent budget proposals (see A/69/839 , para. 67; and General Assembly resolution 66/264) (para. 35).	During the budgetary process, all entities under the support account reviewed vacant posts to ensure that the recommendation is strictly followed. At the time of reporting, no posts were expected to be vacant for more than two years at the end of the 2019/20 period.
While recognizing the efforts of OIOS to fill vacant posts, the Committee recalls the General Assembly's request, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously (see A/71/836 , para. 108).	The vacancy rate of OIOS (including GTA positions) fell from 15.3 per cent in June 2019 to 8.3 per cent by the end of the year. This significant improvement was the result of rigorous recruitment campaigns and the increased use of the roster system.

(A/74/7/Add.23)

Request/recommendation

The Advisory Committee notes that, following the management reform, functions and resources relating to budget preparation and financial management, including for special political missions, have been redistributed between the relevant departments and offices, involving redeployments of resources in the context of the proposed programme budget for 2020. However, the Committee further notes that there is a need for greater clarity with respect to ongoing functions, workload, related resources and capacity, including the posts and positions of the respective offices concerned. The Committee recommends that the Assembly request the Secretary-General to provide comprehensive information, with detailed rationale, in the context of his proposed budget for peacekeeping support account for 2020/21 and the proposed programme budget for 2021, including the main report on the special political missions (see also [A/74/7/Add.24](#), para. 27) (para. 21).

Action taken to implement request/recommendation

The issue is expected to be addressed at the seventy-fifth session of the General Assembly.

(A/74/7/Add.24)

Request/recommendation

The Advisory Committee notes that following the management reform, functions and resources relating to budget preparation and financial management, including for special political missions, have been redistributed among the relevant departments and offices, involving redeployments of resources in the context of the proposed programme budget for 2020. However, the Committee further notes that there is a need for greater clarity with respect to ongoing functions, workload, related resources and capacity, including posts and positions in the respective offices concerned. The Committee recommends that the General Assembly request the Secretary-General to provide comprehensive information with detailed rationale, in the context of his proposed budget for the peacekeeping support account for the period 2020/21 and the proposed programme budget for 2021, including the main report on the special political missions (para. 29).

Action taken to implement request/recommendation

The issue is expected to be addressed at the seventy-fifth session of the General Assembly.