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Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2019 to 30 June 2020

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2019 to 30 June 2020, which amounts to \$65,237,200 and represents a decrease of \$17,211,700 (20.9 per cent) compared with the approved budget for the period 2018/19.

During the period 2018/19, the Base will continue to provide services to field missions in the areas of geospatial information systems and information and communications technology services, as well as engineering, environmental management and supply chain management services. The Base will also deliver services and solutions to other Secretariat entities.

The proposed budget for the period 2019/20 includes a renaming of the Service for Geospatial, Information and Telecommunications Technologies as the Global Technology Service.

A total of 447 posts and positions are proposed for the period 2019/20, which reflects an increase of two positions compared with the approved for the period 2018/19. The proposed budget provides for the deployment of 139 international staff, 305 national staff and 3 temporary positions. A total of 24 of 25 approved general temporary positions (7 international and 17 national positions) are proposed to be converted to posts, resulting in an increase from 132 to 139 for international posts and an increase from 288 to 305 for national posts. With regard to temporary positions, one position continuation and the establishment of two general temporary assistance positions (P-3) are proposed, resulting in three general temporary assistance positions overall for the period 2019/20. A total of 32 staff will continue to be located at the United Nations Information and Communications Technology Facility, Valencia, while the remaining 415 staff will be assigned to the Global Service Centre, Brindisi.

The total resource requirements for the United Nations Logistics Base for the financial period from 1 July 2019 to 30 June 2020 have been linked to the objectives of the Base through the results-based budgeting frameworks, organized according to the functional areas of supply chain functions; geospatial, information and telecommunications technologies; central support; and tenant units. The human resources of the Base, in terms of the number of personnel, have been attributed to the individual functional areas.

The explanations of variances in levels of resources, both human and financial, have been linked, where applicable, to specific outputs planned by the United Nations Logistics Base.

Financial resources

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

Category	Expenditures (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Civilian personnel	42 034.1	43 790.0	40 258.5	(3 531.5)	(8.1)
Operational costs	22 029.6	22 863.0	24 978.7	2 115.7	9.3
Subtotal	64 063.7	66 653.0	65 237.2	(1 415.8)	(2.1)
Umoja maintenance and support costs	16 132.5	15 795.9	—	(15 795.9)	(100.0)
Gross requirements	80 196.2	82 448.9	65 237.2	(17 211.7)	(20.9)
Staff assessment income	6 290.0	6 610.4	6 251.2	(359.2)	(5.4)
Net requirements	73 906.2	75 838.5	58 986.0	(16 852.5)	(22.2)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	80 196.2	82 448.9	65 237.2	(17 211.7)	(20.9)

Human resources

	International staff	National staff ^a	Temporary positions ^b	Total
Office of the Director				
Approved 2018/19	7	11	—	18
Proposed 2019/20	7	5	—	12
Central Service				
Approved 2018/19	16	91	—	107
Proposed 2019/20	14	88	1	103
Supply Chain Service				
Approved 2018/19	30	114	1	145
Proposed 2019/20	30	115	1	146
Global Technology Service				
Approved 2018/19	33	66	23	122
Proposed 2019/20	39	83	—	122
Tenant units				
Approved 2018/19	46	6	1	53
Proposed 2019/20	49	14	1	64
Total				
Approved 2018/19	132	288	25	445
Proposed 2019/20	139	305	3	447
Net change	7	17	(22)	2

^a National General Service staff.^b Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Mandate and planned results

A. Overall

1. The original storage facility for the Department of Peacekeeping Operations of the Secretariat was the United Nations Supply Depot, located first in Naples, Italy, and subsequently moved to Pisa, Italy. The depot was established in 1956 to receive assets available upon the closure of the United Nations Emergency Force. The United Nations Logistics Base (UNLB) at Brindisi, Italy, has been in operation since late 1994.

2. A memorandum of understanding governing the use of property and facilities at Brindisi by the United Nations was signed by the Secretary-General and the Government of Italy on 23 November 1994. The first addendum to the memorandum, in respect of the donation of three new warehouses, was signed on 7 December 2001, and the second addendum, pertaining to the transfer of additional premises and areas to UNLB by the Government of Italy, was signed on 4 August 2008. A third addendum, in respect of the transfer of six buildings and an open area to UNLB by the Government of Italy, was signed on 23 November 2011. A memorandum of understanding governing the use of premises at Valencia, Spain, by the United Nations was signed by the Secretary-General and the Government of Spain on 28 January 2009.

3. The United Nations Logistics Base operates as a unified entity, comprising the Global Service Centre, Brindisi, and the United Nations Information and Communications Technology Facility, Valencia. The Base provides global geospatial, information and telecommunications technologies, logistics and supply chain operational management and environmental management support, as well as other enabling support services throughout the life cycle of field missions, from start-up planning and preparation to liquidation. The Global Service Centre, Brindisi, will continue to host tenant units which have administrative reporting lines to UNLB while their functional reporting lines are to the Department of Peace Operations or the Department of Operational Support.

4. The Global Service Centre, Brindisi, occupies a total surface area of 368,209 m², on which there are 53 buildings provided by the Government of Italy for the exclusive use of the United Nations and five buildings constructed by the Base, comprising 19 warehouses, 13 workshops and service buildings, 1 clinic and 25 office and training buildings of various sizes. The United Nations Information and Communications Technology Facility, Valencia, occupies a total surface area of 43,500 m², on which there are six buildings provided by the Government of Spain for the exclusive use of the United Nations, comprising three operational and office buildings, one cargo handling facility, one pedestrian access control facility and one vehicle access control facility, and one dining facility constructed by the United Nations.

5. The mandate of UNLB is to provide rapid, effective, efficient and responsible services and solutions for peacekeeping operations. The Base will continue to carry out its core functions in the areas of logistics and supply chain management, engineering, environmental management and geospatial, information and telecommunications technologies. In line with the management reform programme of the Secretary-General, UNLB, under the management of the Department of Operational Support and leveraging its mature service level management framework and reliable track record as a service provider, will position itself as a Secretariat-wide service provider in the areas of technology and supply chain management. UNLB will remain instrumental to service delivery in the areas of information and

communications technology (ICT) and supply chain management, in addition to other secondary specialized areas, such as occupational health and safety. UNLB will be an integral part of the client engagement framework of the Department, as the custodian of the Department's portfolio of services in its mandated areas.

6. The value-added support provided by UNLB is in enhancing service delivery and providing solutions for peace and field operations and supporting Secretariat and external clients by providing timely, efficient, effective and high-quality services on a cost-recovery basis.

7. During the period 2019/20, UNLB will continue to deliver its core functions, in line with its mandate and the structural changes endorsed by the General Assembly in its resolution [72/287](#), including the restructuring of the Global Technology Service, in line with the field technology framework and strategy of the Office of Information and Communications Technology.

8. UNLB will also finalize the implementation of the recommendations of the civilian staffing review. The first stage of implementation of the recommendations was undertaken in the period 2018/19, and the second, which is to be the final stage, is planned to be implemented in the period 2019/20, which, together with the management reform programme, will position UNLB to assist in enabling other entities in carrying out their programmes and mandates.

9. In its mission statement, it is envisioned that UNLB will ultimately be transformed into an operational service centre of the Secretariat, for: (a) supply chain management; (b) engineering; (c) environmental management; (d) specialized programmes, including occupational health and safety; and (e) geospatial, information and telecommunications technologies.

10. As part of its overall objective, UNLB will, during the budget period, contribute to several expected accomplishments by delivering related key outputs through the following functional areas: (a) Supply Chain Service; (b) proposed Global Technology Service, currently named Service for Geospatial, Information and Telecommunications Technologies; (c) Central Service; and (d) Department of Operational Support tenants hosted at UNLB, namely, Strategic Air Operations Centre and Field Central Review Bodies Unit. The achievement of the expected accomplishments would ensure the delivery of the Base's mandate, and the indicators of achievement measure progress made towards such accomplishments during the budget period.

11. The fifth functional area of UNLB covers the Department of Peace Operations tenant units located at Brindisi, namely the Standing Police Capacity and the Justice and Corrections Standing Capacity, which have administrative reporting lines to UNLB, while operationally and functionally reporting to their respective parent offices within the Department.

12. The human resources of the Base, in terms of the number of civilian personnel, have been attributed to the individual functional areas and locations. Variances in the number of personnel compared with the budget for the period 2018/19 have been explained under the respective areas.

B. Planning assumptions and mission support initiatives

13. Currently, UNLB consists of: (a) Office of the Director, which oversees the three Services and administration of the tenant units located at Brindisi; (b) Central Service, which provides internal administrative and support services for the other Services and tenant units; (c) Supply Chain Service, which provides supply chain, engineering and environmental management services to peacekeeping operations and handles the

strategic deployment stocks; (d) Service for Geospatial, Information and Telecommunications Technologies, which is proposed to be renamed Global Technology Service in the period 2019/20; and (e) tenant units at Brindisi, which have direct operational reporting lines to the Department of Peace Operations and the Department of Operational Support. The main priorities of each of the organizational entities for the period 2019/20 are described in the paragraphs below.

14. The planning assumptions for the period 2019/20 include: (a) renaming the Service for Geospatial, Information and Telecommunications Technologies the Global Technology Service, aimed at aligning its designation with its service portfolio and expanded client base, which has evolved from field missions to the entire Secretariat under the auspices of the newly approved management reform programme; (b) resubmitting the revised concept of operations for strategic deployment stocks, aimed at expanding the concept of strategic deployment stocks, among other aspects, in order to provide enabling services; (c) second phase of implementing the recommendations of the civilian staffing review; (d) updating the scalability model for UNLB; (e) submitting a proposal for the transformation of the Field Central Review Bodies Unit into a new Department of Operational Support tenant unit hosted at UNLB; and (f) increasing capacity in relation to the UNLB environmental management and occupational health and safety activities.

15. For the period 2019/20, UNLB proposes the implementation of the second phase of the recommendations of the civilian staffing review, which includes the conversion of 24 general temporary assistance positions to posts, proposals for the redeployment of 16 posts and the reassignment and reclassification of 1 international post. UNLB also proposes the reclassification of one national General Service post (G-7) to an international post (P-3) and the establishment of two general temporary assistance positions.

Office of the Director

16. The Office of the Director currently consists of: (a) the immediate office of the Director; (b) the Regional Aviation Safety Office; and (c) the Field Central Review Bodies Unit.

17. In the period 2019/20, in line with the recommendations of the civilian staffing review, the Office will focus on the continuation of the transformation of UNLB into a global service and solution provider, embracing field missions and Secretariat and non-Secretariat entities on a cost-recovery basis.

18. Simultaneously, the Office of the Director will implement the second phase of staffing changes, resulting from the civilian staffing review.

19. In addition, it is proposed that the Field Central Review Bodies Unit change programmatic reporting lines from the immediate office of the Director to the Staffing Service of the Human Resources Services Division of the Department of Operational Support. The Unit will become the fourth tenant unit within UNLB with the programmatic reporting lines to the parent office, while administratively reporting to the Director of UNLB.

20. The Regional Aviation Safety Office will continue to provide aviation safety services to its affiliated missions, namely, the United Nations Assistance Mission for Iraq (UNAMI), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations Interim Force in Lebanon (UNIFIL), and support for the aviation safety programme activities of the Department of Operational Support for United Nations field missions.

Central Service

21. The Central Service will, in the period 2019/20, continue to build up a central hub of shared and consolidated functions to provide support services for UNLB internal operations, including finance, human resources, procurement and property management, as well as conference and learning services, facilities management, security and other campus support activities, while operationalizing special programmes with regard to the Secretariat and United Nations field missions, such as in the area of occupational health and safety.

22. The Central Service acts in an enabling role, to allow the two service delivery pillars, namely, the proposed Global Technology Service and the Supply Chain Service, and the tenant units, to focus exclusively on their technical service and support functions.

23. The primary objectives of the Occupational Safety and Health Cell is to contribute to reducing workplace safety and health hazards, injury, ill health, accidents and incidents in peacekeeping operations and to eliminate hazards, prevent incidents or minimize risk with regard to all possible unintentional and non-malicious safety acts or conditions, through the provision of effective operational and technical occupational health and safety support services.

24. The Central Service will serve as the operational arm at UNLB by providing, inter alia, occupational health and safety services in terms of operational and technical standards development and support, incident data management, incident response and risk assessments, as well as training development and delivery for the safety and the health components, with a view to raising awareness on prevention of work-related incidents.

25. The Central Service will provide support for the Secretariat and field missions for the implementation of the field occupational health and safety risk management systems and provide both remote and direct support for operational requirements through an active and consolidated network of established occupational health and safety focal points in the missions.

26. The Property Management Cell is mandated to provide centralized control of inventory management system data accuracy for four UNLB mandated inventories; full accountability for property plant and equipment and financial inventories; and robust internal control of inventory management system transactions. The Cell acts as the primary point of contact and advisor to the Director of UNLB on all property management policies, compliance and performance-related activities, as well as an overall authority for inventory management system data accuracy. The Cell also performs administrative and secretariat functions for UNLB Local Property and Claims Survey Boards, in line with delegated authority. The delegation of authority for property management includes responsibility for four inventories (UNLB operational inventory, strategic deployment stocks inventory, United Nations reserve inventory, and United Nations reserve inventory established in compliance with International Public Sector Accounting Standards (IPSAS)), exceeding \$230 million in capitalized value as at 1 October 2018. Its responsibilities also cover the write-off activities of liquidated missions subsequent to the end of their mandates. Key responsibilities cover internal oversight and control, accountability, management of the fixed assets register, write-off and claims processing, quality assurance, property surveying and secretariat functions for the Local Property Survey Board. Since the implementation of phase I of Umoja supply chain management in September 2017, the total number of fixed assets and serialized equipment subject to regular accountability and oversight by the Property Management Cell increased from 14,000 in the Galileo inventory management system to over 28,000 in Umoja. As a result of

the civilian staffing review, a Property Management Officer post has been reassigned to the Supply Chain Service in the period 2018/19. The Board of Auditors made observations with regard to property management, and recommended the allocation of adequate resources to the Property Management Cell, including one Property Management Officer post. The head of the Cell is currently a national General Service post; thus, it is proposed to reclassify that post as a Property Management Officer (P-3).

27. The UNLB Conference and Learning Centre, building on its record of demonstrated expertise and experience, has proven to be a reliable service provider at the Secretariat level. Services include delivery of a wide range of support activities in the organization and hosting of various conferences and learning and training activities and delivery of communication products, from their design to the execution of graphic and video production.

Supply Chain Service

28. The Supply Chain Service will continue to support the implementation of the global supply chain strategy outlined by the Office of Supply Chain Management of the Department of Operational Support and the Department's environmental strategy for field missions, during the period 2019/20. Substantial progress will continue to be made in the following areas: (a) ensuring increased granularity and data consistency of the aggregated global demand plan, which will be submitted to the Logistics Division to support planning and sourcing functions in the Division; (b) actively facilitating and supporting the integrated business planning process, with field missions and Headquarters, a process that is a key enabler to enhancing the transparency, responsiveness and efficiency in the global supply chain and is part of the supply chain blueprint; (c) supporting the implementation of the mission-wide environmental action plans at the mission level and, on the global level, providing technical guidance and assurance in the three strategic pillars of waste, wastewater management and sustainable energy; (d) continuing to provide sourcing support, including standardization of key acquisition and support documents, technical review and clearance related to sourcing activities, assessments and on the ground support, and the development and provision of design and solicitation documents; (e) supporting and facilitating the further implementation of the centralized warehousing standard in missions, leading to improved efficiency and enhanced inventory control; (f) supporting the development and delivery of tailored supply chain and logistics training for field staff; and (g) maintaining and rolling out the global contract performance reporting tool and providing technical and reporting assistance to missions and Headquarters with regard to contract management.

29. On an ongoing basis, the Supply Chain Service will provide services to peacekeeping and special political missions in the areas of planning, asset management, engineering, standardization, sourcing support, environmental management and engineering, warehousing, maintenance and liquidation support, as well as with regard to the clearing house function. In addition, the Service will continue to manage the strategic deployment stocks.

Strategic deployment stocks

30. During the period 2016/17, the Office of Internal Oversight Services (OIOS) carried out a review and evaluation of strategic deployment stocks ([A/71/798](#)) and recommended that, to ensure rapid deployment, the strategic deployment stocks concept should be updated and revised, including its assumptions and related policies in the context of supply chain management and ongoing initiatives affecting mission start-up. Accordingly, in the period 2017/18, UNLB undertook a review of the concept of operations for strategic deployment stocks, which was submitted to the General

Assembly at the second part of its resumed seventy-second session. The Assembly, in its resolution [72/287](#), requested a revised concept of operations for strategic deployment stocks, and stressed the need for further analysis on enhanced effectiveness, expected efficiencies and location issues. Accordingly, UNLB undertook a further review of the concept of operations for strategic deployment stocks, which is summarized in section IV below and set out in detail in annex III to the present report.

Enabling capacity

31. With reference to annex III to the present report, the review of the concept of operations for strategic deployment stocks established a requirement for enabling services, given their relevance for rapid deployment, including the following: (a) receiving and inspection of goods; (b) transportation and material handling; (c) turn-key solutions for establishing expeditionary camps, including their basic services and facilities management; and (d) ground preparations, including levelling, hardstand, defensive structures, drainage and water exploration; and (e) the installation of: (i) United Nations standard prefabricated accommodation units; (ii) expeditionary tentage; (iii) perimeter, access, illumination, bunkers and other defensive measures; (iv) power generation and distribution of, inter alia, generators and solar and hybrid solutions; (v) water treatment plants storage and distribution, and wastewater and solid waste management; (vi) ICT infrastructure; and (vii) United Nations standard medical facilities.

32. UNLB is in the process of reviewing the composition of strategic deployment stocks in the period 2018/19. It has thus far identified enabling capacity requirements at the line item level and recommended several approaches to be adopted: (a) embedding enabling services in United Nations system contracts for specific items; and (b) third-party commercial solutions for: (i) the construction of mission and sector headquarters; (ii) facilities management; (iii) ground exploration; and (iv) the training of United Nations personnel.

33. Other enabling services will be provided by UNLB in-house mission support teams and second-party service providers, where possible, namely: (a) receiving and inspection of goods; (b) ICT infrastructure; (c) contract management; (d) engineering designs, preparation, installation and commissioning of modular packages; and (e) wastewater and solid waste management.

34. In accordance with the concept of strategic deployment stocks and its implementation ([A/56/870](#), para. 27), operating and maintenance costs, including costs for items that must be replaced because of expiration or obsolescence of stocks, other than shipment and preparation costs, will also be met through the UNLB budget. In the proposed budget for UNLB for the period 2016/17, the Secretary-General requested resources for the replenishment of the strategic deployment stocks in the context of the proposed budgets for UNLB over two financial years, at \$2.5 million per year, commencing with the period 2016/17. In that regard, recalling paragraphs 37 and 38 of the related report of the Advisory Committee on Administrative and Budgetary Questions ([A/70/742/Add.9](#)), the General Assembly, in its resolution [70/288](#), requested the Secretary-General to entrust OIOS with the conduct of a review and evaluation covering the level, size and composition of strategic deployment stocks, rotation processes, governance and clearing house policy and their value in view of historical utilization trends, as well as their contribution to faster mission start-up and expansion, and requested the Secretary-General to report thereon to the Assembly at the second part of its resumed seventy-first session, with a view to the Assembly taking a decision on the write-off and replenishment of strategic deployment stocks. The outcome of the review is addressed in paragraph 31 above, in section IV below and in annex III to the present report.

35. The composition of the strategic deployment stocks will be updated on the basis of the new concept of strategic deployment stocks, subject to the approval of the General Assembly. It is also anticipated that the review will generate potential savings, which could be offset against the pending items in strategic deployment stocks that require write-offs (\$1.73 million). The undertaking would therefore be achieved at no additional cost to the Organization.

Environmental technical assistance to field missions

36. UNLB will continue its role in providing technical assistance to field missions aimed at reducing their environmental footprint and increasing operational efficiency in relation to energy, water and wastewater and solid waste. Specifically, the development of energy and waste management plans, especially in larger missions, will be a major support area for addressing shortfalls in the project planning, justification and implementation processes in those critical areas. Wastewater risk mitigation, which includes enabling early warning, resource justification and reprioritization and sustained management, at the mission level, also remain the highest level priority of the Department of Operational Support environmental strategy for field missions.

37. Taking the lead across the three technical pillars of the strategy, UNLB will aim to (a) strengthen engagement and interaction with field mission counterparts and foster integration across stakeholders in engineering and across service delivery elements; (b) enhance both planning and implementation of mission-wide environmental action plans so that concrete actions for achieving compliance with policy are prioritized; (c) support technical communications within the mission; (d) provide solutions to address risks and opportunities for improvement identified in missions; (e) support centralized and on the ground training and capacity-building; and (f) leverage remote-sensing technologies to enhance environmental risk management. UNLB will also use available in-house capacities and portable equipment to support soil bioremediation where soil pollution from oil occurs, as missions downsize and/or liquidate, as well as to enable standard operating procedures on environmental impact assessments for field missions.

Environmental activities at the Base

38. The UNLB mission-wide environmental action plan will form the basis for improvement opportunities in the period 2019/20. Emphasis will be placed on data-driven energy efficiency measures. For that purpose, the field remote infrastructure management capability is being extended to include the Base at Brindisi. UNLB will also enhance the existing environmental management system, which is certified to the international standard ISO 14001: 2015, through the systematic engagement and collaboration of key partners in facilities management and information technology. Energy efficiency measures will include installing free cooling for the data centre at Brindisi and increasing LED coverage and sensors in all office buildings. Other efficiencies that will be pursued, in alignment with the Department of Operational Support environmental strategy for field missions, are borehole drilling to supplement freshwater sources, implementing a water conservation programme and placing an emphasis on waste reduction, especially of single-use plastics.

39. Mainstreaming environmental awareness will continue through the activities at Brindisi and Valencia and include the implementation of biodiversity recommendations, increased sensitization, outreach and awareness-raising on organizational priorities in support of the 2030 Agenda for Sustainable Development and building the internal audit and environmental management capacities at UNLB.

Global Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)

40. In the period 2019/20, it is proposed that the Service for Geospatial, Information and Telecommunications Technologies be renamed the Global Technology Service. For many years, the Service has supported the Organization's ICT strategy through its central role as the resilient operational hub for the support and delivery of technology services and solutions to both field operations and a broader range of Secretariat clients. From centralized connectivity, hosting and monitoring services for enterprise systems, such as Umoja, geospatial information systems and solutions, robust ICT service management processes, protection against increasing cybersecurity threats and harnessing and operationalizing innovative and emerging technologies, the Service has demonstrated its track record in supporting global ICT operations. In line with the Secretary-General's management reforms and the ICT strategy for the five-year period, over the 2014/15 to 2019/20 budget cycles, opportunities exist for the Organization to leverage the Service's existing infrastructure and operational support capacity for a broader range of Secretariat clients, to include Headquarters, regional commissions, offices away from Headquarters and United Nations agencies on a cost-recovery basis. Given the central role of ICT services, they form a key pillar of the reforms and are recognized as a cross-cutting capability that both underpins and enables the fulfilment of the Organization's mandates.

41. The Global Technology Service (currently the Service for Geospatial, Information and Telecommunications Technologies) will continue to provide resilient geospatial, communications and information technology services, including hosting and connectivity support for critical systems, which ensures that staff members in field missions and at Headquarters have access to Umoja and other systems such as videoconferencing, iNeed and email. For redundancy and risk mitigation, the Service is deployed in two locations but provides services as a unified, singular service model. The success of the Service is underpinned by a strategy involving a combination of a core staffing capacity augmented by a contractual and managed service capacity, which is scalable to the demands for service.

42. In the period 2018/19, following the approval of the General Assembly in its resolution [72/287](#), the Service implemented a comprehensive restructuring aimed at reinforcing its role as the operational hub for the support and delivery of technology services and solutions to field operations, in alignment with the activities of a broader range of Secretariat and United Nations system clients.

43. For the 2019/20 period, the Service will continue to focus on the following key strategic drivers: (a) optimization of core ICT operations, including centralization of systems and solutions in its twin technology centres at Brindisi and Valencia; (b) transitioning ICT operations to deliver innovation and technology solutions in support of field operations; (c) leadership in the areas of hosting, connectivity and monitoring for field operations, with opportunities for expansion to a broader range of Secretariat clients; (d) leadership in the areas of hybrid cloud management and brokerage services; (e) reduction of the overall ICT footprint in the field; (f) maintaining alignment with its existing scalability model and maintaining an optimal combination of core staff and contracted ICT service personnel (see also paras. 47–62 below, regarding the overall scalability model for UNLB); and (g) maintenance of the current service management ISO 20000 certification, information security ISO 27000 certification and data centre infrastructures tier III certification as part of continuous service improvement processes and so as to guarantee adequate quality for end users and the Organization.

44. In addition, the Service will continue to be engaged in groundwater exploration support activities and in field remote infrastructure management, supporting greater optimization of field infrastructure and resources. The Service will continue to coordinate the delivery of ICT services, on a cost-recovery basis, to all entities not supported by the Department of Operational Support as detailed below.

45. The United Nations Information and Communications Technology Facility, Valencia, and the Global Service Centre, Brindisi, will continue to provide resilient ICT and geospatial services to peacekeeping operations and, as appropriate, to the agencies, funds and programmes of the United Nations system. With the approval of its nomenclature by the General Assembly, in its resolution 71/294, the Technology Facility remains an ICT hosting, connectivity and monitoring cornerstone for the Secretariat and field missions around the world. The technology centres at Brindisi and Valencia will remain instrumental to supporting the enterprise data centre of the Secretariat.

Scalability model

46. The overall scalability model is underpinned by the need to ensure a core service and support capacity, which provides an ongoing minimum capability, while ensuring the retention of critical knowledge and skills in key areas. That can then be supplemented, as required, by contractual services and contractors, as workload fluctuates and expands. The scalability model also recognizes the particular positioning of UNLB within the United Nations system and the unique nature of its activities and operating environment, such as its central role in hosting and monitoring ICT services and as the central enabler for management and deployment of a strategic deployment capability. Accordingly, the UNLB scalability model demonstrates that the 35 business units in 26 organizational units of UNLB that were analysed are scalable to differing degrees, depending on the frequency, complexity and volume of their specific business unit drivers. It should be noted that the presented mathematical scalability model is driven by the Base's mandate and the result-based budgeting framework. The model has also leveraged the recommendations of the civilian staffing review as the baseline for resources in the various functional areas at the UNLB.

47. The summary of the UNLB scalability analysis, including the business unit scalability analyses is summarized below, and additional details are contained in annex IV to the present report.

Summary of the scalability model

48. In total, 25 of 26 organizational units are scalable to different degrees, depending on their primary workforce drivers. The factors that determine the scalability of each business unit are grouped under those drivers. There are three primary workforce drivers that are external to UNLB, and which involve the provision of services to external clients, and one driver that is internal to UNLB, namely, self-sustainment of the Base, and refers to the internal provision of services to UNLB external service providers (Global Technology Service, Supply Chain Service, tenant units and contractual personnel). The post distribution ratio at UNLB between the external and internal service providers is 79 per cent and 21 per cent, accordingly. A summary of the impact of primary workforce drivers on the scalability matrix of UNLB is provided in the table in annex IV to the present report.

49. The 26 organizational units comprise:

(a) 19 organizational units providing support services to external clients, in which the scalability increases and decreases on the basis of the volume of user requests, is currently applied through third party contracts and flexible staffing

arrangements. In the Global Technology Service, fluctuations in demand can be accommodated efficiently by using contractual personnel in addition to core staff. Similarly, in supply chain operations, maintenance and material handling contractors are deployed to address surges in demand. The 19 units include 280 posts and positions;

(b) Seven core organizational units providing internal support for UNLB external service providers, including the other 19 core organizational units, tenant units and the Office of the Director, that are fully dependent on the level and volume of support required by UNLB external service providers. The 7 units currently account for 94 posts, or 21 per cent of the staffing table.

50. The proposed budget for the period 2019/20 includes 170 contractors, comprising 127 contractors in the Global Technology Service, 39 contractors in the Supply Chain Service and 4 contractors in the Central Service, which represents a reduction of 16 contractors from the period 2018/19.

51. UNLB units with extensive technical expertise in the areas of engineering, environmental management and information technology are leveraged to support both those in the field, on an ongoing basis, and Headquarters offices in the implementation of global contracts, standards and strategy roll-out.

52. Some of the ICT services, connectivity services, telecommunications, hosting services, data storage, platform services, application services, event monitoring, campus service, GIS services, ICT security and operational resilience services, situational awareness services and project management services are provided on a cost-recovery basis to a wider United Nations client base, beyond peacekeeping operations, which provides economies of scale and a consistent approach to data security and business continuity.

53. Given the above information, scalability is based on the level of activity in the units, taking into account the specific drivers related to those activities. The activity level is defined by the specific portfolio that each business unit, within its organizational unit, covers and is particularly relevant to the organizational units within the Global Technology Service, in which each organizational unit comprises more than one business unit. A total of 35 business units are distributed among 26 organizational units. The UNLB scalability matrix is contained in annex IV to the present report.

Global Technology Service

54. The Global Technology Service will continue to leverage its resourcing strategy, which is built around a core of 122 UNLB staff, at the appropriate level, supplemented by contractual support services of various types. It allows the Service to scale its support capacity in accordance with enterprise and field demand, which is a key element of the existing scalability model for the Service. The scalability model, which was acknowledged in the context of the civilian staffing review, has been expanded to support enterprise and global connectivity, hosting services and systems monitoring.

55. In response to the latest developments with regard to the Base's mission client base, including the closure of the United Nations Operation in Côte d'Ivoire and the United Nations Mission in Liberia and the downsizing of the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the Global Technology Service has applied its established scalability model through a reduction in the number of contractors (net reduction of 16 contractors), reflecting a fluctuation in demand for services and resulting in a reduction in contractual, managed services of an estimated \$2 million.

56. The services and support provided by UNLB are driven by a complex range of factors, arising from its increasingly centralized role in support of missions and a broader range of Secretariat clients. Additional complexity is anticipated in the light of the management reform programme of the Secretary-General, which will necessitate a strong and stable UNLB as an enabler for greater interoperability across the United Nations system, and as ICT operations are globalized in line with organizational reforms and strategies. The Advisory Committee on Administrative and Budgetary Questions noted that the scalability model should also take into account support requirements related to the provision of ICT hosting and enterprise data centre services to the Secretariat as a whole ([A/70/742/Add.9](#), para. 93).

Supply Chain Service

57. The implementation of the supply chain strategy and the review of strategic deployment stocks requested by the General Assembly, most recently in its resolution [72/287](#), has led to proposals that will significantly reshape the strategic deployment stocks and their required enabling capacities. Those developments will require a core level of expertise and support capability within the Supply Chain Service, including: (a) planning expertise to manage strategic deployment stocks, related planning assumptions, composition review, funds management and reporting; (b) receiving, warehousing and shipping of strategic deployment stocks, United Nations reserve inventory, UNLB and trans-shipment; (c) development of statement and scope of requirements and work; (d) designing modular packages; (e) sourcing material for strategic deployment stocks and UNLB; (f) global asset management, including clearing house and management of strategic deployment stocks and United Nations reserve goods, review and approval of liquidating missions' preliminary asset disposal plans; (g) review and consolidation of field missions' demand plans; (h) contracts management functions; (i) teams to support missions in downsizing liquidation phases; and (j) implementation of the environmental policies and environmental strategy of the Department of Operational Support.

58. Although there have been no peacekeeping missions established since 2014, the role of UNLB in strategic deployment stocks rotation has significantly increased. UNLB rotated the strategic deployment stocks through the clearing house framework, which requires acquisition plans to be reviewed and demand filled by existing inventory prior to reverting to external procurement in order to minimize loss due to obsolescence. The rotation of strategic deployment stocks has increased from \$2.3 million in the period 2013/14 to \$16.1 million in the period 2017/18.

59. Given that strategic deployment stocks are mandated, strategic resources, they are not directly linked to the number of missions that UNLB supports. Therefore, irrespective of the number of missions supported by UNLB in other supply chain areas, strategic deployment stocks require resources to ensure that equipment is maintained, preserved and tested for rapid deployment and mandated cycle count and inventory control measures are in place, along with any issuance and receipt relating to stock rotation.

60. Implementation of the end-to-end supply chain management process will increase demand for services, as new global processes are being introduced that are supported by UNLB. In the period 2017/18, the monthly integrated business planning process was introduced in 16 missions to ensure more agile supply chain coordination among Headquarters, UNLB and missions. Those sessions are facilitated and organized by UNLB. In addition, the new contract performance reporting tool is to be rolled out in the period 2018/19 and UNLB facilitates that process through the Contract Performance Management Unit in the Supply Chain Service.

61. The demand from missions for the services of the Environmental Technical Support Unit has significantly increased since the Unit's establishment in the period 2017/18, as an expected result of the strategy implementation and the global roll-out of the new environmental management system. The environmental technical support by UNLB measured in days on the ground increased from 240 days in the period 2016/17 to 365 days in the period 2017/18, and the team serviced 13 missions in 2017/18, compared with 6 in 2016/17.

Central Service

62. As the Central Service portfolio of functions is based on administrative support services (human resources, finance and budget, procurement and property management, security and occupational health and safety, and facilities management) to UNLB executive direction and management and its service pillars (Global Technology Service, Supply Chain Service and tenant units), the scalability of the Central Service is fully dependent on the above-mentioned client base, in terms of both the number of posts and positions and the number of facilities. As the numbers of clients, facilities and operations supported have not reduced, scaling down the Central Service is not applicable.

Deployment in two locations and centralization of geospatial information systems and remote mission support

63. The Advisory Committee on Administrative and Budgetary Questions requested more comprehensive information on the implications of deployment of the Global Technology Service in two locations and the centralization of geospatial information systems and remote mission support, including the impact on and relation to client missions ([A/71/836/Add.10](#), para. 21). The General Assembly, in its resolution [71/294](#), endorsed the recommendations of the Advisory Committee. Accordingly, more detailed information is provided below.

Implications of deployment of the Global Technology Service in two locations

64. The Global Technology Service is deployed in both Valencia and Brindisi, owing to the technical requirement for redundancy and the mitigation of risks associated with a single location.

65. In its review of the comprehensive study (see [A/70/742/Add.9](#), paras. 15 and 16), the Advisory Committee, while acknowledging the need for two mirrored sites at Brindisi and Valencia, nevertheless highlighted that there were organizational, managerial and operational challenges, as well as financial and human resources management implications of such arrangements and requested further development of the analysis to cover all relevant issues concerning the deployment in two locations.

66. As outlined in the report of the Secretary-General ([A/72/793](#), para. 35), the revised comprehensive study set out information on the implications of the deployment of the Global Technology Service in two locations. The active-active arrangements between the Brindisi and Valencia twin technology centres represent an industry-benchmarked optimal configuration and positions the Service as a strategic enabler for the Secretary-General's vision for modernization, transformation and innovation. Both sites are simultaneously able to deliver critical databases, services and applications, through clustering and load balancing technologies which optimize available capacity at both locations. An active-active configuration allows for optimal availability and recovery times. This model allows the impact of a complete site loss to be seamlessly absorbed with the remaining data centre continuing to provide production services. The rationale is that this ensures that all critical enterprise

applications, such as email, Umoja and iNeed, are hosted in the twin technology centre, mirrored locations, guaranteeing global resilience and mitigating the risk of catastrophic failure in a single location. The structure of the cross-cutting units in the twin technology centres is complementary, coherent and non-duplicative, and is built around an effective resourcing strategy with a core staff, supplemented by contractual support services, which delivers a scalable operational support model. There is limited need for the movement of staff between the locations, with extensive use of videoconferencing.

Remote mission support

67. The Advisory Committee on Administrative and Budgetary Questions indicated its expectation that a detailed account of the efficiencies and lessons learned with regard to remote mission support services would be included in the proposed budget for the period 2019/20 ([A/72/789/Add.10](#), para. 13). UNLB accordingly prepared a progress report which outlines evolution of remote mission support services, and noted increases in the number of missions supported and projects implemented, including that the service delivery has more than trebled, from the original 6 to 33 field missions, that economies of scale had been achieved and that centrally provided services had resulted in significant financial and non-financial benefits, with an increased number of supported missions. In the progress report, the optimal number of staff to provide remote support services was estimated to be 13, while scalability was achieved by utilizing contractual personnel. Lessons learned included addressing issues such as the following: (a) building mutual trust with missions; (b) resolution of technical issues reinforced with regular meetings with missions; (c) compensating skills gaps by tasking staff on the basis of certification noted in a skills matrix and developing multitask teams; (d) addressing challenges with a new support model and handling large projects, including through the project management approach of using incremental, iterative work sequences wherein project phases are divided into smaller tasks by level of complexity, which helped to mitigate risk and delivered benefits faster; (e) addressing challenges with task prioritization through regular meetings within a remote mission support unit. The progress report will be provided to legislative bodies during the review of the budget report.

Contractors and personnel occupying facilities at Brindisi and Valencia

68. The Advisory Committee on Administrative and Budgetary Questions recommended that the General Assembly request the Secretary-General to include, in future budget submissions regarding UNLB, information on all personnel occupying the facilities at Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises ([A/69/839/Add.9](#), para. 55). The current recovery model results in a reduction in fixed operating costs for each occupant, due to the economy of scale, whereas incremental or variable costs are directly cost recovered.

69. During the period 2019/20, UNLB will host support personnel of other entities at Brindisi and Valencia. The cost-recovery framework will enable the recovery of the costs associated with the use of the facilities by non-UNLB support personnel providing support for non-peacekeeping entities with whom UNLB maintains a service level agreement. Costs are recovered for support personnel related to facility services such as cleaning, gardening, security and maintenance. For example, the costs related to personnel of the International Computing Centre working on non-Department of Operational Support projects are recovered for facility services.

70. No costs are recovered for personnel of non-UNLB entities, including the United Nations Office for Project Services (UNOPS) and the International Computing

Centre, working on projects for the Department of Operational Support and field missions, in accordance with the provisions of contractual arrangements.

71. It is estimated that 556 full-time support personnel from other entities will occupy premises at UNLB, most of whom will provide functions related to communications and information technology, while four personnel from the United Nations Field Staff Union and six personnel from the United Nations Support Mission in Libya (UNSMIL) provide other services (see table below). The requirements for UNLB contractors are reflected in the present budget, while the other United Nations and external contractors are funded through other funding mechanisms.

Table 1

Analysis of occupancy of contractors and non-United Nations Logistics Base personnel at the premises of the Base, by location

	2018/19	2019/20				Service-level agreement/cost reimbursement (yes or no)
	Total	Brindisi	Valencia	Total	Variance	
Contractors						
United Nations Office for Project Services	132	37	109	146	14	No ^a
International Computing Centre (Department of Operational Support clients)	115	56	46	102	(13)	No ^a
International Computing Centre (non-Department of Operational Support clients)	115	19	123	142	27	Yes ^b
Other external contractors	159	99	33	132	(27)	No ^c
Subtotal, contractors	521	211	311	522	1	
Other personnel (United Nations posts)	15	19	15	34	19	No ^d
Total	536	230	326	556	20	

^a International Computing Centre and UNOPS personnel working on projects for the Department of Operational Support and peacekeeping missions under contractual agreements. No costs are recovered for those personnel.

^b Costs of facility occupancy by International Computing Centre personnel servicing non-Department of Operational Support clients are recovered through the peacekeeping cost-recovery fund.

^c Other posts. This category refers to United Nations Secretariat posts located at UNLB which are not part of the UNLB staffing table. For the period 2019/20, the breakdown of the posts is as follows: Department of Operational Support extrabudgetary, Office of Information and Communications Technology, UNOPS staff administered by Headquarters, 10; extrabudgetary, two; United Nations Field Staff Union, four; special political mission (UNSMIL), six; Umoja master data management/personnel data management staff, 10; Department of Safety and Security, two.

Services provided to other entities and cost recovery

72. The Advisory Committee on Administrative and Budgetary Questions considered that the General Assembly should be provided with a better understanding of the services provided to other Secretariat and non-Secretariat entities and a full picture of the resources made available to UNLB ([A/70/742/Add.9](#), para. 68). The Advisory Committee recommended that transparent and comprehensive information on expenditures incurred and income received for all services provided to other Secretariat and non-Secretariat entities should be included, as a matter of routine, in future budget submissions. Any extrabudgetary posts funded through cost-recovery income should also be reflected in the organization chart, with an appropriate annotation.

73. During the period 2019/20, UNLB plans to maintain service-level agreements with 15 entities, under which it provides connectivity services, data storage, telecommunications, data centre hosting services, application hosting, event monitoring, campus services, geospatial information systems, ICT security and operational resilience services on a cost recovery basis using the Umoja service delivery functionality. The costs are based on approved service rate cards, which are reviewed on an annual basis by the Office of the Controller. The income and expenditure for the period 2019/20 are estimated at \$7,823,961, compared with \$8,297,800 estimated for the period 2018/19. The estimated income and expenditure do not duplicate any proposed resource requirement included in the proposed budget for UNLB for the period 2019/20. An analysis of the expected income is set out by client entity in the table below.

74. It should be noted that no costs are recovered from entities or contractors working on projects for United Nations peacekeeping missions; costs of the contractors are provided for in the proposed budgets of the individual peacekeeping missions.

Table 2
Analysis of cost-recovery estimates for the period 2019/20

(Thousands of United States dollars)

<i>Entity receiving support</i>	<i>Type/detail of support provided</i>	<i>Amount</i>
Office of Information and Communications Technology	Hosting services (server hosting); data storage (provision, replication, backup and operational resilience); connectivity services (leased line, Internet, VPN site-to-site, VPN/VDI client access and network connectivity); event monitoring; platform services (access layer and anti-spam); and application services (email)	5 187.0
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Hosting services (infrastructure as a service and server and server hosting); data storage (provision, backup, replication and operational resilience); application services (database); connectivity services (network connectivity, VPN site-to-site, VPN/VDI client access and Internet); and event monitoring	656.7
Office for the Coordination of Humanitarian Affairs	Hosting services (rack space, server hosting, infrastructure as a service and server); data storage (provision, replication, backup and operational resilience); application services (Domino, database and consultancy services); connectivity services (leased line, Internet, VPN/VDI client access and network connectivity); and event monitoring	740.9
International Computing Centre	Hosting services (rack space); connectivity services (Internet and network connectivity); and campus services (office space)	611.7
Department of Economic and Social Affairs	Hosting services (server hosting, infrastructure as a service and server); data storage (provision, backup); application services (database); connectivity services (Internet, VPN/VDI client access and network connectivity); and event monitoring	186.9
Department of Safety and Security	Application services (email); and connectivity services (Internet)	52.3
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Connectivity services (network connectivity); data storage (backup); hosting services (server hosting and infrastructure as a service and server); and security services	15.5
Special Tribunal for Lebanon	Application services (email); Connectivity services (VPN site-to-site); and hosting services (Server hosting and infrastructure as a service and server)	64.9
United Nations Monitoring Mechanism for the Syrian Arab Republic	Connectivity services (network connectivity); telecommunications (voice); hosting services (server hosting and infrastructure as a service and server); data storage (provision and backup); and application services (database)	37.1
World Food Programme	Hosting services (rack space); connectivity services (Internet, network connectivity and microwave connection); telecommunications (voice); and campus services (office space)	11.3

<i>Entity receiving support</i>	<i>Type/detail of support provided</i>	<i>Amount</i>
African Union in Somalia	Application services (email)	34.5
Logistics Division	Hosting services (consultancy services)	109.3
United Nations Office for Project Services	Hosting services (server hosting, infrastructure as a service and server and consultancy services); data storage (provision, backup, replication and operational resilience); connectivity services (lease lines, network connectivity, VPN site-to-site, VPN/VDI client access and Internet); telecommunications (video conference); and event monitoring	27.7
United Nations Assistance to the Khmer Rouge Trials	Hosting services (infrastructure as a service and server); data storage (provision); connectivity services (network connectivity and VPN site-to-site); and telecommunications (voice)	38.5
United Nations International Residual Mechanism for Criminal Tribunals	Connectivity services (network connectivity); and telecommunications (voice)	49.6
Total		7 824

Abbreviations: VDI, virtual desktop infrastructure; VPN, virtual private network.

75. Income recovered through the cost-recovery fund will be used by UNLB to secure the ICT resources, facilities and infrastructure required to provide services for clients under the established service-level agreements. Table 3 contains the planned expenditures by category and a further breakdown of the communications and information technology category. During the period 2019/20, UNLB will continue to fund, through the cost recovery mechanism, one post of Senior Information Systems Officer (P-5) and one national General Service post to coordinate and manage cost-recovery income received.

Table 3
Analysis of cost-recovery estimates for the period 2019/20

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

<i>Category</i>	<i>Amount</i>	<i>Cost estimates</i>
Civilian personnel		
International staff		216.2
National staff		58.2
Subtotal		274.4
Operational costs		
Facilities and infrastructure		603.2
Communications		965.5
Information technology		5 980.9
Acquisition of equipment	854	
Acquisition of software packages	1 387.9	
Information technology services	1 733.6	
Rental of equipment	317.6	

<i>Category</i>	<i>Amount</i>	<i>Cost estimates</i>
Maintenance and repair of equipment	752.4	
Licences, fees and rental of software	899.8	
Spare parts and supplies	35.6	
Subtotal		7 549.6
Total requirements		7 824.0

Tenant units

76. UNLB will continue to host and support tenant units, including the Standing Police Capacity and the Justice and Corrections Standing Capacity, which report to the Department of Peace Operations, and the Strategic Air Operations Centre, which reports to the Logistics Division of the Department of Operational Support. For the period 2019/20, in line with the recommendations of the civilian staffing review, it is proposed that the Field Central Review Bodies Unit be transferred to the tenant units of the Global Service Centre, Brindisi, and have a reporting line to the Department of Operational Support.

77. The Standing Police Capacity, comprising 36 posts, will continue to deliver support related to its two core functions, namely, the start-up of new police components in peace operations and the provision of assistance to police components in existing peace operations. The Standing Police Capacity will also conduct operational assessments and monitoring of police components, upon request.

78. The Standing Police Capacity will also continue to respond to requests from the Department of Political and Peacebuilding Affairs, as well as backstopping demands from United Nations agencies, funds and programmes and other partners, on a selective basis, under the Organization's peacebuilding efforts. Given that such requests have been continually increasing over time, and although they cannot be fully predicted, the Standing Police Capacity will work towards more effective preparedness strategies for addressing them during the period 2019/20.

79. In addition, the Standing Police Capacity assigned with specific tasks relating to the United Nations Police knowledge management initiative from the period 2017/18, will continue to contribute to the in-house compilation, collation and analysis of information and statistics and the development of compendiums for the use of United Nations Police in peace operations. The methodology will include use of tools such as field visits, surveys, interviews, meetings, discussions and peer review.

80. The Justice and Corrections Standing Capacity is the Brindisi-based arm of the Justice and Corrections Service of the Office of Rule of Law and Security Institutions at Headquarters. Comprising six posts and one general temporary assistance position, in the period 2019/20, the Justice and Corrections Standing Capacity will continue to deliver on its two core functions, namely, providing the start-up capability for justice and corrections components in peace operations and for the planning and early implementation of transitions and reinforcing existing peace operations in the areas of justice and corrections, and, where appropriate, other United Nations field presences and entities, through the provision of time-limited and targeted technical assistance. The Justice and Corrections Standing Capacity will further increase its support for justice and corrections components to plan for and implement mandated rule of law-related programmes, through the provision of substantive expertise and support in programme implementation and oversight, with a view to ensuring the effective, coherent and coordinated delivery of rule of law mandated tasks. It will

continue to undertake operational assessments and evaluation of missions in support of justice and corrections components in the field.

81. In line with the Secretary-General's reform of the peace and security architecture, the Justice and Corrections Standing Capacity will respond to requests from both the Department of Peace Operations and the Department of Political and Peacebuilding Affairs. In line with the Secretary-General's recognition of its contributions to the role of the Office of Rule of Law and Security Institutions as a system-wide service provider, as well as the need for more coordinated and coherent rule of law support, the Justice and Corrections Standing Capacity may also be requested to share its expertise with United Nations agencies, funds and programmes, in particular under the auspices of the global focal point for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations. Although the requirements of the global focal point cannot be fully predicted, they have been increasing and capacity must be prepared to address them.

82. The Special Committee on Peacekeeping Operations noted the continued demand for assistance by the Justice and Corrections Standing Capacity and the need for strengthening its capacity ([A/72/19](#), para. 233). Demand for support by the Justice and Corrections Standing Capacity continues to outweigh its current capacities and has prevented it from responding to all requests for assistance. Therefore, its capacities should be maintained at least at its current levels to be able to provide essential substantive and planning capacities to new missions and/or existing operations, including those drawing down and in or nearing transition, such as the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), UNAMID and the United Nations Assistance Mission in Afghanistan (UNAMA), given that gradual staff reductions usually increase the demand for Justice and Corrections Standing Capacity deployments to facilitate smooth transitions.

83. The Strategic Air Operations Centre, currently comprising 10 posts, will continue to deliver its three main functions, namely, exercising global operational control for all out-of-mission flights and providing strategic air support for all clients, exercising overall global fleet management for the United Nations air fleet, providing technical administration for the real-time United Nations global tracking system, strategic air movement of contingent personnel and standby aircraft charter agreement. By delivering those core functions, the Strategic Air Operations Centre will contribute to the global fleet utilization and flight segment optimization to reduce the total cost for United Nations air operations.

84. To fully realize more efficient and strategically effective transportation services, a consolidated and empowered entity is envisioned as a necessary outcome for aviation and multimodal surface transportation services within the larger supply chain management model. As demonstrated by the shift of widebody troop rotation operations to the Strategic Air Operations Centre in 2018, a move towards consolidated command and control of strategic assets at UNLB is under way. There is an immense opportunity for an increased depth and breadth of centralized capabilities and services that provide a range of shared and standby transportation capabilities and an integrated data and planning capability.

85. The Field Central Review Bodies Unit, comprising 11 posts, will continue to deliver its mandated functions of reviewing international recruitment cases and conducting reference verification for candidates selected to serve in United Nations field missions. In line with the recommendations of the civilian staffing review, the Field Central Review Bodies Unit will be redeployed from the Office of the Director to become a tenant unit reporting to the Staffing Service of the Human Resources Services Division of the Department of Operational Support.

Maintenance and support costs of enterprise systems

86. With the deployment of the enterprise resource planning system (Umoja), many direct operating and maintenance and support costs, including hosting and support services, software licences and connectivity, have become recurrent operating costs. It is proposed that, during the period 2019/20, Umoja maintenance and support costs be allocated to the support account for peacekeeping operations under the Office of Information and Communications Technology component.

Proposed resource requirements by location: Brindisi and Valencia

87. In paragraph 15 of its resolution 70/288, the General Assembly reiterated its request that the Secretary-General provide in future budget submissions a breakdown of resource requirements and expenditures for UNLB and for the United Nations Information and Communications Technology Facility, Valencia. Table 4 reflects provisions included in the proposed budget for the period 2019/20 in the respective locations. Annex II to the present report contains organigrams, which set out the organizational structure of and the posts at each location. It should be noted that the staffing establishment in the Valencia location comprises solely posts of the Global Technology Service.

88. The Advisory Committee on Administrative and Budgetary Questions indicated that it could make recommendations regarding the specific placement of staff only when the required information relating to the specific posts, functional titles, functions and locations was provided for its review, and expressed its expectation that a breakdown of the detailed staffing, separated by location for both Brindisi and Valencia, would be provided at the time of the General Assembly's consideration of the proposed budgets, in order for the Assembly to be in a position to approve the posts (A/71/836/Add.10, para. 40). The Committee also expressed its expectation that a breakdown by location would be provided in future proposed budgets. The current proposed budget for the period 2019/20 contains the requested information for each post movement (see section I.E below).

Table 4

Proposed resource requirements for the period 2019/20, by location

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

Category	Brindisi ^a	Valencia	Total	Percentage of total	
				Brindisi	Valencia
	(1)	(2)	(3)=(1)+(2)	(4)=(1)/(3)	(5)=(2)/(3)
Civilian personnel					
International staff	17 959.5	1 797.9	19 757.4	90.9	9.1
National staff	18 895.0	1 313.6	20 208.6	93.5	6.5
General temporary assistance	292.5	—	292.5	100.0	—
Subtotal I	37 147.0	3 111.5	40 258.5	92.3	7.7
Operational costs					
Consultants and consulting services	380.8	13.8	394.6	96.5	3.5
Official travel	627.9	98.0	725.9	86.5	13.5
Facilities and infrastructure	4 135.8	2 037.0	6 172.8	67.0	33.0
Ground transportation	427.6	28.7	456.3	93.7	6.3
Air transportation	—	—	—	—	—
Naval transportation	—	—	—	—	—

Category	Brindisi ^a	Valencia	Total	Percentage of total	
				Brindisi	Valencia
	(1)	(2)	(3)=(1)+(2)	(4)=(1)/(3)	(5)=(2)/(3)
Communications and information technology	8 871.4	7 182.4	16 053.8	55.3	44.7
Medical	41.9	4.7	46.6	89.9	10.1
Special equipment	—	—	—	—	—
Other supplies services and equipment	851.0	277.7	1 128.7	75.4	24.6
Quick-impact projects	—	—	—	—	—
Subtotal II	15 336.4	9 642.3	24 978.7	61.4	38.6
Subtotal I+II	52 483.4	12 753.8	65 237.2	80.5	19.5
Gross requirements	52 483.4	12 753.8	65 237.2	80.5	19.5

Variances in financial resource requirements

89. The proposed budget for the period 2019/20 reflects a decrease of \$17.2 million (20.9 per cent) compared with the approved amount of \$82.4 million for the period 2018/19. The decreased requirements are mainly attributable to: (a) the removal of Umoja maintenance and support costs; and (b) the reduced requirements for international staff, owing to lower common staff costs and a lower post adjustment multiplier, and for national staff, owing to the change in the exchange rate between the euro and the United States dollar compared with the rate applied in the 2018/19 budget.

C. Regional mission cooperation

90. The Regional Aviation Safety Office of the Global Service Centre, Brindisi, will continue to enhance regional mission cooperation through the establishment, implementation and management of the aviation safety programmes of its affiliated missions and by ensuring that the policies, guidelines and procedures of the Department of Peace Operations and the Department of Operational Support relating to aviation safety are implemented. Moreover, the Office will continue to provide support for the Department of Operational Support aviation safety programme in various projects, classroom and distance training courses and safety promotion.

D. Partnerships, country team coordination and integrated missions

91. UNLB will provide support, upon request, to the Department of Peace Operations, the Department of Operational Support, the Department of Political and Peacebuilding Affairs and the agencies, funds and programmes of the United Nations system in the implementation of the field occupational safety and risk management system, through the provision of training and learning activities aimed at the prevention of work-related incidents.

92. Ad hoc support for missions will continue to be provided at the request of the Department of Operational Support and the Department of Peace Operations. In addition, the Office for the Coordination of Humanitarian Affairs is provided with warehousing services under a memorandum of understanding.

93. UNLB will continue to provide the World Food Programme (WFP) with training and logistical support when requested, together with satellite connectivity and other

information technology support for several training sessions organized by WFP at its base at San Vito, Italy. UNLB will also provide the United Nations Humanitarian Response Depot, which is managed by WFP, with telephony and data services support. In addition, UNLB will continue to collaborate with WFP in areas of common interest, such as aviation, services and training, as well as providing logistical support, when required, to WFP airlifts, including ground handling.

94. UNLB will also provide the International Computing Centre and UNOPS with office computer services and Internet protocol telephony and computer network services.

95. UNLB will continue to strengthen cooperation with other United Nations funds, programmes, specialized agencies, international tribunals and offices away from Headquarters through the provision of services relating to geospatial, information and telecommunications technologies and videoconference services on a cost recovery basis.

96. The Director of UNLB will continue to serve as the designated area security coordinator for all United Nations system offices in the area, including the United Nations Humanitarian Response Depot, UNOPS and the International Computing Centre. The Chief of Service of the United Nations Information and Communications Technology Facility, Valencia will continue to serve as the head of premises and area security coordinator for the Technology Facility and designated official, a.i., for United Nations system offices in Spain.

E. Results-based budgeting frameworks

97. The results-based budgeting frameworks are grouped under the following functional areas: logistics; geospatial, information and telecommunications technologies; and central support. As part of its overall objective, during the budget period UNLB will contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.1 Rapid, effective, efficient and responsible operational and technical support services for client missions	<p>1.1.1 Percentage of mission clients expressing satisfaction with supply chain and operations services (2017/18: 90.7 per cent; 2018/19: 85 per cent; 2019/20: 85 per cent)</p> <p>1.1.2 Percentage of mission acquisition plans that are reviewed and analysed to support the preparation of an integrated demand plan for the Department of Operational Support (2017/18: 100 per cent; 2018/19: 90 per cent; 2019/20: 90 per cent)</p> <p>1.1.3 Percentage of mission sourcing requests for single items in strategic deployment stocks and the United Nations reserve solved within 2 working days and, for multiple items and mission surplus, within 5 working days (2017/18: 98.6 per cent for single items and 100 per cent for multiple items; 2018/19: 95 per cent; 2019/20: 95 per cent)</p> <p>1.1.4 Percentage of mission requests for strategic deployment stock and United Nations reserve items shipped within 30 days from the stock transfer order</p>

date (2017/18: 64 per cent; 2018/19: 95 per cent; 2019/20: 95 per cent)

1.1.5 Percentage of strategic deployment stocks and equipment maintained, repaired and tested within 15 working days of the work order date (2017/18: 100 per cent; 2018/19: 98 per cent; 2019/20: 98 per cent)

1.1.6 Percentage of United Nations reserve vehicles and equipment refurbished within 30 days (2017/18: not applicable; 2018/19: 95 per cent; 2019/20: 97 per cent)

1.1.7 Percentage of mission requests for mission support teams deployed within 15 working days of approval date (2017/18: 100 per cent; 2018/19: 95 per cent; 2019/20: 95 per cent)

1.1.8 Percentage of mission clients expressing satisfaction with geospatial, information and telecommunications technologies services (2017/18: 98.41 per cent; 2018/19: 92 per cent; 2019/20: 92 per cent)

1.1.9 Availability of centrally hosted United Nations field applications (2017/18: 99.99 per cent; 2018/19: 99.8 per cent; 2019/20: 99.8 per cent)

1.1.10 Availability of the wide area network infrastructure (2017/18: 100 per cent; 2018/19: 99.5 per cent; 2019/20: 99.5 per cent)

1.1.11 Percentage of ICT incidents and service requests addressed in line with service-level agreement standards (2017/18: 96.42 per cent; 2018/19: 95 per cent; 2019/20: 95 per cent)

1.1.12 Efficiency of use of satellite capacity measured in bits per Hz (2017/18: 2.2; 2018/19: 2.8; 2019/20: 2.8)

1.1.13 Percentage of strategic air movements centrally controlled and monitored (2017/18: 100 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

1.1.14 Percentage of widebody aircraft movements and troop rotations managed, tasked, controlled and monitored (2017/18: not applicable; 2018/19: not applicable; 2019/20: 100 per cent)

1.1.15 Percentage of on-ground environmental technical assistance requests fulfilled in support of 12 field missions in the areas of energy, water and wastewater and solid waste management within 90 days (2017/18: not applicable; 2018/19: not applicable; 2019/20: 95 per cent)

*Outputs***Supply chain services**

- Provision of technical and operational support for 5 peacekeeping operations in the areas of planning and design of engineering projects; 45 technical clearances for major mission engineering projects totalling \$200 million; and 5 completed tender packages for field mission procurement, including all technical documents
- Provision of 2 global reports and quarterly review reports for demand planning to support the preparation of an integrated demand plan for the Department of Operational Support
- Provision of technical clearance for transport and general supply goods and services within 10 working days from the time of receipt of an official request from a peacekeeping operation
- Annual review of strategic deployment stocks composition to meet peacekeeping operations start-up requirements
- Maintenance, repair and testing of approximately 775 vehicles, comprising strategic deployment stock, United Nations reserve vehicles and UNLB vehicles, and approximately 820 items of other equipment, such as generators and office equipment, which are part of the strategic deployment stocks and the United Nations reserve
- Acquisition and coordination of 20 technical and supply chain training course sessions
- Coordination of asset disposal for two peacekeeping missions, UNAMID and the United Nations Mission for Justice Support in Haiti (MINUJUSTH)
- Review and approval of a preliminary asset disposal plan for liquidating missions within 10 working days, for UNAMID and MINUJUSTH
- Provision of on-site logistics operations and environmental management, engineering and other support for field missions through the deployment of 50 mission support teams
- 100 per cent physical verification of all inventories in stock
- Provision of quarterly review reports on collated contract compliance and performance data

Geospatial services

- Maintenance and updating of 5 global databases and geospatial platforms, solutions and services in support of 15 peacekeeping operations (UNIFIL, United Nations Military Observer Group in India and Pakistan, United Nations Disengagement Observer Force, United Nations Truce Supervision Organization, United Nations Interim Security Force for Abyei, United Nations Mission in South Sudan, MONUSCO, MINUJUSTH, United Nations Multidimensional Integrated Stabilization Mission in Mali, United Nations Mission for the Referendum in Western Sahara, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, UNAMID, United Nations Interim Administration Mission in Kosovo, UNFICYP and United Nations Support Office in Somalia (UNSOS)), 10 political missions (UNAMA, United Nations Verification Mission in Colombia, UNSMIL, Office of the Special Coordinator for the Middle East Peace Process, UNAMI, United Nations Integrated Peacebuilding Office in Guinea-Bissau, United Nations Regional Office for Central Africa, United Nations Office for West Africa and the Sahel, United Nations Regional Centre for Preventive Diplomacy for Central Asia and Office of the United Nations Special Coordinator for Lebanon) and the Secretariat
- Production of 200 maps (thematic, topographic and base), hosting of 75 geospatial web map services for 150 client group accounts in 15 peacekeeping operations (including UNSOS), 10 political missions and the Secretariat
- Provision and maintenance of secure and highly available global geospatial platforms, solutions and services (United Nations GeoPortal, United Nations field street map, United Nations operational map,

mission common operational picture platform, United Nations gazetteer, United Nations globe and United Nations image service and discovery) to public users and up to 500 named users in support of situational awareness

- Maintenance and updating of 5 global databases and geospatial platforms, solutions and services in support of 15 peacekeeping operations (including UNSOS), 10 political missions and the Secretariat
- Provision of 30 satellite image and location analytics; delivery of 30 groundwater exploration and monitoring analytics services for 11 peacekeeping missions

Information technology services

- Operation, maintenance and support of 203 centrally hosted applications (such as Umoja) including set-up and testing of disaster recovery capability for approximately 65,000 users in peacekeeping operations
- Maintenance of 2 International Organization for Standardization certifications, on information technology service management (ISO/IEC 20000) and information security (ISO/IEC 27001:2013)
- 5 new applications testing services per year
- Operation, maintenance and support of 2 certified data centres in two geographical locations, providing hosting services, virtual data centres, virtual desktop infrastructure, underlying infrastructure for email and hybrid cloud brokerage and management for 75,000 users
- Operation and management of 10 infrastructure support systems required for hosting and connectivity of the integrated Umoja enterprise resource planning solution, including access-layer support for up to 22,000 users
- Annual update of global services disaster recovery plan and conduct of 2 disaster recovery exercises
- Completion of 12 applications and 5 infrastructure security assessments
- Global event monitoring service provision for 15 peacekeeping operations (including UNSOS)

Telecommunications services

- Delivery of wide area network connectivity services to more than 300 sites worldwide (client missions and other United Nations offices), connecting more than 50,000 end users through satellite links, private leased line connectivity and virtual private connectivity over the Internet
- Operation, maintenance and support of infrastructure to provide centralized digital radio connectivity services to more than 35,000 radio users in 15 peacekeeping operations (including UNSOS)
- Operation, maintenance and support of infrastructure to provide videoconference bridging services to peacekeeping missions and other United Nations offices, delivering on average 1,500 videoconference events and connecting 5,000 end points each month
- Operation, maintenance and support of infrastructure to provide inter-mission and international telephone call services to 33 client missions and other United Nations offices, capable of establishing an average of 1 million telephone calls per month
- Quarterly failover test of the satellite and network critical components between Brindisi and Valencia to ensure the effectiveness of resilience and resolve any detected issues within the same quarter
- Operation, maintenance and support of infrastructure to manage high efficiency satellite links with dynamically allocated capacity based on user demand to up to 250 field locations

Technology development, design and planning services

- Provision of project management office support (project management office governance) services (guides, templates, tools and support) comprising 7 standardized project templates for an estimated 50 projects registered in the project server
- Operational management and implementation of 25 projects of various types (innovation, migration, integration, service design, service transition) and on different scales, including 10 enterprise-level projects, 10 cross-functional projects and 5 mission specific projects
- 2 workshops in project management and technology innovation targeting peacekeeping mission staff
- Operationalization of PulseNet, a software tool designed to search posts on social media platforms and other specialized feeds for the perception among local populations with regard to United Nations missions, for integrating social media analysis into the situational awareness programme for 11 peacekeeping operations (including UNSOS)
- Operationalization of MediaNet, a software tool designed to facilitate the collection of media streams and serve as a data repository of structured and unstructured information from various sources, such as CCTV and unmanned aerial vehicles, and incorporation of the use of those media streams as part of the situational awareness programme for 11 peacekeeping operations (including UNSOS)
- Operationalization of CommsNet, a software and hardware tool aimed at standardizing and maximizing locating capability with regard to United Nations assets and personnel and to provide centralized tracking and the interoperability of communications devices operating on various standards, including TETRA/VHF/HF standards, and incorporation as part of the situational awareness programme for 11 peacekeeping operations (including UNSOS)
- Operationalization of the technology innovation collaboration area as a central hub for field technology innovation
- Initiation of 10 proof of concept exercises on innovation technology proposals

Conference and learning services

- Coordination and support of conferences and learning activities for 1,000 participants from peacekeeping missions and 500 other participants with minimum client satisfaction rates of 90 per cent
- Organization, management and delivery of training courses for approximately 413 staff members of UNLB, according to the training plan
- Completion of mandatory training courses: 90 per cent minimum compliance rate for all mandatory courses

Regional aviation safety services

- 7 aviation safety visits to UNFICYP (2), UNIFIL (2) and UNAMI (3)
- Provision of aviation safety-related training and promotion services, including two classroom training courses, 12 distance learning courses and three awareness-raising packages

Strategic air operations services

- Operational tasking, coordination and monitoring of 100 per cent of air operations conducted with 2 widebody aircraft assigned to the Strategic Air Operations Centre in support of all peacekeeping missions' troop rotations
- Centralized control and monitoring of 100 per cent of strategic air movements, up to 350 movements, through the global tracking system to maintain strategic fleet awareness and effective control on operating costs

- Cost-benefit analysis and aircraft selection for 100 per cent of requested strategic air support operations, up to 120 operations
- Issuance of 12 master table reports on the utilization and efficiency of widebody aircraft
- Issuance of 12 air fleet performance reports on the utilization of the strategic fleet for business intelligence and cost analysis

Field Central Review Bodies Unit and reference verification services

- Facilitation of 260 reviews of the evaluation criteria for new job openings and recruitment cases
- Completion of reference checks for up to 1,300 candidates selected for appointment

Occupational safety services

- Provision and delivery of three field occupational health and safety training courses to United Nations field occupational safety focal points
- Receipt, review and recording of 33 individual incident reports from each field mission and support and logistics base per month in the Department of Operational Support occupational safety incident data management system
- Completion of one occupational safety risk assessment on specific, work-related safety hazards and their identification through a preliminary survey and needs assessment; subsequent action plan developed and implemented in line with the requirements of the section or office
- Coordination with and technical reporting line to the Department of Operational Support Occupational Safety Section and its field safety officer and programme manager maintained, through a minimum of 52 coordination interactions and/or reporting transactions per year, via email, teleconference, videoconference, report submission and/or information exchange, and production of one annual occupational safety incident statistical report covering all United Nations peace operations and support and logistic bases
- Development of a minimum of six operational and technical standards relating to occupational health and safety per year
- Provision of fact-finding, board of inquiry and response operations following an occupational health and safety incident or event, at a minimum once per year, contingent upon the occurrence of incidents or events warranting such support services
- Maintenance of websites and social media platforms relating to occupational health and safety, including operational and technical communications with the occupational safety and health network community of practice through a minimum of 12 website and/or social media updates, upgrades or activities, including posts, communications or dissemination of information on related content
- Provision of support services, remotely or on-site, regarding occupational health and safety programme development and implementation to the Secretariat and United Nations field operations

External factors

Several factors may impact the ability to deliver proposed outputs as planned, including: changes in the political, security, economic and humanitarian context or weather conditions not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; variance in host Government compliance with the provisions of the status-of-forces or mission agreement; delays in signing by Member States of memorandums of understanding and letters of assist regarding the deployment of uniformed personnel and equipment; gaps in capabilities generated by troop- or police-contributing countries; cash shortages due to delays in the provision of assessed contributions by Member States; inability to obtain all necessary clearances for the employment of selected civilian staff candidates; changes in currency exchange rates not foreseen in the budget; changes in local prices not foreseen in the budget

*Expected accomplishments**Indicators of achievement*

1.2 Rapid, effective, efficient and responsible campus services

1.2.1 Average annual percentage of authorized international posts vacant, excluding tenant units (2017/18: 19 per cent; 2018/19: 15 per cent \pm 2 per cent; 2019/20: 15 per cent \pm 3 per cent)

1.2.2 Average annual percentage of female international civilian staff (2017/18: 29 per cent; 2018/19: 38 per cent; 2019/20: \geq 40 per cent)

1.2.3 Average number of days for roster recruitments to candidate selection for international candidates (2017/18: 48 working days from closing of job opening; 2018/19: \leq 48 working days from closing of job opening; 2019/20: \leq 101 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)

1.2.4 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2017/18: 138; 2018/19: 130; 2019/20: 130)

1.2.5 Overall score on the Department of Operational Support environmental management scorecard (2017/18: 80 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

1.2.6 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2017/18: 85 per cent; 2018/19: $>$ 85 per cent; 2019/20: $>$ 85 per cent)

1.2.7 Compliance with the field occupational safety risk management policy (2017/18: 100 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

1.2.8 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2017/18: not applicable; 2018/19: \leq 20 per cent; 2019/20: \leq 20 per cent)

1.2.9 Overall score on the Department of Operational Support property management index, based on 20 underlying key performance indicators (2017/18: 1,713 for strategic deployment stocks and 1,464 for UNLB; 2018/19: \geq 1,800; 2019/20: \geq 1,800)

1.2.10 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2017/18: not applicable; 2018/19: \geq 95 per cent; 2019/20: \geq 95 per cent)

*Outputs***Service improvements**

- Implementation of the 2019/20 UNLB mission-wide environmental action plan, in line with the Department of Operational Support environmental strategy for field missions

Audit, risk and compliance

- Implementation of OIOS recommendations targeted for implementation by year end (31 December) and any pending prior fiscal year recommendations from the Board of Auditors, as accepted by management

Budget, finance and reporting

- Provision of budget, finance and accounting services for a budget of \$80.4 million, in line with delegated authority
- Finalization of annual financial statements for UNLB in compliance with IPSAS and the Financial Regulations and Rules of the United Nations

Civilian personnel

- Provision of human resources services to an average strength of 447 civilian personnel, as well as 4 staff from the United Nations Field Staff Union; 6 UNSMIL staff; 10 Umoja master data management/personnel data management staff; 2 Department of Safety and Security staff; 10 staff administered by Headquarters (Department of Operational Support extrabudgetary, Office of Information and Communications Technology and UNOPS); 2 staff (extrabudgetary); individual contractors and consultants, including through support for claims, entitlements and benefits processing, recruitment, post management and staff performance management, in line with delegated authority
- Support for processing of 74 in-mission and 129 outside-mission travel requests for non-training purposes and 93 travel requests for training purposes for civilian personnel

Conduct and discipline

- Implementation of a conduct and discipline programme for all personnel, through prevention, including training, and monitoring of investigation and disciplinary action

Geospatial, information and telecommunications technology services

- Provision and support of 1,140 computing devices (laptops, virtual desktop infrastructure and tablets) for an average strength of 865 civilian end users, including contractual personnel, and for training rooms and conference rooms
- Operation and maintenance of network connectivity for voice, fax, video and data communications, including 1 clustered phone exchange and 2 microwave links, as well as provision of 2 mobile telephone service plans and support and maintenance of 2 local area networks in 2 sites

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 76 buildings in two sites
- Implementation of approved construction, renovation and alteration projects at two sites (9 at Brindisi and 2 at Valencia)
- Operation and maintenance of 6 United Nations-owned generators, 3 diesel uninterrupted power supply systems and 4 solar power plants, in addition to electricity services contracted from local providers, at two sites

- Provision of waste management services, including liquid and solid waste collection and disposal, at two sites

Fuel management

- Management of supply and storage of 133,000 litres of petrol (65,000 litres for ground transportation and 68,000 litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at Brindisi

Supply chain management

- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold, in line with delegated authority, with a total historical cost varying between \$170–\$220 million

Vehicle management and ground transportation services

- Operation and maintenance of 134 United Nations-owned vehicles, trailers and attachments, one workshop and repair facility and provision of transport and shuttle services, at two sites

Medical services

- Provision of 1,500 consultations with a nurse to civilian personnel and United Nations visitors and trainees at Brindisi, including nursing assessment and treatment, travel medicine consultations and appropriate referral to the next level of care
- Conduct 1 health risk assessment of specific work-related health hazards, such as noise, ergonomics or chemical and biological agents, including a survey, screening and an action plan
- Conduct 1 health promotion campaign, such as on cardiovascular health, diabetes, mental health or women's health

Security and safety services

- Provision of security services 24 hours a day, 7 days a week

Environmental management

- Maintenance of ISO 14001:2015 environmental management system certification for UNLB
- Provision of leadership to the technical pillars (energy, water and wastewater and solid waste) of the Department of Operational Support environmental strategy for field missions, including a minimum of 30 videoconferences held with counterparts at field missions

Expected accomplishments

Indicators of achievement

1.3 Policing, rule of law and training support provided by the tenant units to peacekeeping missions and other field operations

1.3.1 Prompt processing of requests for deployment by the Standing Police Capacity, within seven working days of their receipt (2017/18: not applicable; 2018/19: 100 per cent; 2019/20: 100 per cent)

1.3.2 Rapid deployment of staff members and teams of the Standing Police Capacity, within 21 working days of approval (2017/18: not applicable; 2018/19: 90 per cent; 2019/20: 90 per cent)

1.3.3 Satisfactory accomplishment of agreed terms of reference for deployments by the Standing Police Capacity (2017/18: not applicable; 2018/19: 90 per cent; 2019/20: 90 per cent)

1.3.4 Deployment of staff members of the Justice and Corrections Standing Capacity to new, adjusted or transitioning operations within 30 days of adoption of the relevant Security Council resolution or request (2017/18: not applicable; 2018/19: 90 per cent; 2019/20: 90 per cent)

1.3.5 Satisfactory accomplishment of agreed terms of reference for deployments of the Justice and Corrections Standing Capacity (2017/18: not applicable; 2018/19: 90 per cent; 2019/20: 90 per cent)

Outputs

Standing Police Capacity

- Provision of 10 assistance missions to police components in existing peace operations for up to 3 months in support of national law enforcement capacity-building
- Establishment or strengthening of police components in 2 new and/or downsizing/liquidating police components in existing peace operations
- Provision of 6 support missions for the Organization's peacebuilding efforts
- Provision of 4 assessment missions in support of peacekeeping operations and the Organization's peacebuilding efforts
- Provision of support for 2 police-contributing countries, including at their training centres, in preparing their officers for the implementation of the strategic guidance framework, when deployed
- Provision of 1 training programme for the field missions in the area of the rule of law and on other cross-cutting issues
- Participation in 4 annual international police conferences on peacekeeping and related policing issues
- Participation in 20 peacekeeping and relevant policing skills development training programmes for upgrading the skills of Standing Police Capacity members to meet the growing demand for operational technical support
- Participation of 4 staff members in professional career enhancement and skills development activities, including civilian predeployment training

Justice and Corrections Standing Capacity

- 6 deployments to field operations for reinforcement of justice and corrections components for up to 3 months
 - 5 operational assessment and evaluation missions in support of justice and corrections components in field operations
 - Outreach activities, including publication of 4 articles and conduct of 3 visits to other rapidly deployable capacities/international organizations
 - Preparation and issuance of 8 end-of-mission, trip and/or assessment reports to provide updated information on achievements and impacts and to highlight strategic recommendations and follow-up actions after deployment to field missions
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98. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with regard to staffing have been identified.

Definitions of the terms relating to the six categories are contained in annex I, section A, to the present report.

Office of the Director

99. Overall direction and management of UNLB is provided by the Office of the Director. Table 5 reflects the breakdown, by organizational unit, of the 12 posts proposed for the period 2019/20, compared with the 18 posts approved for the period 2018/19. Explanations for the proposed post actions and changes to the organizational structure are provided in the paragraphs below.

Table 5

Human resources: Office of the Director

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Immediate office of the Director									
Approved posts 2018/19	–	1	1	–	–	2	3	–	5
Proposed posts 2019/20	–	1	3	1	–	5	5	–	10
Net change	–	–	2	1	–	3	2	–	5
Regional Aviation Safety Office									
Approved posts 2018/19	–	–	1	1	–	2	–	–	2
Proposed posts 2019/20	–	–	1	1	–	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Field Central Review Bodies Unit									
Approved posts 2018/19	–	–	1	2	–	3	8	–	11
Proposed posts 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	(1)	(2)	–	(3)	(8)	–	(11)
Total, Office of the Director									
Approved 2018/19	–	1	3	3	–	7	11	–	18
Proposed 2019/20	–	1	4	2	–	7	5	–	12
Net change	–	–	1	(1)	–	–	(6)	–	(6)

^a Includes National Professional Officers and national General Service staff.

Table 6
Staffing changes: Office of the Director

Posts					
Office/section/unit	Change	Level	Functional title	Action	Description
Immediate office of the Director					
	+1	P-4	Legal Officer	Redeployment	From the Office of the Chief, Central Service
	+1	P-4	Management and Programme Analyst		
	+1	P-3	Conduct and Discipline Officer		
	+2	NGS	Liaison Assistant		
Field Central Review Bodies Unit					
	-1	P-4	Human Resources Officer	Redeployment	To tenant units
	-2	P-3	Human Resources Officer		
	-8	NGS	Human Resources Assistant		
Total	-6				

Office of the Director

Immediate office of the Director

100. In the period 2019/20, the Office of the Director, in line with the outcome of the civilian staffing review undertaken in 2017, will focus on the continuation of the transformation of UNLB into a global service and solution provider serving field missions and Secretariat and non-Secretariat entities on a cost-recovery basis when appropriate.

101. In parallel, the Office of the Director will implement the second phase of staffing changes resulting from the civilian staffing review, which will have an impact on its portfolio of functions, by redeploying a post of Management and Programme Analyst (P-4); a post of Legal Officer (P-4); a post of Conduct and Discipline Officer (P-3) and two national General Service posts from the immediate office of the Chief of the Central Service to the Office of the Director.

102. The post of Management and Programme Analyst (P-4) was originally established in 2014 under the Office of the Director. With the organizational changes within UNLB in the period 2017/18, the post was redeployed under the Central Service. However, after a thorough analysis, the recommendation arising from the civilian staffing review was to redeploy the Management and Programme Analyst post back to its original office, directly under the Director, to contribute to improved performance through strengthened planning, monitoring and reporting and to promote responsible stewardship of resources through enhanced organizational resilience and proactive overall risk management.

103. The redeployment of the post of Legal Officer (P-4) was recommended in the civilian staffing review, given the representational and oversight functions vested in the Legal Office, so that the Office would be in a better position to advise the Director of UNLB, as required. The redeployment of the post of Conduct and Discipline Officer (P-3) was also recommended in the civilian staffing review, so as to place the incumbent in a better position to advise the Director of UNLB, with the aim of enhancing awareness and providing the necessary advice on issues relating to conduct and discipline and abuse of authority. The two Liaison Assistants will strengthen the Office of the Director with regard to UNLB communication with the Government of

Italy, national, regional and local authorities and journalists, while promoting the interests of UNLB in the establishment and nurturing of partnerships and through the planning and organization of initiatives and representational activities.

Field Central Review Bodies Unit

104. In addition, in line with the recommendations of the civilian staffing review, the Field Central Review Bodies Unit currently within the immediate office of the Director is proposed to be redeployed and to change reporting lines from the immediate office of the Director to the Human Resources Service Division of the Department of Operational Support. The Unit will thus become the fourth tenant unit within UNLB with programmatic reporting lines to the parent office while administratively reporting to the Director of UNLB.

Central Service

105. The Central Service will continue to provide support services to internal entities at the two UNLB locations. Table 7 reflects the breakdown, by organizational unit, of the 103 posts proposed for the period 2019/20, compared with the 107 posts approved for the period 2018/19. All posts will continue to be located at Brindisi. Explanations for the proposed post actions and changes to the organizational structure are provided in the paragraphs below.

Table 7
Human resources: Central Service

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief of Central Service									
Approved posts 2018/19	–	–	3	1	–	4	9	–	13
Proposed posts 2019/20	–	–	1	–	–	1	7	–	8
Net change	–	–	(2)	(1)	–	(3)	(2)	–	(5)
Conference and Learning Centre									
Approved posts 2018/19	–	–	–	–	–	–	7	–	7
Proposed posts 2019/20	–	–	–	–	–	–	7	–	7
Net change	–	–	–	–	–	–	–	–	–
Campus Support Cell									
Approved posts 2018/19	–	–	–	–	1	1	27	–	28
Proposed posts 2019/20	–	–	–	–	1	1	27	–	28
Net change	–	–	–	–	–	–	–	–	–
Human Resources Unit									
Approved posts 2018/19	–	–	1	1	1	3	9	–	12
Proposed posts 2019/20	–	–	1	1	1	3	9	–	12
Net change	–	–	–	–	–	–	–	–	–

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Procurement Unit									
Approved posts 2018/19	–	–	1	1	1	3	11	–	14
Proposed posts 2019/20	–	–	1	1	1	3	11	–	14
Net change	–	–	–	–	–	–	–	–	–
Finance and Budget Unit									
Approved posts 2018/19	–	–	1	1	2	4	9	–	13
Proposed posts 2019/20	–	–	1	1	2	4	9	–	13
Net change	–	–	–	–	–	–	–	–	–
Security Office									
Approved posts 2018/19	–	–	–	1	–	1	8	–	9
Proposed posts 2019/20	–	–	–	1	–	1	8	–	9
Net change	–	–	–	–	–	–	–	–	–
Property Management Cell									
Approved posts 2018/19	–	–	–	–	–	–	7	–	7
Proposed posts 2019/20	–	–	–	1	–	1	6	–	7
Net change	–	–	–	1	–	1	(1)	–	–
Occupational Safety and Health Cell									
Approved posts 2018/19	–	–	–	–	–	–	4	–	4
Proposed posts 2019/20	–	–	–	–	–	–	4	–	4
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2018/19	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2019/20	–	–	–	1	–	1	–	–	1
Net change	–	–	–	1	–	1	–	–	1
Subtotal, Occupational Safety and Health Cell									
Approved posts 2018/19	–	–	–	–	–	–	4	–	4
Proposed posts 2019/20	–	–	–	1	–	1	4	–	5
Net change	–	–	–	1	–	1	–	–	1
Total, Central Service									
Approved posts 2018/19	–	–	6	5	5	16	91	–	107
Proposed posts 2019/20	–	–	4	6	5	15	88	–	103
Net change	–	–	(2)	1	–	(1)	(3)	–	(4)

^a Includes National Professional Officers and national General Service staff.

Table 8
Staffing changes: Central Service

Posts/positions					
Office/section/unit	Change	Level	Functional title	Action	Description
Office of the Chief					
	-1	P-4	Legal Officer	} Redeployment	To the Office of the Director
	-1	P-4	Management and Programme Analyst		
	-1	P-3	Conduct and Discipline Officer		
	-2	NGS	Liaison Assistants		
Property Management Cell					
	+1	P-3	Property Management Officer	} Reclassification	From G-7 to P-3
	-1	NGS	Senior Property Management Assistant		
Occupational Safety and Health Cell (new)					
	+1	P-3	Occupational Safety Officer	Establishment	General temporary assistance
Total	-4				

Central Service

106. The Central Service will provide support services for the operation of UNLB, including the delivery of internal functions from its 10 organizational sections. Table 8 sets out the post movements for the period 2019/20, including for the proposed Occupational Safety and Health Cell.

Property Management Cell

107. Currently, the composition of the Property Management Cell is one post of Senior Property Management Assistant (G-7) and six additional General Service posts.

108. The delegation of authority for property management includes responsibility for four inventories (UNLB former-Galileo inventory, strategic deployment stocks inventory, United Nations reserve inventory and United Nations reserve inventory established in compliance with IPSAS), exceeding \$230 million in capitalized value as at 1 October 2018. Key responsibilities cover internal oversight and control, accountability, management of the fixed assets register, write-off and claims processing, quality assurance, property surveying and secretariat and administrative functions for the Local Property Survey Board. Since the implementation of phase I of Umoja supply chain management in September 2017, the total number of fixed assets and serialized equipment subject to regular accountability and oversight by the Property Management Cell increased from 14,000 in the Galileo inventory management system to over 28,000 in Umoja. In addition, UNLB is tasked with providing support for the Local Property Survey Board and the fixed assets and equipment register in reconciliation of residual activities resulting from the liquidation of field missions.

109. In line with recent observations and recommendations of the Board of Auditors regarding property management at UNLB, it is therefore proposed that one post of Senior Property Management Assistant (G-7) be reclassified as a post of Property Management Officer (P-3), to provide adequate oversight of the Cell.

Occupational Safety and Health Cell

110. The primary objective of the Occupational Safety and Health Cell is to directly and actively, through the Department of Operational Support, contribute to the protection of peace operations against workplace health and safety hazards, injury, ill health, accidents and incidents and to eliminate hazards, prevent incidents or minimize risk with regard to all possible unintentional and non-malicious safety acts or conditions, through the provision of effective operational and technical occupational health and safety support services.

111. In that regard, the establishment, on a temporary and pilot basis, of a general temporary assistance position of Occupational Safety Officer (P-3) is proposed which is a prerequisite for enabling the Occupational Safety and Health Cell to fulfil its mandated tasks.

Supply Chain Service

112. The Supply Chain Service will continue to provide supply chain management services to peacekeeping missions, including planning, sourcing support and delivery and return functions. It is proposed that the Service will comprise 146 posts in the period 2019/20, compared with the 145 posts and positions approved for the period 2018/19. The proposed increase reflects the strengthening of environmental management capacity. Explanations for the proposed post actions are provided in the paragraphs below.

Table 9
Human resources: Supply Chain Service

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Chief, Supply Chain Service									
Approved posts 2018/19	–	1	1	–	–	2	10	–	12
Proposed posts 2019/20	–	1	1	–	–	2	10	–	12
Net change	–	–	–	–	–	–	–	–	–
Planning and Sourcing Support Section									
Approved posts 2018/19	–	–	–	–	–	–	1	–	1
Proposed posts 2019/20	–	–	1	–	–	1	1	–	2
Net change	–	–	1	–	–	1	–	–	1
Planning Support Unit									
Approved posts 2018/19	–	–	1	3	–	4	11	–	15
Proposed posts 2019/20	–	–	1	3	–	4	11	–	15
Net change	–	–	–	–	–	–	–	–	–
Sourcing Support Unit									
Approved posts 2018/19	–	–	2	7	2	11	7	–	18
Proposed posts 2019/20	–	–	1	7	2	10	7	–	17
Net change	–	–	(1)	–	–	(1)	–	–	(1)

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Field Contracts Management Cell									
Approved posts 2018/19	–	–	–	1	–	1	2	–	3
Proposed posts 2019/20	–	–	–	1	–	1	2	–	3
Net change	–	–	–	–	–	–	–	–	–
Environmental Technical Support Unit									
Approved posts 2018/19	–	–	1	2	–	3	1	–	4
Proposed posts 2019/20	–	–	1	2	–	3	2	–	5
Net change	–	–	–	–	–	–	1	–	1
Approved temporary positions ^b 2018/19	–	–	–	–	–	–	1	–	1
Proposed temporary positions ^b 2019/20	–	–	–	1	–	1	–	–	1
Net change	–	–	–	1	–	1	(1)	–	–
Subtotal, Environmental Technical Support Unit									
Approved 2018/19	–	–	1	2	–	3	2	–	5
Proposed 2019/20	–	–	1	3	–	4	2	–	6
Net change	–	–	–	1	–	1	–	–	1
Subtotal, Planning and Sourcing Support Section									
Approved 2018/19	–	–	4	13	2	19	23	–	42
Proposed 2019/20	–	–	4	14	2	20	23	–	43
Net change	–	–	–	1	–	1	–	–	1
Delivery and Return Section									
Customer Service Cell, Strategic Deployment Stocks Unit and Logistics Support Cell									
Approved posts 2018/19	–	–	2	1	2	5	10	–	15
Proposed posts 2019/20	–	–	2	1	2	5	10	–	15
Net change	–	–	–	–	–	–	–	–	–
Central Warehousing Unit									
Approved posts 2018/19	–	–	1	1	–	2	50	–	52
Proposed posts 2019/20	–	–	1	1	–	2	50	–	52
Net change	–	–	–	–	–	–	–	–	–
Central Maintenance and Repair Unit									
Approved posts 2018/19	–	–	1	–	1	2	22	–	24
Proposed posts 2019/20	–	–	1	–	1	2	22	–	24
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Delivery and Return Section									
Approved posts 2018/19	–	–	4	2	3	9	82	–	91
Proposed posts 2019/20	–	–	4	2	3	9	82	–	91
Net change	–	–	–	–	–	–	–	–	–

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Total, Supply Chain Service									
Approved 2018/19	–	1	9	15	5	30	115	–	145
Proposed 2019/20	–	1	9	16	5	31	115	–	146
Net change	–	–	–	1	–	1	–	–	1

^a Includes National Professional Officers and national General Service staff.

^b Funded under general temporary assistance.

Table 10
Staffing changes: Supply Chain Service

<i>Posts/positions</i>					
<i>Office/section/unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Planning and Sourcing Support Section					
	+1	P-5	Senior Logistics Officer	Reassignment and reclassification	From the Sourcing Support Unit (P-4)
Sourcing Support Unit					
	-1	P-4	Contracts Management Officer	Reassignment and reclassification	To the Planning and Sourcing Support Section
Environmental Technical Support Unit					
	+1	P-3	Environmental Engineer	Establishment	
	1	NGS	Engineering Assistant	Conversion	From a general temporary assistance position to a post
Total	+1				

Planning and Sourcing Support Section

113. The Supply Chain Service comprises the Delivery and Return Section and the Planning and Sourcing Support Section and supported by the Office of the Chief. The Delivery and Return Section is led by a Chief of Section, who is a Senior Logistics Officer (P-5), to which five units directly report, namely, the Customer Service Cell, the Strategic Deployment Stocks Unit, the Logistics Support Cell, the Central Warehousing Unit and the Central Maintenance and Repair Unit. The Planning and Sourcing Support Section is composed of four units, namely, the Planning Support Unit, the Sourcing Support Unit, the Field Contracts Management Cell and the Environmental Technical Support Unit. At present, the Contracts Management Officer (P-4) is providing management coverage to the four units on a temporary basis, a temporary solution, in which a staff member at the P-4 level is supervising three unit chiefs (P-4) (Planning Support Unit, Environmental Technical Support Unit and Sourcing Support Unit) and a staff member at the P-3 level in the Field Contracts Management Cell, is regarded as a structural anomaly and not sustainable. It is therefore proposed that the post of Contracts Management Officer (P-4) of the Sourcing Support Unit be to reassigned and reclassified to a post of Senior Logistics Officer (P-5), serving as Chief of the Planning and Sourcing Support Section. The Chief of Section will provide strategic leadership and managerial oversight of the Planning and Sourcing Support Section, the Supply Chain Service and the four units of the Section, as recommended in the civilian staffing review conducted in 2017. The four Unit Chiefs will report directly to the Chief of Section. The post will be

accountable to the Service Chief for the achievements and performance of the Section and will provide the Service Chief and senior management of UNLB and the Department of Operational Support with expert advice relating to planning and sourcing support in the context of the Department's supply chain management strategy. Currently, there is no post established for the Chief of Section, which is a critical requirement for effectively implementing the strategy. Without adequate management and leadership, the Section and its four Units are at risk of not effectively delivering their mandated activities to Headquarters and field missions. It may affect support for missions, including in addressing environmental problems regarding waste water and water management, sourcing choices for mission assets causing unnecessary expenditure on assets, suboptimal contract outcomes for strategic deployment stocks commodities and lack of adequate support for the Logistics Division in the implementation of the supply chain management strategy.

Environmental Technical Support Unit

114. It is proposed that one general temporary assistance position of Environmental Engineer (P-3) be established to provide expertise in support of the Department of Operational Support environmental strategy for field missions and its objective to reduce the level of risk to personnel, local communities and ecosystems from waste water management practices. A wastewater risk assessment methodology has been developed for all missions, as part of the mission-wide environmental action plan and the result-based budgeting environment score, as that area continues to present the highest risk in peace operations. The establishment of the position will ensure a strengthened, sustained progress in wastewater management and a strengthened technical assistance capacity of UNLB before the end of the implementation of the strategy and the Rapid Environment and Climate Technical Assistance (REACT) project. It is also proposed that one general temporary assistance position of Engineering Assistant be converted to a post. The position supports the work of the energy pillar of the environmental strategy, whose major objective is centred on operational efficiency and performance improvement. Field mission projects under the pillar are typically highly specialized and linked with the commitment of considerable organizational resources. Examples of such multi-year projects include grid connection to local hydropower plants, improving energy performance in the super camps and outlying bases to reduce fuel convoy risk and improving energy performance in the protection of civilians at combined peacekeeping and humanitarian bases. Experience has shown deficiencies in mission capacity to effect robust energy management planning and implementation. The strategy therefore prioritizes mission energy management plans that will also include low-cost efficiency measures. Furthermore, environmental engineering, and energy in particular, requires specific skills, experience and technical and expert capacity in a range of specialized areas, including, technologies, project management, sustainability, conservation and efficiency and monitoring.

Global Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)

115. It is proposed that the Service for Geospatial, Information and Telecommunications Technologies be renamed the Global Technology Service, in the period 2019/20. A key overarching consideration in the 2019/20 budget for UNLB is the impact of the management reform programme of the Secretary-General. The reforms are aimed at increasing interoperability across the United Nations system to enhance the effectiveness of the work of the Organization. Given the central role of ICT services, they form a key pillar of the reforms and are recognized as a cross-cutting capability that both underpins and enables the fulfilment of the Organization's mandates. The Service will continue to support the Organization's ICT strategy

through its central role as the resilient operational hub for the support and delivery of technology services and solutions to both field operations and a broader range of Secretariat clients. From centralized connectivity, hosting and monitoring services for enterprise systems, such as Umoja, geospatial information systems and solutions, robust ICT service management processes, protection against increasing cybersecurity threats and harnessing and operationalizing innovative and emerging technologies, the Service has demonstrated its track record in supporting global ICT operations. In line with the Secretary-General's management reforms and the ICT strategy for the five-year period, over the 2014/15 to 2019/20 budget cycles, opportunities exist for the Organization to leverage the Service's existing infrastructure and operational support capacity for a broader range of Secretariat clients, to include Headquarters, regional commissions, offices away from Headquarters and United Nations agencies on a cost-recovery basis. It is therefore proposed to rename the Service for Geospatial, Information and Telecommunications Technologies as the Global Technology Service.

116. Table 11 reflects the breakdown, by organizational unit, of the 122 posts proposed for the period 2019/20, which is the same total number of posts and general temporary positions approved for the period 2018/19. Explanations for the proposed organizational structure and related post actions are provided in the paragraphs below.

Table 11

Human resources: Global Technology Service (former Service for Geospatial, Information and Telecommunications Technologies)

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief, Global Technology Service									
Approved posts 2018/19	–	1	1	–	1	3	27	–	30
Proposed posts 2019/20	–	1	1	–	1	3	27	–	30
Net change	–	–	–	–	–	–	–	–	–
Client Solutions Delivery Section									
Approved 2018/19	–	–	4	6	1	11	7	–	18
Proposed 2019/20	–	–	4	6	2	12	13	–	25
Net change	–	–	–	–	1	1	6	–	7
Approved temporary positions ^b 2018/19	–	–	–	–	1	1	6	–	7
Proposed temporary positions ^b 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	(1)	(1)	(6)	–	(7)
Subtotal, Client Solutions Delivery Section									
Approved 2018/19	–	–	4	6	2	12	13	–	25
Proposed 2019/20	–	–	4	6	2	12	13	–	25
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Infrastructure Operations Section									
Approved 2018/19	–	–	4	2	7	13	30	–	43
Proposed 2019/20	–	–	4	2	10	16	37	–	53
Net change	–	–	–	–	3	3	7	–	10
Approved temporary positions ^b 2018/19	–	–	–	–	3	3	7	–	10
Proposed temporary positions ^b 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	(3)	(3)	(7)	–	(10)
Subtotal, Infrastructure Operations Section									
Approved 2018/19	–	–	4	2	10	16	37	–	53
Proposed 2019/20	–	–	4	2	10	16	37	–	53
Net change	–	–	–	–	–	–	–	–	–
Service and Information Security Management Section									
Approved 2018/19	–	–	3	–	1	4	2	–	6
Proposed 2019/20	–	–	3	–	2	5	4	–	9
Net change	–	–	–	–	1	1	2	–	3
Approved temporary positions ^b 2018/19	–	–	–	–	1	1	2	–	3
Proposed temporary positions ^b 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	(1)	(1)	(2)	–	(3)
Subtotal, Service and Information Security Management Section									
Approved 2018/19	–	–	3	–	2	5	4	–	9
Proposed 2019/20	–	–	3	–	2	5	4	–	9
Net change	–	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section									
Approved 2018/19	–	–	1	–	1	2	–	–	2
Proposed 2019/20	–	–	1	–	2	3	2	–	5
Net change	–	–	–	–	1	1	2	–	3
Approved temporary positions ^b 2018/19	–	–	–	–	1	1	2	–	3
Proposed temporary positions ^b 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	(1)	(1)	(2)	–	(3)
Subtotal, Technology Development, Design and Planning Section									

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Approved 2018/19	–	–	1	–	2	3	2	–	5
Proposed 2019/20	–	–	1	–	2	3	2	–	5
Net change	–	–	–	–	–	–	–	–	–
Total, Global Technology Service (former Service for Geospatial, Information and Telecommunications Technologies)									
Approved 2018/19	–	1	13	8	17	39	83	–	122
Proposed 2019/20	–	1	13	8	17	39	83	–	122
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and national General Service staff.

^b Funded under general temporary assistance, in civilian personnel costs.

Client Solutions Delivery Section

Table 12

Staffing changes: Client Solutions Delivery Section

<i>Posts/positions</i>						
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>	<i>Location</i>	
1	FS	Geospatial Information Systems Officer	} Conversion	From general temporary assistance position to post	} Brindisi	
6	NGS	Geospatial Information Systems Assistant				
Total	–					

117. The Client Solutions Delivery Section provides comprehensive corporate field technology solutions and support, including data capture and management, visualization, analytics, business intelligence and reporting, solution implementation and support and environmental and groundwater exploration services. The Section is a critical enabler to the Organization's ICT strategy and the Office of Information and Communications Technology field technology framework, in particular in delivering on the optimization of core ICT operations, including centralization of systems and solutions at the twin technology centres.

118. It is proposed that seven general temporary assistance positions (1 FS-6 and 6 national General Service) be converted to posts in the period 2019/20. The posts are required to continue to provide field solution support, reporting and location intelligence and the five geospatial centralized functions (standardization, analysis, solutions, imagery and mapping) mandated by the General Assembly and related products and services. As major geospatial functions and infrastructure were centralized and consolidated at UNLB, the mandate of the Section was expanded to provide continuous operational support for all peacekeeping missions and offices within the scope of service of UNLB, especially those missions with no or limited geospatial capacities.

Infrastructure Operations Section

Table 13

Staffing changes: Infrastructure Operations Section

<i>Posts/positions</i>					
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>	<i>Location</i>
3	FS	Information Systems Officer (1), Telecommunications Officer (1), Information Systems Assistant (1)	Conversion	From general temporary assistance positions to posts	Brindisi
7	NGS	Telecommunications Assistant (3), Telecommunications Technical Assistant (1), Information Systems Assistant (3)			
Total	–				

119. The Infrastructure Operations Section provides network support, platform support (including data centre), technology infrastructure support and remote mission support, enabling the provision of key, related infrastructure services under one single operating umbrella. The structure allows for more coherence in service provisioning and request fulfilment, allowing the respective teams to concentrate on their own specialized areas and optimize the use of available resources. The Section is a key operational enabler of the enterprise centralization and consolidation strategy under the ICT strategy.

120. ICT operations at UNLB play a critical role in supporting field missions and have focused on three core areas, hosting data centres (applications, data and services), wide-area networking (centrally managing and monitoring connectivity to field mission locations) and remote mission and centralized systems support. Enabled by the Infrastructure Operations Section, UNLB will focus on optimizing those core services and transforming them into Secretariat-wide enterprise services.

121. The Section acts as a critical enabler to the Organization's ICT strategy and the field technology framework and is able to deliver enterprise-wide and core services. It therefore proposed that 10 general temporary assistance positions (3 FS-6 and 7 national General Service) be converted to posts in the period 2019/20.

Service and Information Security Management Section

Table 14

Staffing changes: Service and Information Security Management Section

<i>Posts/positions</i>					
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>	<i>Location</i>
1	FS	Telecommunications Assistant	Conversion	From general temporary assistance position to post	Brindisi
2	NGS	Telecommunications Assistant (1) Information Systems Assistant (1)	Conversion	From general temporary assistance positions to posts	Valencia
Total	–				

122. As the Organization responds to increasing digital business demands and ever-present cyber security threats, the need for a robust information technology service management process is paramount. The Service and Information Security Management Section will perform cross-cutting functions related to information

security, risk management, information technology service management, operational resilience, common event monitoring and service desk functions.

123. Work is continuing on the implementation of continuous monitoring for mission and other Secretariat entities, including network and other critical systems at Headquarters. The Organization requires reliable and robust structures capable of protecting information assets, reporting on any critical and major incidents and engaging in continuous improvement processes. In addition, there are ever-increasing demands for enhanced remote mission monitoring, using existing processes and procedures to ensure consistent quality of service to any location. To meet those organizational demands, it is proposed that three general temporary assistance positions (1 FS and 2 national General Service) be converted to posts in the period 2019/20.

Technology Development, Design and Planning Section

Table 15

Staffing changes: Technology Development, Design and Planning Section

<i>Posts/positions</i>						
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>	<i>Location</i>	
1	FS	Information Systems Officer	} Conversion	From general temporary assistance positions to posts	} Valencia	
2	NGS	Information Systems Assistant				
Total	–					

124. Driven by the key organizational strategic drivers of the ICT strategy and the field technology framework, together with counterparts at Headquarters and in the field, the Technology Development, Design and Planning Section identifies, harnesses and operationalizes innovative and emerging technology solutions that provide measurable advantages and benefits over traditional approaches. The Section takes a holistic approach to exploration, solution identification, proof of concept, introduction to field missions, streamlining and enhancing existing practices and mainstreaming successful technologies. Within the presented model, the Section is also mandated to develop the project management framework, promote the institutionalization of project management within the Global Technology Service and the Organization more broadly, manage global and central enterprise level projects that will be available for the entire Organization, develop and maintain standard procedures, best practices and templates to be shared and used by field missions and provide project management capacity to manage enterprise level ICT and technology projects.

125. The Section is one of the key pillars of the field technology framework, namely the capacity to transition ICT operations to deliver innovation and technology solutions in support of peace and field operations. Building capabilities and leadership is required at all levels to ensure that up-to-date solutions and modern technologies are fully exploited to protect the lives of staff and troops on the ground and fully support mandate delivery. It is therefore proposed that 3 general temporary assistance positions (1 FS-6 and 2 national General Service) be converted to posts in the period 2019/20.

Tenant units

Table 16

Human resources: tenant units

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Standing Police Capacity									
Approved posts 2018/19	–	1	17	14	2	34	2	–	36
Proposed posts 2019/20	–	1	17	14	2	34	2	–	36
Net change	–	–	–	–	–	–	–	–	–
Justice and Corrections Standing Capacity									
Approved posts 2018/19	–	–	3	2	–	5	1	–	6
Proposed posts 2019/20	–	–	3	2	–	5	1	–	6
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2018/19	–	–	1	–	–	1	–	–	1
Proposed temporary positions ^b 2019/20	–	–	1	–	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Strategic Air Operations Centre									
Approved posts 2018/19	–	–	1	3	3	7	3	–	10
Proposed posts 2019/20	–	–	1	3	3	7	3	–	10
Net change	–	–	–	–	–	–	–	–	–
Field Central Review Bodies Unit									
Approved posts 2018/19	–	–	–	–	–	–	–	–	–
Proposed posts 2019/20	–	–	1	2	–	3	8	–	11
Net change	–	–	1	2	–	3	8	–	11
Total, tenant units									
Approved posts 2018/19	–	1	22	19	5	47	6	–	53
Proposed posts 2019/20	–	1	23	21	5	50	14	–	64
Net change	–	–	1	2	–	3	8	–	11

^a Includes National Professional Officers and national General Service staff.

^b Funded under general temporary assistance, in civilian personnel costs.

126. The tenant units, currently comprising three organizational units located at Brindisi, have an operational and technical reporting line to the Department of Peace Operations and the Department of Operational Support. The posts are funded from the UNLB budget and will retain an administrative reporting line to the Office of the Director. The tenant units provide a range of services to peacekeeping missions, including capacity for police, justice and corrections in the area of the rule of law, as well as air transportation services. It is proposed that the Field Central Review Bodies Unit become the fourth tenant unit at UNLB, with a reporting line to the Department of Operational Support.

Table 17

Staffing changes: tenant units

<i>Posts</i>					
<i>Office/section/unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Field Central Review Bodies Unit					
	+1	P-4	Human Resources Officer	} Redeployment	From the Office of the Director
	+2	P-3	Human Resources Officer		
	+8	NGS	Human Resources Assistant		
Total	+11				

127. The Field Central Review Bodies Unit, comprising 11 posts, will continue to deliver its mandated functions of reviewing international recruitment cases and conducting reference verification for candidates selected to serve in United Nations field missions. In line with the recommendations of the civilian staffing review, the Unit will relocate from the Office of the Director and become a tenant unit of the Staffing Service of the Human Resources Services Division of the Department of Operational Support. It is proposed that those 11 posts (1 P-4, 2 P-3 and 8 national General Service) be redeployed from the Office of the Director to the tenant units.

II. Financial resources

A. Overall

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

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Civilian personnel					
International staff	18 670.2	20 555.8	19 757.4	(798.4)	(3.9)
National staff	20 477.5	20 764.0	20 208.6	(555.4)	(2.7)
United Nations Volunteers	—	—	—	—	—
General temporary assistance	2 886.4	2 470.2	292.5	(2 177.7)	(88.2)
Government-provided personnel	—	—	—	—	—
Subtotal I	42 034.1	43 790.0	40 258.5	(3 531.5)	(8.1)
Operational costs					
Consultants	743.8	385.9	394.6	8.7	2.3
Official travel	758.7	703.6	725.9	22.3	3.2
Facilities and infrastructure ^a	5 876.6	6 111.2	6 172.8	61.6	1.0
Ground transportation	396.2	420.6	456.3	35.7	8.5
Air operations	—	—	—	—	—
Marine operations	—	—	—	—	—
Communications and information technology ^{b,d}	12 746.0	14 080.3	16 053.8	1 973.5	14.0
Medical	17.5	46.7	46.6	(0.1)	(0.2)
Special equipment	—	—	—	—	—
Other supplies, services and equipment ^c	1 490.8	1 114.7	1 128.7	14.0	1.3
Quick-impact projects	—	—	—	—	—
Subtotal II	22 029.6	22 863.0	24 978.7	2 115.7	9.3
Umoja maintenance and support costs					
Communications and information technology ^d	16 132.5	15 795.9	—	(15 795.9)	(100.0)
Gross requirements	80 196.2	82 448.9	65 237.2	(17 211.7)	(20.9)
Staff assessment income	6 290.0	6 610.4	6 251.2	(359.2)	(5.4)
Net requirements	73 906.2	75 838.5	58 986.0	(16 852.5)	(22.2)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	80 196.2	82 448.9	65 237.2	(17 211.7)	(20.9)

^a The expenditure reported for facilities and infrastructure was \$5,800,100. The figure excludes an amount of \$76,500 to constitute a comparable base with the approved resources for the period 2018/19 and 2019/20 cost estimates.

^b Represents the combined expenditure reported for communications (\$4,634,100) and information technology (\$8,111,900) to constitute a comparable base with the approved resources for the period 2018/19 and 2019/20 cost estimates.

^c The expenditure reported for other supplies, services and equipment was \$1,567,300. The figure includes an amount of \$76,500 to constitute a comparable base with the approved resources for the period 2018/19 and 2019/20 cost estimates.

^d In the period 2018/19, the communications and information technology category, including Umoja maintenance and support costs, amounted to \$29,876,200, resulting in a reduction of a total of \$13,822,400 compared with the 2019/20 cost estimates.

B. Non-budgeted contributions

128. The estimated value of non-budgeted contributions for the period from 1 July 2019 to 30 June 2020 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Memorandum of understanding ^a	5 534.3
Voluntary contributions in kind (non-budgeted)	—
Total	5 534.3

^a Inclusive of office buildings, workshops, warehouse structures and open spaces provided by the Government of Italy, valued at \$3,189,503, and office buildings, operational buildings and open spaces provided by the Government of Spain, valued at \$2,344,815.

C. Vacancy factors

129. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following vacancy factors:

Global Service Centre, excluding tenant units

(Percentage)

<i>Category</i>	<i>Actual 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
Civilian personnel			
International staff	19.0	16.7	17.0
National staff	5.9	6.0	6.0
Temporary positions ^a			
International staff	15.4	15.0	15.0
National staff ^b	16.7	—	—

^a Funded under general temporary assistance.

^b No national general temporary assistance positions are proposed for the period 2019/20.

130. The proposed vacancy rates for UNLB, set out in the tables above, are based on the approved rates for the current period, the actual average vacancy rates from July to November 2018 and projected recruitments. The proposed vacancy rates reflect: (a) 17.0 per cent for international posts, compared with a 23.3 per cent actual rate for the period from July to November 2018; (b) 15.0 per cent for ongoing, and 50.0 per cent for two new international positions funded under general temporary assistance, compared with a 23.2 per cent actual rate for the period from July to November 2018, and (c) 6.0 per cent for national posts, compared with a 6.2 per cent actual rate for the period from July to November 2018. While the higher vacancy rate in 2017/18 was due to the need to maintain low incumbency levels so as to remain within the authorized resources given the negative impact of the exchange rate, the current vacancy rate is the result of staffing changes resulting from the first phase of the implementation of the recommendations of the civilian staffing review, involving over 20 per cent of the UNLB staffing table. UNLB has already started an expedited recruitment process, which is anticipated to result in the increased incumbency level in the second half of the current budget period.

D. Training

131. The estimated resource requirements for training for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	78.5
Official travel	
Official travel, training	181.9
Other supplies, services and equipment	
Training fees, supplies and services	394.4
Total	654.8

132. The number of participants planned for the period from 1 July 2018 to 30 June 2019, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>		
	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>
Internal	229	162	347	413	171	391
External	36	27	35	35	81	58
Total	265	189	382	448	252	449

133. The proposed training programme includes technical training courses and learning activities aimed at strengthening the professional skills and competencies of both national and international staff. Internal courses cover training for supply chain management, solar power, ICT, project management, customer service, security and safety, procurement and governance, as well as role-specific courses for tenant units. External training courses are intended to strengthen the capacities of staff in various areas, such as ICT, procurement, property management, finance and budget, engineering, occupational safety and air transportation.

134. The Conference and Learning Centre will continue to work towards a more efficient utilization of funds by strengthening the internal delivery capacity and maximizing the use of digital resources. The team plans to deliver new courses in the area of communication and team building. The Conference and Learning Centre is also moving UNLB into digital learning by designing digital learning platforms for the development of specific skills and by continuing to address staff needs through online available resources.

III. Analysis of variances¹

135. The standard terms applied with regard to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	<i>Variance</i>	
International staff	(\$798.4)	(3.9%)

- **Cost parameters: revised salary scale**

136. The variance is attributable mainly to lower common staff costs of 50.8 per cent applied in the proposed budget for the period 2019/20, compared with 55.9 per cent applied in the period 2018/19, and a reduction in international salaries, owing to the post adjustment multiplier of 27.2 per cent applied in the proposed budget for the period 2019/20, compared with the post adjustment multiplier of 35.6 per cent applied in the proposed budget for the period 2018/19. The decrease is partly offset by the proposed conversion of 7 general temporary assistance positions to posts.

	<i>Variance</i>	
National staff	(\$555.4)	(2.7%)

- **Cost parameters and management: exchange rate and conversion of 17 general temporary assistance positions to posts**

137. The variance is attributable mainly to the fluctuation in the exchange rate between the euro and the United States dollar, compared with the rate applied in the 2018/19 budget. The exchange rate of 0.876 euro per United States dollar was applied in the proposed budget for the period 2019/20, compared with 0.805 euro per United States dollar in the period 2018/19. It is offset in part by the conversion of 17 general temporary assistance positions to posts.

	<i>Variance</i>	
General temporary assistance	(\$2 177.7)	(88.2%)

- **Management: conversion of 24 general temporary assistance positions to posts**

138. The reduced requirements are attributable to: (a) the proposed conversion of seven international general temporary assistance positions to posts; and (b) the proposed conversion of 17 national general temporary assistance positions to posts, and are partly offset by the proposed establishment of two positions.

	<i>Variance</i>	
Ground transportation	\$35.7	8.5%

- **Management: increased requirements for petrol oil and lubricants and vehicle workshop equipment**

139. The increased requirements are attributable mainly to an increase in the cost and amount of petrol oil and lubricants, owing to provisions made on the basis of actual

¹ Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

expenditures, and requirements for the replacement of vehicle workshop equipment for which no provision was made in the period 2018/19.

	<i>Variance</i>	
Communications and information technology	\$1 973.5	14.0%

• **Management: increased inputs and same outputs**

140. The variance is attributable mainly to the following additional requirements: (a) maintenance of equipment and support owing to increases for services provided centrally by the Office of Information and Communications Technology and for data storage; (b) the alignment of requirements for the provision of information technology services with the existing contractual arrangements, which are essential to support the Global Technology Service in delivering on its core mandate; (c) the inclusion of provisions for the UNLB share of centralized Umoja implementation support costs; (d) a one-time provision for the maintenance of videoconference facilities and equipment in Valencia; and (e) requirements for the refurbishment of the UNLB video surveillance system, partly offset by a lower requirement for the acquisition of equipment as a result of reprioritization in the acquisition plan. The requirement of \$15.8 million for Umoja maintenance and support costs allocated in the period 2018/19 is excluded in the period 2019/20 as the related provision is proposed under the support account.

IV. Revised concept of operations for strategic deployment stocks

141. The OIOS review and evaluation of strategic deployment stocks ([A/71/798](#)) recommended that the strategic deployment stocks concept be updated and revised, including its assumptions and related policies in the context of supply chain management and ongoing initiatives affecting mission start-up, to ensure rapid deployment. Subsequently, the Advisory Committee on Administrative and Budgetary Questions requested information on the progress made in the next budget submission of UNLB and a revised concept of operations for strategic deployment stocks ([A/71/836/Add.10](#), para. 29). The General Assembly endorsed the request in its resolution [71/294](#). UNLB undertook a review of the concept of operations for strategic deployment stocks and provided a revised concept of operations to the General Assembly ([A/72/783](#), annex III). The revised concept focused on the transformation of strategic deployment stocks in a number of areas, including: (1) a strategic shift from a material resource basis to one that would combine services with supply of equipment, with the proposal that the concept of strategic deployment stocks be renamed “strategic deployment capability”; (2) an enhanced capacity review model that incorporated technological advancement; (3) the analysis of sourcing options, including turn-key solutions, vendor-managed inventory and short lead-time supply, would have preference over physical stock at Brindisi; (4) the provision of strategic deployment stocks under certain circumstances to non-peacekeeping entities; (5) the consideration of alternative storage locations; and (6) integration with overall supply chain management.

142. The General Assembly, in paragraph 4 of its resolution [72/287](#), requested a proposal on the revised concept of operations for strategic deployment stocks that took into account the observations and recommendations of OIOS, and stressed the need for further analysis on enhanced effectiveness, expected efficiencies and location issues. The revised concept was prepared by UNLB and is contained in annex III to the present report.

143. Further detailed information on the outlined concept of operations and its proposed implementation and financial implications, if any, will be submitted by the Secretary-General to the General Assembly for its consideration at its seventy-fourth session. As noted below, the Assembly is requested to take note of the revised concept of operations for strategic deployment stocks.

V. Actions to be taken by the General Assembly

144. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Logistics Base are:**

(a) **To appropriate the amount of \$65,237,200 for the maintenance of the United Nations Logistics Base for the 12-month period from 1 July 2019 to 30 June 2020;**

(b) **To prorate the amount in subparagraph (a) among the budgets of the individual active peacekeeping operations to meet the financing requirements of the United Nations Logistics Base for the period from 1 July 2019 to 30 June 2020;**

(c) **To take note of the revised concept of operations for strategic deployment capability.**

VI. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 72/287, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

<i>Decision/ request</i>	<i>Action taken to implement decision/request</i>
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22).	UNLB continues to carry out changes to improve recruitment lead time. To address the number of days to complete the recruitment process, training sessions are provided on an ongoing basis to hiring managers on staff selection.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	UNLB will continue to strive for improvements towards gender parity within its existing staffing establishment.
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).	UNLB continues to implement an environmental management system that is accredited to the ISO 14001:2015 standard, a process compatible with reporting in the context of the Department of Operational Support mission-wide environmental action plan. It includes: monthly internal audits to mitigate potential risks and environmental aspects; data collection, monitoring and reporting across a range of parameters and resource consumption; standardization of waste management procedures; communicating and engaging with the wider UNLB community, including fostering a group of volunteer environmental advocates; and taking the lead in observing and raising awareness around key global issues on World Water Day, World Environment Day

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42).

Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).

Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70; see also paras. 71, 76 and 79–82).

and World Soil Day each year. Specific actions in the annual plan aimed at improving operational efficiency include: the 100 per cent installation of water-saving fittings at Brindisi; the ongoing extension of LED light coverage, currently at an average of 30 per cent; the planned establishment of a borehole to offset fresh water consumption for landscaping at Brindisi; the calibrated investment in solar power, with the preference for the procurement of grid electricity from renewable sources; and the extension of field remote infrastructure management capabilities to monitor Brindisi operations. UNLB also interacts with local schools, administration and institutions in support of the wider impact pillar of the Department of Operational Support environmental strategy for field missions and the 2030 Agenda for Sustainable Development.

UNLB will fully comply with the guidance in relation to the detailed explanation of annual construction requirements.

UNLB takes note of the recommendation and, for the period 2019/20, proposes to further strengthen its property management capacity by the reclassification of one national General Service post to an international post (P-3). Among other key responsibilities, as further elaborated under the staffing change justification, the reclassification will address the recommendation.

The related responses of all peacekeeping missions, including UNLB, to address issues raised in paragraphs 70, 71, 76 and 79 to 82 of the resolution will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse. ([A/73/744](#))

*Decision/ request**Action taken to implement decision/request*

Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and sexual abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report (para. 71).

Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81).

The related responses of all peacekeeping missions, including UNLB, to address issues raised in paragraphs 70, 71, 76 and 79 to 82 of the resolution will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

UNLB confirms the full implementation of the training of all personnel.

Financing of the United Nations Logistics Base at Brindisi, Italy

(Resolution [72/287](#))

*Decision/request**Action taken to implement decision/request*

Recalls paragraph 39 of the report of the Advisory Committee, looks forward to considering a proposal on the revised concept of operations for strategic deployment stocks that takes into account the observations and recommendations of the Office of Internal Oversight Services, and stresses the need for further analysis on enhanced effectiveness, expected efficiencies and location issues (para. 4).

The revised concept of operations was further reviewed by UNLB and is included as annex III to the present report.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742)

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).</p> <p>The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).</p> <p>The Advisory Committee recalls the General Assembly's request in its resolution 69/307 for the Secretary-General to reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94).</p> <p>The Advisory Committee notes that details concerning possible scalability models applicable to the resource requirements for UNLB and the support account for peacekeeping operations have not yet been submitted to the General Assembly for its consideration. In this regard, the Committee looks forward to receiving details relating to the workforce planning exercise to be conducted at UNLB and to the review of the overall capacity of the support account, at the time of its review of the peacekeeping budget proposals for the period 2017/18 (para. 112).</p> <p>In view of the need for better oversight and management of air operations, as evidenced by the observations and recommendations made in paragraphs 122 and 126 above, as well as the ongoing deficiencies</p>	<p>UNLB takes note of the recommendation and confirms that the redeployments, as a resource reprioritization mechanism, are carried out in full compliance with the applicable rules and regulations and administrative instructions covering the management of allotments.</p> <p>UNLB takes note of the recommendation and confirms its full implementation. As at 31 December 2018, there were no posts that had been vacant for two years or longer.</p> <p>Under the Department of Operational Support environmental strategy for field missions and the leadership of the Environment Section of the Office of the Under-Secretary-General for Operational Support, the first environmental performance and risk management scores based on mission-wide environmental action plan data has been included for the performance reports for the period 2017/18 for all peacekeeping missions.</p> <p>UNLB has undertaken a comprehensive the civilian staffing review, the outcome of which was received in October 2017, and the first stage of implementation of the recommendations was completed in the period 2018/19.</p> <p>The second stage, including the additional information requested by the Advisory Committee in the context of deliberations and the related recommendation on a UNLB-wide scalability study (A/72/789/Add.10, para.15) form a part of the proposed budget for the period 2019/20.</p> <p>The establishment of the Department of Operational Support, with an integrated end-to-end supply chain function, through logistics, procurement and uniformed capabilities all supported by a common</p>

*Request/recommendation**Action taken to implement request/recommendation*

identified by the Board of Auditors, specifically with respect to the role of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, the Committee is of the view that this comprehensive assessment is overdue. The Committee recommends, therefore, that the General Assembly request the Secretary-General to expedite completion of his assessment of the roles and responsibilities of the offices handling the management and oversight of air operations for peacekeeping missions and report comprehensively thereon in his next overview report (para. 131).

The Advisory Committee looks forward to receiving additional details on the implementation and impact of the electronic fuel management system in the next overview report of the Secretary-General (para. 147).

The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and UNLB, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at \$1 million or more should be clearly identifiable within the budget request (para. 157).

The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles (para. 160).

enabling and outreach capability, provides opportunities to align the supply chain management function into an efficient, agile, client-oriented and accountable service providing value-added support for programme managers. The new opportunities will be presented comprehensively in a subsequent period, in which the improvements to the efficiency and the effectiveness of the logistics and procurement support for peacekeeping operations will be demonstrated, with consideration also of, inter alia, the Transportation and Movements Integrated Control Centre in Entebbe, Uganda, and the Strategic Air Operations Centre at Brindisi.

The system was implemented at UNLB, on 1 March 2017. The system enables the full monitoring of the use of vehicle fuel and heating fuel.

UNLB continues to monitor projects through an established project management group and an online global portfolio platform for all major projects, including projects below \$1 million. Furthermore, UNLB established a standard operating procedure for major infrastructure project management in July 2015.

The analysis is anticipated to be finalized by the end of June 2019. On the basis of the results, appropriate action will be taken. At the beginning of 2017, 7 light passenger vehicles (4 sedans and 3 Prado 4x4), were replaced with light multipurpose passenger vehicles. The number of electric vehicles has increased from 8 to 9 vehicles.

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (A/72/789/Add.10)

*Request/recommendation**Action taken to implement request/recommendation*

The Advisory Committee is of the view that the Secretary-General should have presented more detailed information, as well as a thorough analysis, of the proposed revised concept of operations for strategic deployment stocks in order for the Committee to provide comments and recommendations on the subject to the General Assembly (see also para. 39) (para. 10).

Taking note of the recommendation of the Advisory Committee, UNLB has commenced the review of the concept, in the light of the revised planning assumptions, which will: (a) establish a new level for strategic deployment stocks; (b) define new modular packages for the full solution deployment; (c) identify the required enabling capacity; (d) establish new holding levels by which, to the extent possible, minimal items will be kept in stock, if the delivery

While the Advisory Committee has no objection to the proposed restructuring of the Service for Geospatial, Information and Telecommunications Technologies and the new name, Field Technology Service, it reiterates the need for transparency with respect to the functions, financial resources and distribution of staff between the two locations, Valencia and Brindisi, and inclusion of related information in future budget proposals (para. 12).

The Advisory Committee expects that a detailed account of the efficiencies, and lessons learned, with respect to the remote mission support services will be included in the budget proposal for the period 2019/20 (para. 13).

The Advisory Committee regrets that the scalability model remains limited to the Field Technology Service and looks forward to the presentation of the model in the forthcoming session of the General Assembly. The Committee also reiterates that there is a need to include details and any resource implications on the scalability model in future budget proposals (see also [A/71/836/Add.10](#), paras. 64–66) (para. 15).

The Advisory Committee recommends against both the reassignment of the P-4 Contracts Management Officer post and the subsequent reclassification of the post to the P-5 level as a Senior Logistics Officer to function as Chief of Section, since leadership of the section has been adequately provided by other UNLB senior managers. Any related operational costs should be adjusted as appropriate (para. 21).

lead time is shorter than the deployment schedule for phase II and III. UNLB will also test the scenario through exercises, a desktop exercise followed by full-scale exercise. UNLB will document the lessons learned and work with the Department of Operational Support on the solutions. A report on the above review will be submitted to the General Assembly for its consideration.

UNLB takes note of the recommendation. UNLB has implemented the recommendations made in relation to the proposed budget for the period 2018/19 and the performance report for the period 2016/17 and will continue to reflect human and financial resources separately, by location.

Please refer to paragraph 68 of the present report.

Please refer to the response above, to the recommendation contained in paragraph 112 of [A/70/742](#).

It is proposed, in the 2019/20 budget, that the post of Contracts Management Officer (P-4) be reassigned and reclassified to a post of Senior Logistics Officer (P-5), as the Chief of the Planning and Sourcing Support Section. The Section is composed of the Planning Support Unit, the Sourcing Support Unit, the Field Contracts Management Cell and the Environmental Technical Support Unit. The Section has been without leadership. The function of the Chief of Section is critical to providing strategic management to the four units that directly provide support for field missions and the Logistics Division of the Department of Operational Support in global asset management, global demand planning, contracts performance management data and analysis for global and local systems contracts, as well as direct support for missions in the implementation of the Department's environmental strategy for field missions, with regard to the three technical pillars of energy, water and wastewater and solid waste.

*Request/recommendation**Action taken to implement request/recommendation*

In view of the pending nature of the scalability model, the Advisory Committee considers the conversion of general temporary assistance positions premature. Furthermore, the Committee stresses that, as these general temporary assistance positions were established only in 2015/16 and 2016/17 and that three have remained vacant since 2017, it is too early to determine these functions to be long-term in nature. The Committee therefore recommends against the conversion of 30 general temporary assistance positions to posts (para. 23).

The Advisory Committee, however, is of the view that these should be considered training-related activities rather than non-training trips and points out that a number of these trips are planned to be undertaken by multiple travellers and for multiple visits to the same destination. The Committee is of the view that a number of trips could be consolidated or undertaken with fewer travellers and that training-related trips, including workshops and conferences, should not be included under non-training travel. Therefore, the Committee recommends a reduction of \$23,360 to the proposed resources for non-training travel outside of the mission area (para. 28).

The Committee notes that no resources for the acquisition of new vehicles are included in the budget proposal ([A/72/783](#), para. 164) and emphasizes that UNLB should make concerted efforts to adjust vehicle holdings so as to ensure compliance with the prescribed standard vehicle ratios (para. 36).

On the basis of the recommendations of the Advisory Committee and the civilian staffing review, UNLB prepared UNLB-wide scalability study results, which form part of the proposed budget for the period 2019/20. In that regard, and in compliance with the outcome of the above-mentioned scalability study, it is proposed that the remaining 24 general temporary assistance positions be converted to posts.

UNLB takes note of the recommendation. The workshop requirements, based on the recommendation, will be reflected under the training-related travel budget line.

The replacement of five special purpose vehicles that had exceeded their useful life threshold was reprioritized and consequently postponed. The Global Service Centre, Brindisi, takes note of the recommendation and will continue to adjust the vehicle ratio in accordance with the standard ratio.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment:** a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment:** an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment:** an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification:** an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment:** an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion:** three possible options for post conversion are as follows:
 - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
 - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution [59/296](#), individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
 - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

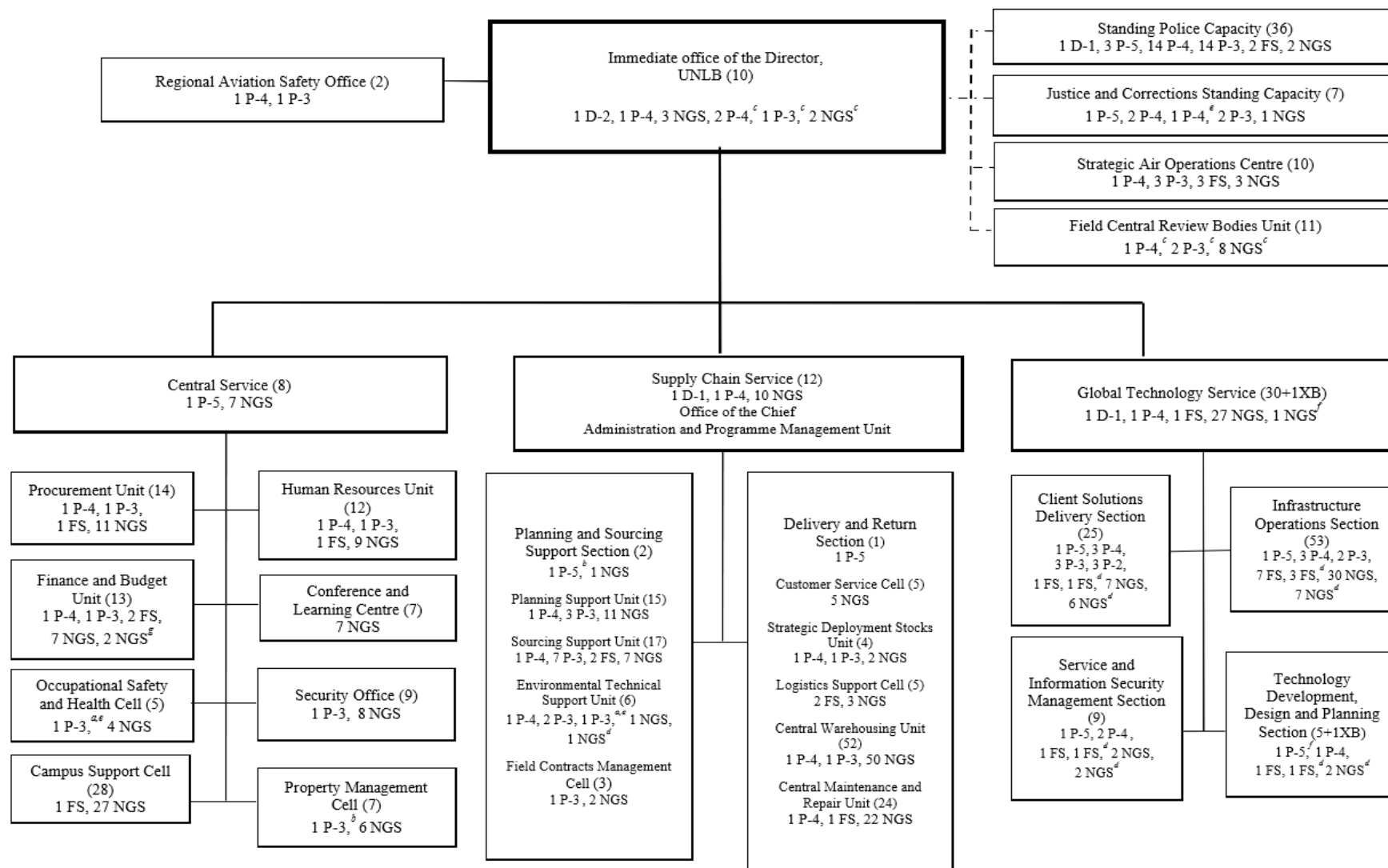
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations, rules and policies.

- **Management:** variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

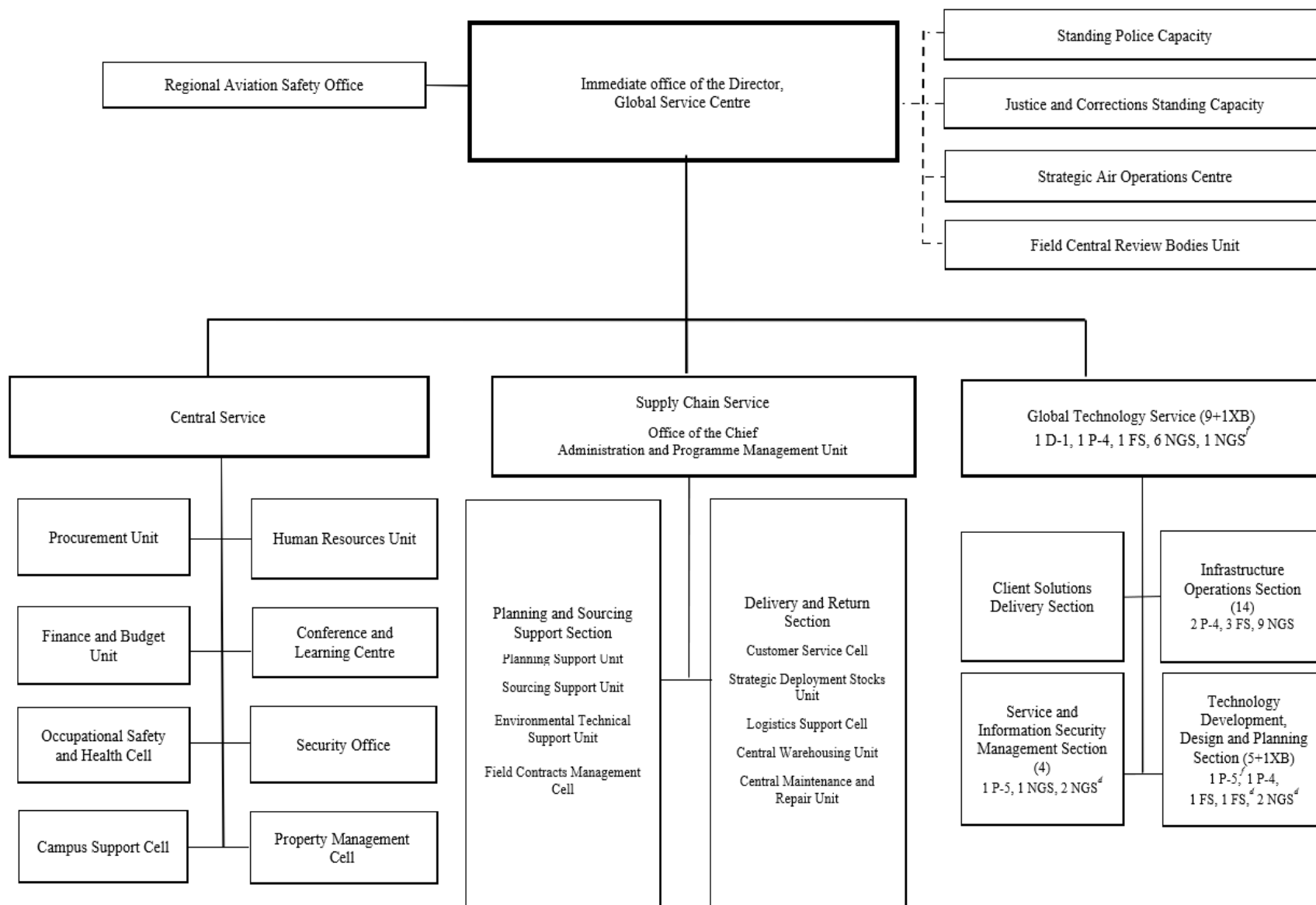
Annex II

Organization charts

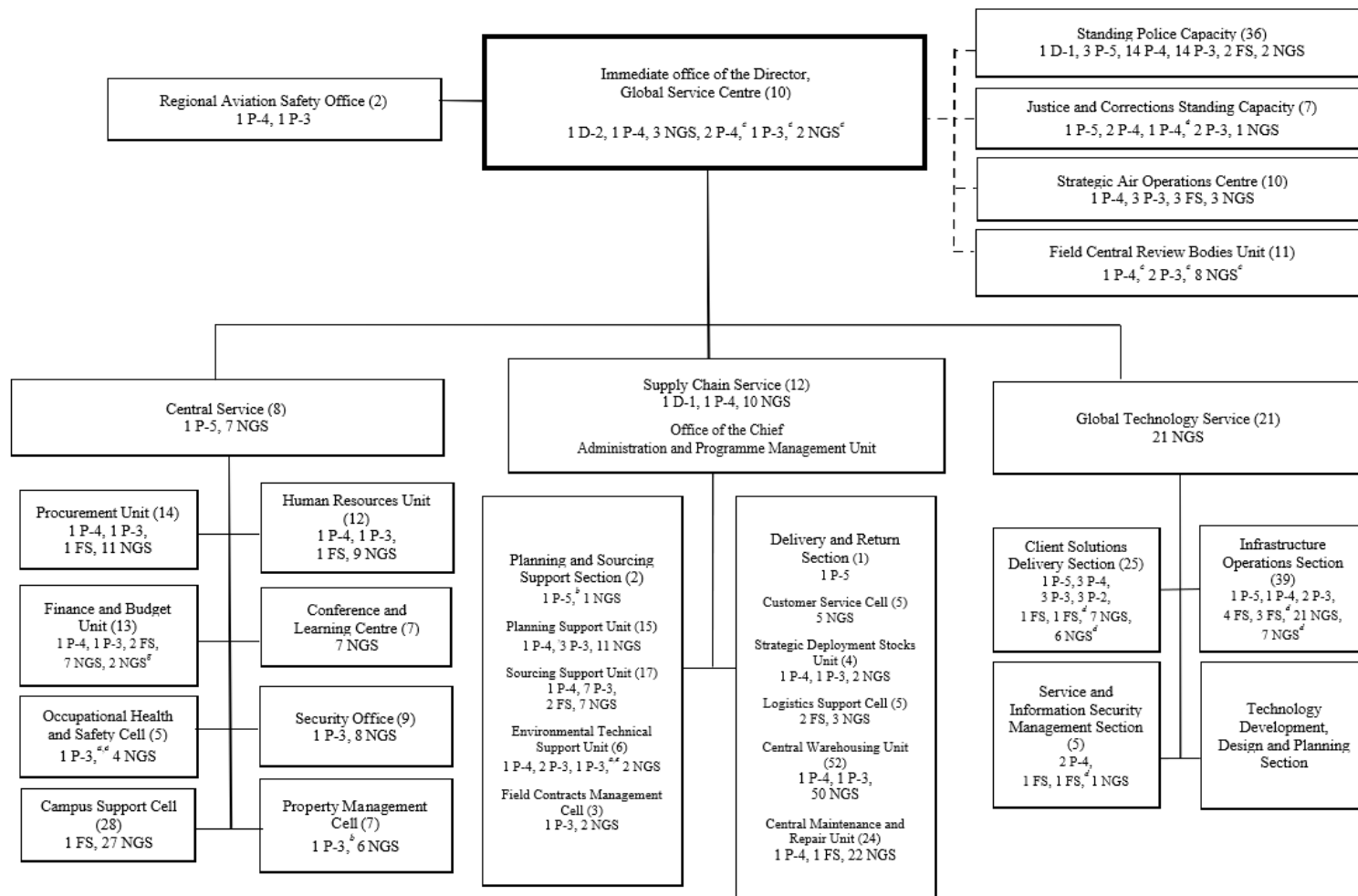
A. Consolidated



B. Valencia



C. Brindisi



Abbreviations: FS, Field Service; NGS, national General Service staff; XB, extrabudgetary.

Units reporting operationally/technically to Headquarters and administratively to the Global Service Centre, Brindisi.

^a New post.

^b Reclassified/reassigned post.

^c Redeployed post.

^d Converted post.

^e Funded under general temporary assistance

^f Financed through extrabudgetary mechanism.

^g Kuwait Joint Support Office.

Annex III

Review of the concept of operations for strategic deployment stocks

Summary

In its resolution [71/294](#), the General Assembly endorsed the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions ([A/71/836/Add.10](#)), in which the Committee looked forward to receiving information on the progress made in the next budget submission of the United Nations Logistics Base (UNLB) as well as the revised concept of operations for strategic deployment stocks.

Pursuant to General Assembly resolution [70/288](#), the Office of Internal Oversight Services (OIOS) conducted a review and evaluation of the strategic deployment stocks in the period [2016/17](#). The Office acknowledged that the strategic deployment stocks had, since their inception, supported the start-up of all peacekeeping operations as their primary initial source of equipment, and that stakeholders had assessed that support positively. The concept of strategic deployment stocks has been expanded to cover special political missions, existing peacekeeping operations, the United Nations Assistance Mission in Somalia and non-Secretariat United Nations entities (agencies, funds and programmes).

In its report ([A/71/798](#)), OIOS recommended that the Department of Field Support should update and revise the strategic deployment stocks concept, its assumptions and related policies, in the context of supply chain management and ongoing initiatives affecting mission start-up, to ensure rapid deployment, and that the revised concept should be presented as a proposal to Member States.

The revised concept of operations for strategic deployment stocks was contained in the budget submission of UNLB for 2018/19 ([A/72/783](#)). In the revised concept of operations for strategic deployment stocks, five major changes were proposed: (a) a strategic shift from an open-ended start-up to a scenario-based start-up with three phases, clearly defining the support of strategic deployment stocks from the initial deployment to the eventual and gradual handover to the mission's regular supply chain; (b) a strategic shift from a material resource basis to one that will combine services with supply of equipment, with the concept of strategic deployment stocks therefore envisaged to be renamed "strategic deployment capability"; (c) an enhanced composition review model that will incorporate technological advancements across all commodity groups and is aligned with the environment strategy for field missions and developments in procedures and practices; (d) the most economic sourcing option, including turn-key solutions, vendor-managed inventory and short lead time supply, will be given preference over physical stock in Brindisi; and (e) the provision of strategic deployment stocks under certain circumstances to non-peacekeeping entities.

As part of the conceptual review, alternative venues to position strategic deployment stocks closer to the theatre of operations were considered; however, the in-depth analysis concluded that the repositioning of strategic deployment stocks would not add value to the supply chain and would expose the strategic reserve to an undesirable level of risk. Moreover, UNLB already has the necessary infrastructure, services and capacity to effectively manage strategic deployment stocks in a secure facility that is geographically located at an airport, as well as being near well-established shipping lines to achieve rapid deployment within the required time frame to eastern and western Africa, the Middle East, Europe and the Americas.

Also highlighted in the revised concept was the integration of strategic deployment stocks into the supply chain management strategy of the Organization, where strategic deployment stocks are recognized as one of the internal sources to determine net demand, which allows the Organization to leverage the use of existing assets and inventory before resorting to external sourcing.

The General Assembly, in paragraph 4 of its resolution [72/287](#), requested a proposal on the revised concept of operations for strategic deployment stocks that takes into account the observations and recommendations of OIOS and stressed the need for further analysis on enhanced effectiveness, expected efficiencies and location issues.

Subsequently, UNLB has further developed the revised concept of strategic deployment stocks. The present annex contains the updated information available on the revised concept of operations for strategic deployment stocks, including: (a) the introduction of enabling services that will be combined with the supply of equipment to ensure that mission headquarters and subsequent sector headquarters are set up within established time frames; (b) an enhanced composition review model that will incorporate technological advancements across the commodity groups and be aligned with the environment strategy for field missions; and (c) the most effective and economic sourcing options to meet the operational needs of start-ups or surge requirements.

A further analysis of the possibility of using alternative venues to position strategic deployment stocks closer to the theatre of operations showed that the initial cost and risk related to establishing a new stand-alone depot and its management, operations and security, would be considerable, whereas the Global Service Centre, Brindisi, already has the necessary infrastructure, services and capacity to continue to effectively manage the strategic deployment stocks in a secure and accessible location, thanks to over 20 years of support and investment from the Member States and the host nation (see sect. III.D of the present annex).

UNLB has reviewed the composition of strategic deployment stocks, in line with the revised planning assumptions set out in paragraphs 15–24 below. An increased emphasis was placed on the areas of security and environmental management (see paras. 53–62).

I. Context

A. Introduction

1. Since the release of the report of the Panel on United Nations Peace Operations in 2000 ([A/55/305-S/2000/809](#)), in paragraphs 84 to 169 of which the Panel addressed the capacities of the United Nations to deploy operations rapidly and effectively, the United Nations Secretariat has sought to speed up the deployment of peace operations in response to crises wherever these occur in the world. The Security Council, the General Assembly, individual Member States and other stakeholders have urged the United Nations to speed up the pace of its deployment.

2. Among other initiatives of the Secretariat, the concept of strategic deployment stocks was adopted by the General Assembly in its resolution [56/292](#) in 2002. The strategic deployment stocks provide equipment for a minimum operational capability (within 30 days for a traditional mission or 90 days for a complex mission) to perform its basic core tasks in its principal theatre of the mission area for a limited period.

3. Pursuant to General Assembly resolution [70/288](#), the Office of Internal Oversight Services (OIOS) conducted a review and evaluation of the strategic deployment stocks in the period 2016/17. The Office acknowledged that the strategic deployment stocks had, since their inception, supported the start-up of all peacekeeping operations as their primary initial source of equipment, and that stakeholders had assessed that support positively. The concept of strategic deployment stocks has been expanded to cover special political missions, existing peacekeeping operations, the United Nations Assistance Mission in Somalia (UNSOM) and non-Secretariat United Nations entities (agencies, funds and programmes).

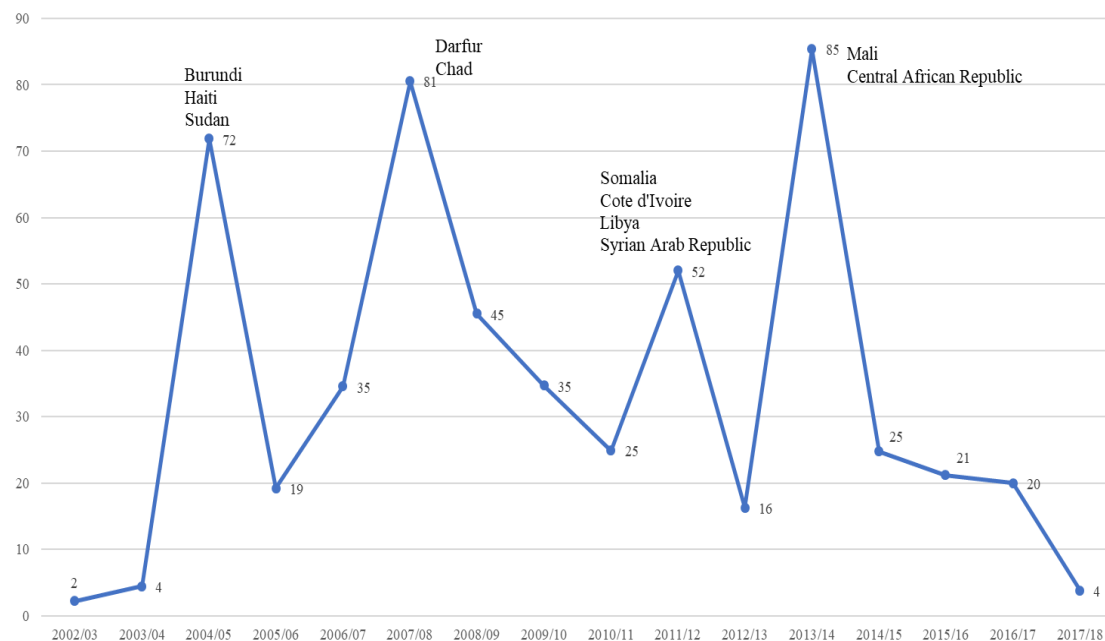
4. In its report ([A/71/798](#)), OIOS recommended that the Department of Field Support should update and revise the strategic deployment stocks concept, its assumptions and related policies, within the context of supply chain management and ongoing initiatives affecting mission start-up, to ensure rapid deployment, and that the revised concept should be presented as a proposal to Member States.

II. Historical utilization of strategic deployment stocks

5. Since their inception in 2002, the strategic deployment stocks have provided material support to all peacekeeping operations as their primary source of equipment during start-up, in an accumulated amount of more than \$536 million worth of equipment. On the basis of a survey carried out in February 2017 and the report of OIOS ([A/71/798](#)), stakeholders have provided positive responses in relation to all facets of the performance of the strategic deployment stocks. Figure I shows the annual value of the strategic deployment stocks issued, including periodic spikes when new peacekeeping missions were mandated.

Figure I
Historical deployment of strategic deployment stocks

(Millions of United States dollars)



6. Since the inception of the concept, the deployment of 88 per cent of strategic deployment stocks was in support of the primary objective of supporting start-up and surge operations, as reflected in figure II. In addition, UNLB has exercised a clearing house role² for the global supply chain for equipment and has supported a broad array of existing peacekeeping missions, special political missions, UNSOS and the emergency needs of United Nations agencies, funds and programmes. The supply of strategic deployment stocks equipment to existing operations during their sustainment phase serves two objectives: (a) to enable a healthy turnaround of inventories; and (b) to avoid obsolescence and related write-offs. Critical support has also been provided in cases where strategic deployment stocks are the most viable and appropriate source of equipment and they provide added-value support to missions and United Nations operations through short lead times and supply chain agility. It is important, however, to distinguish the secondary objectives from the strategic deployment stocks' primary goal of supporting start-up and surge operations. Figure III reflects that 81.4 per cent of the value of strategic deployment stocks equipment has been issued to peacekeeping operations and 15.5 per cent to special political missions.

² Through its clearing house role, UNLB identifies and advises peacekeeping operations on available internal sourcing possibilities for goods requested by missions, hence ensuring the effective rotation of strategic deployment stocks, encouraging the mobilization of the Organization's idle resources and avoiding obsolescence of equipment.

Figure II
Deployment by mission phase

(Millions of United States dollars)

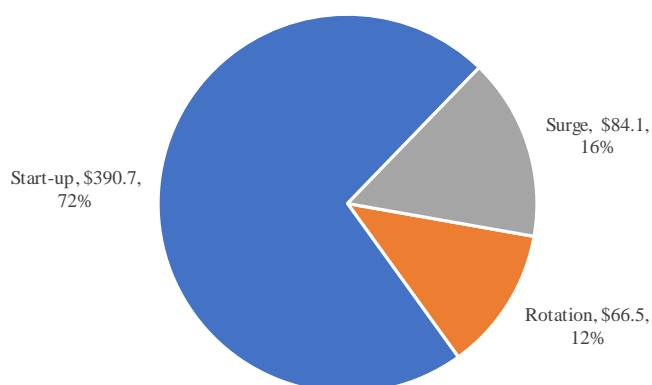
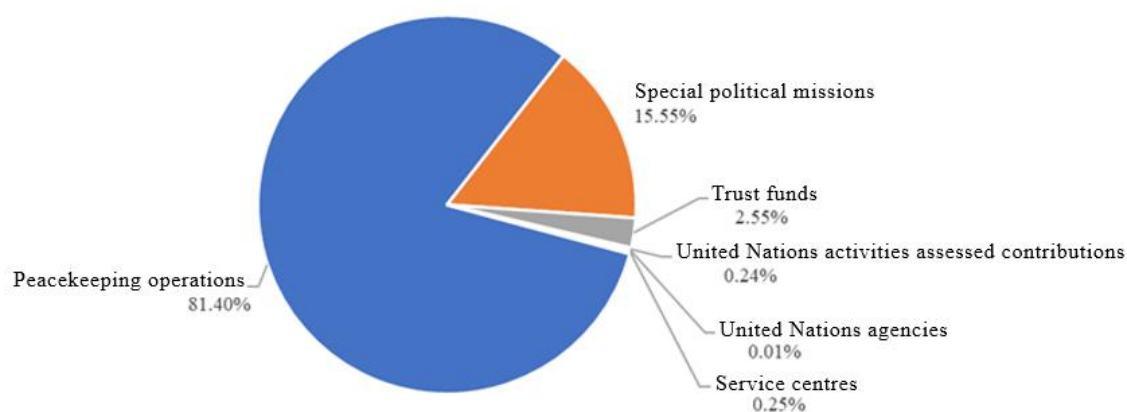


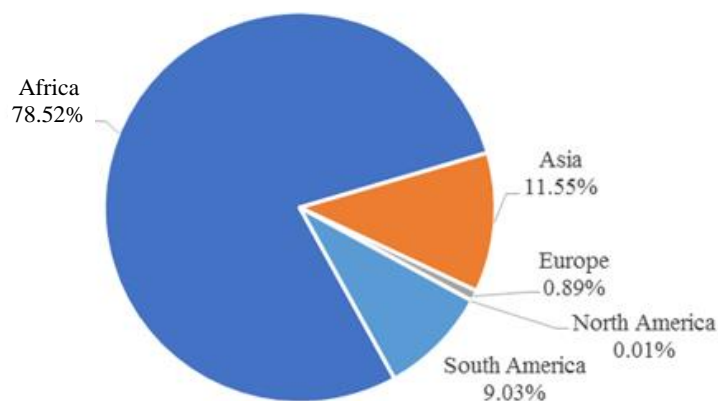
Figure III
Deployment by mission and client category



7. The strategic deployment stocks have supported 27 peacekeeping operations, including all current missions, UNSOS and 27 special political missions. On an exceptional basis, strategic deployment stocks have supported the emergency needs of other United Nations specialized agencies, funds and programmes.

8. As presented in figure IV, since the inception of the concept of strategic deployment stocks, the focus has been on peacekeeping operations in Africa, which account for 78.5 per cent of the strategic deployment stocks issued. In the context of the history of United Nations peacekeeping operations, however, other regions have also been, and are likely to continue to be, the focus of peacekeeping activities. It should be noted that the statistics provided in the present annex pertain to data from 2002 onwards, since the concept of strategic deployment stocks was established. It should therefore also be noted that prior to the inception of strategic deployment stocks, the focus of peacekeeping operations was divided between operations in Europe, the Middle East and Africa.

Figure IV
Deployment by region



9. During the start-up phases of a peacekeeping operation, it is critical to ensure that all the necessary equipment is deployed and fully functional. The nascent mission will have limited to no capacity to configure, maintain and manage large quantities of the equipment that it receives. Therefore, UNLB plays an important role by providing value-adding activities, including consolidation, kitting and maintenance operations. All strategic deployment stocks, while held in stock, are maintained through periodic maintenance plans. Vehicles are pre-installed and configured to the field mission's requirements with high frequency radios, the fleet management system (CarLog), licence plates, United Nations markings and flag posts. All items undergo pre-shipment testing to ensure serviceability.

10. The strategic deployment stocks are deployed primarily in a modular form to ensure that complete solutions are provided to the field. For example, a power generation module includes generators, cabling, control panels, toolkits and spare parts.

III. Revised strategic deployment stocks concept

A. Planning assumptions

11. During the course of the initial conceptual review of strategic deployment stocks, UNLB considered a number of elements, including: (a) a review of the current operating model; (b) a review of legislative and oversight bodies' recommendations; (c) the outcome of rapid deployment workshops; (d) engagement with the Department of Field Support; (e) a study of the operating model of the World Food Programme headquarters in Rome; (f) a study of the operating model of the North Atlantic Treaty Organization (NATO) logistics base at Taranto, Italy; and (g) a forum on rapid deployment held at a technology fair in Valencia hosted by UNLB and attended by 99 companies.

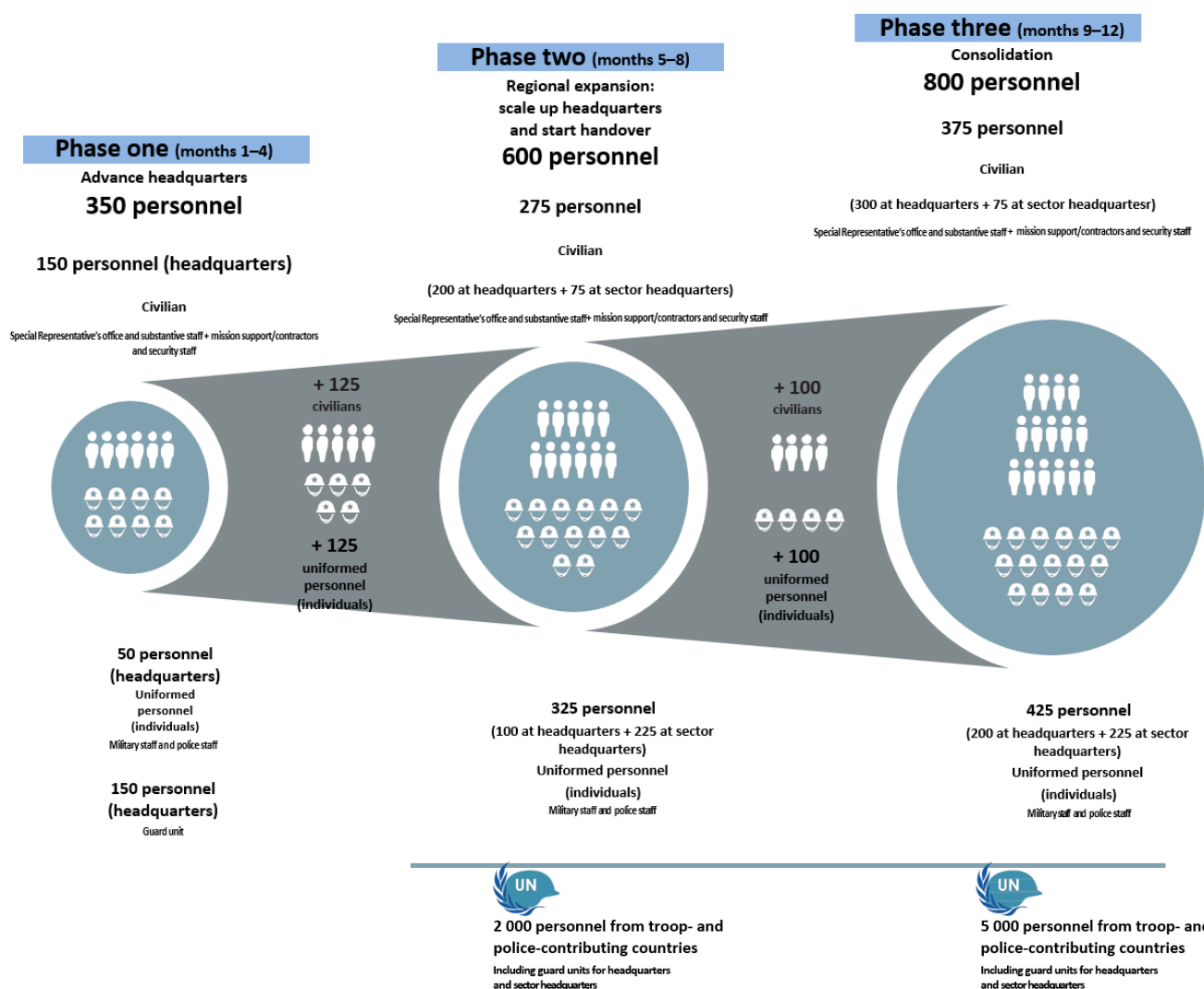
12. From 1 to 3 November 2017, UNLB held a three-day workshop at United Nations Headquarters in New York, where the outcomes of the elements described in paragraph 11 above were discussed and reviewed. Representatives from various offices participated in the workshop, including: (a) senior and expert colleagues from the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Mission in South Sudan (UNMISS) and UNSOS;

(b) the Department of Field Support, including the Office of the Assistant Secretary-General, the Logistics Support Division and the Information and Communications Technology Division; (c) the Department of Management, including the Peacekeeping Financing Division and the Procurement Division; and (d) OIOS.

13. During the workshop, a scenario was developed based on a set of planning assumptions. The scenario was informed by trends in peacekeeping mission start-ups and expansions, including the deployment of missions in the Central African Republic, Chad, Côte d'Ivoire, Libya, Mali, Somalia, South Sudan, the Sudan and the Syrian Arab Republic, and aligned with the rapid deployment initiative.

14. Figure V shows the revised planning assumptions used to develop the revised strategic deployment stocks requirements in three phases.

Figure V
Revised planning assumptions



15. The base case scenario for the start-up of a peacekeeping mission consists of three phases, as outlined below.

16. **Phase one (months 1–4).** During this phase an advance headquarters will be established in line with the rapid deployment concept to support 350 personnel, which

includes civilian personnel (substantive and mission support), individual uniformed personnel and a guard unit element of 150 personnel. The advance headquarters will be established to facilitate initial operational capacity. An integrated core advance team will be deployed, consisting of substantive staff, including the mission's leadership, the force planners and United Nations police planners, security staff and a mission support element comprising initial planning, logistics, information and communications technology (ICT), recruitment and procurement functions.

17. **Phase two (months 5–8).** During this phase the mission will expand to three regional offices and sector headquarters in addition to the initial operational capacity and scale up and transition the advance headquarters to the mission headquarters. Responsibilities will be transferred to the mission to support 600 individual personnel and to commence life-support services for the deployed uniformed personnel from troop- and police-contributing countries (once they have passed the stage of self-sufficiency capacity). Supported elements will include: (a) civilian substantive and mission support personnel; (b) individually supported uniformed personnel (military and/or police) at mission headquarters; (c) three sector headquarters with 100 individually supported personnel each; and (d) two infantry battalions (1,700 personnel) and two formed police units (300 personnel). In this phase, the mission will plan for a full headquarters and regional expansion, conduct ground exploration for mission bases, environmental studies and reconnaissance activities, identify warehousing and start construction activities.

18. **Phase three (months 9–12).** The last stage in the role of strategic deployment stocks is the gradual handover to the mission to support 800 personnel and provide life-support and basic infrastructure to deployed uniformed personnel from troop- and police-contributing countries, including: (a) substantive and mission support civilian personnel; (b) individual uniformed personnel at the mission's headquarters; (c) three sector headquarters, supporting 100 individually supported personnel each; and (d) life support during the ramp-up phase for three to five battalions and military enabling units (3,200 to 5,000 personnel). In addition, temporary camps and initially deployed camps will be developed to become semi-permanent bases; sector locations will be developed to become regional hubs, and the expansion of sector locations will start. The delivery of strategic deployment stocks equipment will be transitioned to acquisition by the new mission's regular supply chain.

19. This concept of operations defines the strategic deployment stocks element in the three start-up phases. The provision of strategic deployment stocks is projected not to exceed the initial 12 months. All strategic deployment stocks equipment delivered will become part of the mission's United Nations-owned equipment and be managed as such. To enable the replenishment of strategic deployment stocks inventory, the budget of the receiving mission will cover the costs of the strategic deployment stocks.

20. The strategic deployment stocks will form an initial capacity for the new mission's infrastructure, life support and sustainment services that are under the responsibility of the United Nations, including mission offices, bases, individually supported personnel and uniformed personnel from troop- and police-contributing countries to the extent that they are not covered by contingent-owned equipment under a memorandum of understanding or letter of assist.

21. Strategic deployment stocks will also be used for the surge and emergency requirements of missions resulting from, inter alia, changes of mandate, evacuations, relocations, natural disasters, pandemics, operational continuity requirements, attacks and other operational incidents, and the transition from a regional operation to a United Nations peacekeeping mission.

22. The strategic capability will be part of the supply chain planning and sourcing process, including integrated business planning, as defined in the supply chain management blueprint.

23. The deployed military and police contingents from troop- and police-contributing countries will be expected to provide for their full contingent-owned equipment requirements, self-sustainment capacities and individual equipment, including weapons, combat and support vehicles, second, third and fourth-line maintenance and spare parts, and lower-level communications equipment, with major equipment to be maintained, serviced and replaced under wet-lease arrangements.

24. The strategic deployment stocks will provide the initial operational capability whereby, within the first 12 months, the mission and its military and police units can perform their basic core tasks until the new mission's supply chain becomes operational. It is estimated that it will take the mission one year to reach full operational capacity, i.e. to have the requisite command and control capability of its operations and an operational service delivery and supply chain in place.

B. Enabling capacity

25. The recommendation of OIOS to assess the desirability of changing strategic deployment stocks from an exclusively material inventory into a service that can provide enabling capacity and any additional resources that may be required to that end was reviewed.

26. Since their inception, strategic deployment stocks have consisted only of goods (equipment and material). In several cases, the capacity of the receiving mission in the field to receive, inspect and install, account for and manage the equipment has been lacking. The lack of capacity has been noted especially with the engineering component, including in terms of developing infrastructure, undertaking horizontal works and preparing and managing facilities.

27. The workshop held in early 2017 by the Department of Peacekeeping Operations and the Department of Field Support on rapid deployment for peacekeeping involved numerous stakeholders, including Member States. The workshop concluded that gaps do exist in enabling capacity, affecting, in particular, the period from the authorization of the mission (the creation of the mandate) to the point when the enablers of troop-contributing countries are deployed in the mission and reach full operational capability. The stakeholders agreed on the need to bridge the gaps in enabling services using a collection of options and to address those gaps in the revision of the concept of operations for strategic deployment stocks.

28. The need for enabling capacity was evaluated in the workshop to review the concept of strategic deployment stocks held in November 2017. During the workshop the importance of expanding the strategic deployment capability with enabling services was noted. Specifically, the representatives from the recently started peacekeeping missions of MINUSMA and UNMISS, as well as UNSOS, confirmed the desirability of expanding strategic deployment stock capabilities to include enabling services.

29. The following enabling services have been identified as relevant to rapid deployment: (a) receiving and inspection of goods; (b) transportation and material handling; (c) turn-key solutions for establishing expeditionary camps, including their basic services and facilities management; (d) ground preparations, including levelling, hardstand, defensive structures, drainage and water exploration; and (e) the installation of (i) United Nations standard prefabricated accommodation units; (ii) expeditionary tentage; (iii) perimeter, access, illumination, bunkers and other

defensive measures; (iv) power generation and distribution of, inter alia, generators and solar and hybrid solutions; (v) water treatment plants storage and distribution, and wastewater and solid waste management; (vi) ICT infrastructure; and (vii) United Nations standard medical facilities.

30. To source the aforementioned enabling capabilities, the following options are considered viable: (a) in-house enabling capacity through United Nations-provided mission support teams (at present mission support team capability is provided to some extent by UNLB and could be extended to and replicated in United Nations missions); (b) embedding enabling services in United Nations system contracts; (c) second-party service providers through United Nations entities such as the United Nations Office for Project Services; (d) third-party service providers through commercial and Member State-provided solutions; and (e) individual contractors.

31. UNLB has further reviewed the composition of strategic deployment stocks in 2018/19 and identified enabling capacity requirements at the line item level. Of 326 line items, 160 require enabling capacity, which is to be built primarily through the following options: (a) embedding enabling services in United Nations system contracts for specific items; and (b) third-party commercial solutions for: (i) the construction of mission and sector headquarters; (ii) facilities management; (iii) ground exploration; and (iv) the training of United Nations personnel.

32. Other enabling services will be provided by UNLB in-house mission support teams and second-party service providers, where possible, namely: (a) receiving and inspection of goods; (b) ICT infrastructure; (c) contract management; (d) engineering designs, preparation, installation and commissioning of modular packages; and (e) wastewater and solid waste management.

33. Maintaining commercial enabling capacity will require additional resources, including standby costs, training, auditing and contract management capability, which would be included in the budget for UNLB. Furthermore, UNLB, in collaboration with United Nations Headquarters, including the Logistics Division and the Procurement Division, will develop a comprehensive solicitation plan in the period 2018/19 and identify proposed requirements to be presented to the General Assembly.

34. The addition of enabling capacity to the strategic deployment stocks represents a strategic shift from material, resource-based strategic deployment stocks to a concept that will include services. It is therefore proposed to rename the current strategic deployment stocks as the “strategic deployment capability”.

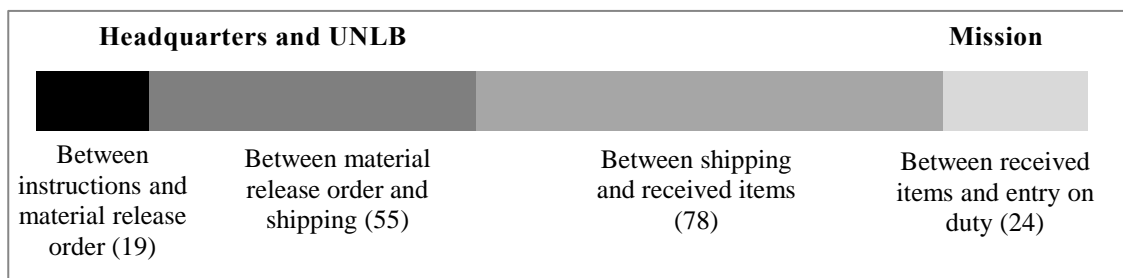
C. Feasibility of timelines and use of pre-mandate commitment authority

35. UNLB has examined the recommendation of OIOS that the feasibility of the current timeline envisaged for strategic deployment stocks, including any practical impediment to the use of the pre-mandate commitment authority of the Secretary-General, should be considered.

36. The actual deployment timelines for strategic deployment stocks have no direct correlation with the use of pre-mandate commitment authority. The delays indicated in the report of OIOS were predominately the result of other factors, namely: (a) delayed decisions to initiate the deployment of strategic deployment stocks; (b) the duration of multimodal transportation, especially related to in-land movement; (c) delays in customs clearance in receiving missions; and (d) lack of capacity in the mission to receive, inspect and accept shipments. The delays identified by OIOS are shown in figure VI.

Figure VI
Strategic deployment stocks process phases, 2002–2016

(Average number of days)



Source: OIOS analysis of UNLB data.

Note: Data related to the phase “between instructions and material release order” were available only for 2012–2016.

37. UNLB has engaged with United Nations Secretariat counterparts, including the Logistics Division and the Procurement Division, to improve contractual arrangements for commercial shipments, specifically where in-land transportation is involved. Furthermore, UNLB intends to address the delays in receiving, inspecting and installing equipment through the proposed deployment of enabling capacity.

D. Alternative venues for strategic deployment stocks

38. In its report, OIOS recommended that the Department of Field Support consider alternative venues for strategic deployment stocks storage closer to the theatre of operations, including through partnerships with, and by leveraging the experiences of, other United Nations entities.

39. During the conceptual review workshop, in-depth analysis was undertaken and the following factors were considered:

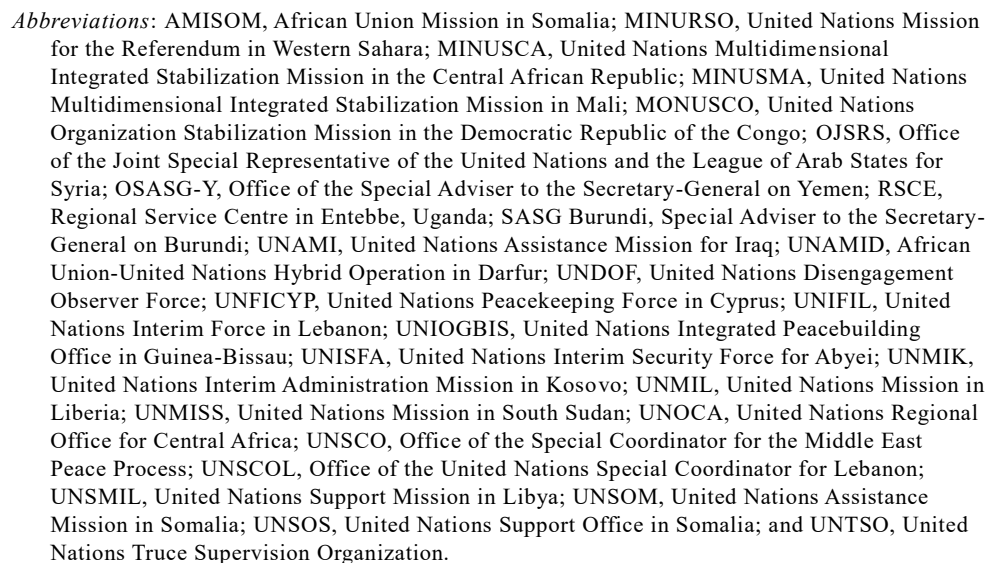
- (a) Available infrastructure in Brindisi, East Africa, West Africa and the Middle East;
- (b) Facilities (security, services, capacity, etc.);
- (c) Ports in Europe, East Africa, West Africa and the Middle East;
- (d) Port congestion;
- (e) Port-to-port lead time (sea);
- (f) Port-to-mission lead time (in-land transportation);
- (g) Analysis of splitting material into several regional depots;
- (h) Risk related to supply from additional bases to a new theatre of operations outside Africa;
- (i) Initial cost and risk related to establishing a new stand-alone depot and its management, operations and security.

40. Currently, strategic deployment stocks are located in Brindisi, Italy, with only medical equipment being stored by the vendor in Germany (vendor-managed inventory). In Brindisi, stocks of equipment are preserved and maintained through a periodic maintenance plan along with value added services, for example, vehicles are pre-installed and configured to the field missions’ requirements with high frequency

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Abbreviations: AMISOM, African Union Mission in Somalia; 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; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; OJSRS, Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria; OSASG-Y, Office of the Special Adviser to the Secretary-General on Yemen; RSCE, Regional Service Centre in Entebbe, Uganda; SASG Burundi, Special Adviser to the Secretary-General on Burundi; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNIOGBIS, United Nations Integrated Peacebuilding Office in Guinea-Bissau; UNISFA, United Nations Interim Security Force for Abyei; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNOCA, United Nations Regional Office for Central Africa; UNSCO, Office of the Special Coordinator for the Middle East Peace Process; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia; and UNTSO, United Nations Truce Supervision Organization.

Abbreviations: AMISOM, African Union Mission in Somalia; 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; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; OJSRS, Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria; OSASG-Y, Office of the Special Adviser to the Secretary-General on Yemen; RSCE, Regional Service Centre in Entebbe, Uganda; SASG Burundi, Special Adviser to the Secretary-General on Burundi; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNIOGBIS, United Nations Integrated Peacebuilding Office in Guinea-Bissau; UNISFA, United Nations Interim Security Force for Abyei; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNOCA, United Nations Regional Office for Central Africa; UNSCO, Office of the Special Coordinator for the Middle East Peace Process; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia; and UNTSO, United Nations Truce Supervision Organization.



Abbreviations: AMISOM, African Union Mission in Somalia; 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; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; OJSRS, Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria; OSASG-Y, Office of the Special Adviser to the Secretary-General on Yemen; RSCE, Regional Service Centre in Entebbe, Uganda; SASG Burundi, Special Adviser to the Secretary-General on Burundi; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNIOGBIS, United Nations Integrated Peacebuilding Office in Guinea-Bissau; UNISFA, United Nations Interim Security Force for Abyei; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNOCA, United Nations Regional Office for Central Africa; UNSCO, Office of the Special Coordinator for the Middle East Peace Process; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia; and UNTSO, United Nations Truce Supervision Organization.

42. Furthermore, splitting the strategic deployment stocks into separate regional depots, for example, in West Africa and East Africa, would be less cost-effective and efficient and could potentially pose a risk to rapid deployment capability. It would ineffectively confine equipment at several locations and/or create duplication and increased stock levels. In addition, positioning the strategic deployment stocks in multiple locations would result in decreased economies of scale in relation to warehousing, maintenance, security and facilities management.

43. The initial cost and risk related to establishing a new stand-alone depot and its management, operations and security would also be considerable, whereas the Global Service Centre, Brindisi, already has the necessary infrastructure, services and capacity to effectively manage strategic deployment stocks in a secure and accessible location. The Government of Italy has provided unique custom-built infrastructure (three warehouses with storage capacity of 18,000 m³) to house part of the strategic deployment stocks, several existing storage facilities, along with yard space of approximately 31 ha for containerized and mobile equipment, a bonded warehouse, security and access to an international airport for strategic airlifts and the adjacent seaport. To complement the infrastructure, UNLB already has the support structure in place that the Members States have endorsed. The following organizational entities are available at UNLB: a receiving and inspection unit, a warehousing unit, a maintenance unit, a shipping unit and an administrative and contracts management unit. Furthermore, the trained technical resources and equipment required for testing are also available for the maintenance of vehicles and other equipment, such as generators, wastewater treatment plants and ICT. Similar infrastructure, organization and resources would be required to manage the strategic deployment stocks at another location. Moreover, UNLB is geographically located at an airport, as well as being near well-established shipping lines to achieve rapid deployment within the required time frame to East Africa, West Africa, the Middle East, South-East Asia, Europe and the Americas.

44. If a regional supply hub for peacekeeping is established in Africa for ongoing storage of equipment by current missions, however, co-locating equipment as a regional reserve within existing United Nations facilities (missions, logistics bases) will be evaluated.

45. On the basis of the revised planning assumptions (see sect. III.A above) and the outcome of the study on alternative sourcing models, a comprehensive study would also be required to define the feasibility of regional depots, to include: (a) cost of positioning and maintaining a forward location; (b) sourcing options; (c) cost infrastructure; (d) security arrangements; (e) host nation agreements, including bonded storage, restricted items and inbound and outbound movements; (f) operating costs; (g) maintenance; (h) external factors; (i) consideration of inbound supply lines; (j) geographical location of suppliers; (k) political stability; and (l) congestion of seaports and delays in offloading.

E. Alternative sourcing models

46. UNLB considered the recommendation of OIOS to consider opportunities to enhance the use of vendor-managed inventory for strategic deployment stocks items, based on a cost-benefit analysis, in conjunction with the Procurement Division.

47. With the current sourcing model, global system contracts are the primary source of supply for the strategic deployment stocks, with minor consumables being procured locally at UNLB using local contracts. Ad hoc procurement action is used for the acquisition and replenishment of equipment where no system contract has been established or a system contract has expired.

48. During the comprehensive review of the strategic deployment stocks concept, the following sourcing models were considered: (a) multiple contracts for single items; (b) white stock, which is vendor-owned stock located at United Nations premises; (c) vendor-managed inventory, which is goods purchased and stored within the vendor's premises; (d) turn-key solutions; (e) service/enabling contracts; (f) letters of assist, memorandums of understandings or standby arrangements with Member States; (g) short-term rental of equipment; and (h) pay-for-use arrangements, for instance for the provision of power/electricity.

49. Subsequent to the composition review, UNLB will undertake an in-depth analysis by commodity and service categories (modules) in consultation with the Logistics Division and the Procurement Division in order to determine the most appropriate sourcing option for each category of equipment and services. Each of the alternative sourcing models would be assessed by: (a) cost; (b) speed and timeliness; (c) quality; (d) innovative solutions and new technologies; (e) reliability; (f) global coverage; (g) access; (h) impartiality; (i) impact on standardization; (j) customization; and (k) risk of obsolescence.

50. If an economic sourcing option (for instance turn-key solutions, vendor-managed inventory or short lead time supply) can be provided from the market, this sourcing option will be given preference over maintaining stock.

F. Governance

51. Responsibilities for the implementation and management of the strategic deployment stocks are assigned as follows:

(a) The Assistant Secretary-General for Supply Chain Management in the Department of Operational Support will provide strategic guidance on the operation and management of the strategic deployment stocks and authorize general policies;

(b) The Director of UNLB will direct the overall management of the strategic deployment stocks, including: planning and policy development; procedures and monitoring, including the coordination and approval of the composition with key stakeholders; replenishment and rotation; and reporting on costs associated with strategic deployment stock operational activities through the UNLB budget performance report and budget report;

(c) The Chief of the Supply Chain Service of UNLB will direct day-to-day strategic deployment stock management activities; maintain the operational readiness of the strategic deployment stocks and enabling capabilities; implement strategic deployment stock replenishment and rotation; receive, inspect, store and maintain strategic deployment stock equipment and material; align strategic deployment stock inventory based on annual composition reviews; prepare stocks for shipment; contract and manage multimodal movements within UNLB authority and initiate movements (air, sea and ground transportation) requiring Headquarters contracting; maintain inventory records; manage the strategic deployment stock maintenance budget allocation; and initiate allotment requests for funding in accordance with the strategic deployment stock accounting guidelines. The Chief will consult with the Logistics Division and the Procurement Division on aspects of global system contracting, strategic lift capability and relevant aspects of supply chain planning and management. The Chief will represent UNLB in United Nations Headquarters mission planning teams for the provision of strategic deployment stocks, mission support teams and other UNLB capacities;

(d) The Office of Programme Planning, Finance and Budget will be responsible for the preparation of financial statements of the strategic deployment

stocks fund; reissue spending authority upon revenue receipt from client missions; and report on strategic deployment stocks in the UNLB performance report and formulate proposals in the budget reports.

52. It is envisaged that UNLB will procure the strategic deployment stocks, enabling capacities and related services, including transportation, through a combination of global system contracts, local contractual arrangements and other agreements, including memorandums of understanding and letters of assist, to ensure that the strategic deployment stocks are kept current and serviceable. To this end, while exercising its clearing house role, UNLB will rotate the strategic deployment stocks facing obsolescence or with slow turnover to peacekeeping missions, special political missions and United Nations activities financed from assessed contributions or offer them for sale to United Nations agencies, funds and programmes and regional organizations. Once items have been dispatched from the stocks (deployed, rotated or sold), UNLB will replenish the capacity as revenue in the strategic deployment stocks fund by charging the replacement cost to the approved budget of the receiving entity or through advance payment for non-Secretariat entities.

G. Composition of strategic deployment stocks

53. The composition of the strategic deployment stocks is determined through an analysis of several factors, including: (a) criticality of items; (b) life expectancy, such as shelf or technological life; (c) time required to procure equipment and materials either to stock or directly to missions; (d) technological advancement; (e) modular design; and (f) environmental impact. To the extent possible, no items will be kept in stock if the delivery lead time is shorter than the deployment schedule.

54. The rapid deployment model is used as the foundation for the development of unit modules comprising supply, medical, engineering, ICT and transportation packages. While the rapid deployment kit is defined for advance headquarters requirements, which is phase one (months 1–4), it remains applicable to the requirements of sector headquarters, which fall in phase two (months 5–8), and will have similar components to those required in the consolidation phase, which is phase three (months 9–12). Scaling and costing of the modules is done in accordance with the current system contracts, market surveys and the work achieved under the global field support strategy and its modularization programme, managed by UNLB.

55. The strategic deployment stock equipment, enablers and capacities are intended to meet operational requirements for supporting the initial phases of deployment of new peacekeeping missions, as well as surge operations and emergencies. In general, strategic deployment stocks consist of equipment that is new and has a full service-life expectancy. Used equipment identified as surplus in other missions may be used to augment strategic deployment stock capacities and be delivered directly to the deploying mission. Selected high-value items identified in the existing and terminating mission can also be brought to UNLB under United Nations reserve inventory³ for refurbishment and re-issuance to other missions.

56. UNLB reviewed the composition of the strategic deployment stocks in 2018 on the basis of the revised planning assumptions (see paras. 15–24 above).

57. Among other factors (see para. 53), emphasis was placed on the security of United Nations staff and its installations, in line with the recommendations contained in the report by Lieutenant General (retired) Carlos Alberto dos Santos Cruz of

³ The United Nations reserve comprises used equipment returned from downsizing and liquidating missions, which is refurbished at Brindisi and made available for deployment to other peacekeeping operations.

December 2017 entitled “Improving security of United Nations peacekeepers” and in collaboration with the Department of Safety and Security. This will improve the operational security effectiveness of the mission and will prepare security personnel to take proactive action against threats.

58. Across the commodity groups, an increased emphasis was placed on environmental management, in line with the environment strategy for field missions of the Department of Operational Support, including waste management equipment, atmospheric water generators and photovoltaic equipment. Moreover, the number of diesel generators was reduced to the minimum, and they were complemented with environmentally friendly modular power packs (see para. 98). Through this initiative, a positive environmental impact is envisaged as less fuel will be consumed overall, emissions will be lower and less equipment will be required.

59. The main findings of the composition review are as follows:

(a) *Engineering*. There has been a substantial reduction in modules related to accommodation, field defence and power. The reduction is attributable to the right-sizing of the support provided through the strategic deployment stocks for the start-up phases and surge requirements, and the replacement of diesel generators with more environmentally friendly modular power packs. As a result of the increased emphasis on environmental management, a significant reduction is foreseen in the cost of maintenance and spare parts and the complexity of power generation, and a positive environmental impact is envisaged as less fuel will be consumed overall, emissions will be lower and less equipment will be required;

(b) *ICT*. There has been a decrease in geospatial information systems and conference management equipment, and an increase in equipment related to power generation and safety and security. The reduction is attributable to the right-sizing of the support provided through the strategic deployment stocks for the start-up phases and surge requirements, and the replacement of single-use items with multi-use items. The increase is attributable to the introduction of modular command centres, modular power packs to replace diesel generators and the introduction of unmanned aerial systems for mission headquarters, sector headquarters and convoy security;

(c) *Medical*. In collaboration with the Logistics Division of the Department of Operational Support, the capacity in phase one has been reduced from multiple level II hospitals and level I-plus clinics to: (a) one level II hospital; (b) an ambulance equipment kit; and (c) clinic module. The reduced capacity will be supported by more agile and responsive medical supply contracts with lead times capable of meeting the demands of mission start-up and subsequent phases.

(d) *Supply*. There has been a substantial change in the aviation and security aspects of the supply composition. In collaboration with the Logistics Division, six out of eight airfield support items were removed. The reduction is in keeping with the current approach in relation to air support, which is to outsource the services, rather than risk substantial capital investment in airport equipment, in the light of historically poor utilization. Moreover, in collaboration with the Department of Safety and Security, all safety and security related items have been revised, in keeping with the number of United Nations installations and staffing levels and in line with the lessons learned from the security assessments conducted recently at peacekeeping missions. Furthermore, a new module comprising personalized equipment for security officers has been introduced, which will ensure immediate and comprehensive readiness in the event of mission start-up and/or surge operations;

(e) *Transport*. There has been a substantial change in the transport composition by right-sizing the capacity in line with the new planning assumptions and introducing multipurpose equipment. Most single-purpose equipment has been

replaced with multipurpose equipment. Included under the multipurpose concept is a common chassis that can be quickly adapted for various tasks, ranging from airfield support to facility management and road transportation. With selected features, manoeuvrability and powerful towing and load capacity, multipurpose off-road vehicles (similar to agricultural tractors) and equipment can substitute other vehicles. As a result, a significant reduction is foreseen in the cost of maintenance and spare parts and the complexity of the motorized fleet. A positive environmental impact is envisaged as less fuel will be consumed overall, emissions will be lower and less motorized equipment will be required. Moreover, equipment has also been proposed in relation to the solid waste management process in the form of the pallet loading system waste compactors leading to more efficient waste collection with fewer transport units.

60. The review also identified enabling services to complement the deployment of material, ensuring the rapid setting-up of mission and sector headquarters, and to meet surge requirements (see paras. 32–34).

61. Goods with a procurement lead time that is shorter than the deployment schedule (see paras. 16–19 above) will not be stored, unless they are required for phase one or for surge operations. UNLB foresees a reduction of approximately 15 per cent in holdings.

62. Costing details are available in section IX.

IV. Strategic deployment stocks concept and the supply chain management strategy and vision

63. The supply chain management blueprint contains detailed operational guidance for the implementation of the supply chain management strategy and vision of the Department of Operational Support. In the blueprint, strategic deployment stocks are recognized as one of the internal sources to determine net demand, which allows the Organization to leverage existing assets and inventory before resorting to external sourcing. Supplying a mission requirement from strategic deployment stocks inventory also allows for rotation and prevents obsolescence.

64. The key elements of the integration of the strategic deployment stocks with the end-to-end supply chain approach are:

(a) The strategic deployment stock warehousing concept and its locations are aligned with the centralized warehousing concept of the Department of Operational Support to facilitate an end-to-end supply chain approach;

(b) Planning for strategic deployment stock replenishment takes place to meet the requirements of global planning and management of consolidated clients' requirements based on the blueprint;

(c) Sourcing for strategic deployment stocks is aligned with strategic sourcing, utilizing global systems contracts where possible or delegated authority when available;

(d) In the delivery and return processes, it is important to recognize strategic deployment stocks as a globally available inventory. As mentioned in paragraph 44, there may be opportunities to co-locate elements of strategic deployment stocks in regional inventory hubs, or send returned United Nations-owned equipment, including items sourced from strategic deployment stocks, to these hubs as a regional reserve. This would bring strategic deployment stocks and similar United Nations-owned equipment closer to the theatre of operations, should the hubs, including the logistics bases of existing missions, become part of the future supply chain model.

V. Financing modalities

65. The financing of establishing the strategic deployment stocks was approved by the General Assembly in its resolution 56/292 in the amount of \$141,546,000. In 2012, the Assembly, in its resolution 66/266, decided on a reduction of \$50,000,000 to the strategic deployment stocks financial resources. Furthermore, interest income and other adjustments from the financial statements are credited to the strategic deployment stocks fund at the end of each financial year, during the rollover of spending authority from one year to the next.

66. With the shift from strategic deployment stocks to a strategic deployment capability it is further envisaged that requirements will need to be included in the budget proposal for UNLB to cover any costs associated with the retention of enabling services, as is the current case for the storage, maintenance and upkeep of strategic deployment stock materials. UNLB will report on the activities and associated costs to the General Assembly through its budget performance report and budget report.

VI. Replenishment of the strategic deployment stocks

67. The release of equipment from strategic deployment stocks triggers immediate replenishment action, initiated by the Director of UNLB and coordinated by the Chief of the Strategic Deployment Stocks Unit. To keep the stock current with changing technology, replenishment items will constitute advanced models to replace issued items. Therefore, UNLB will continue to conduct an annual strategic deployment stocks composition review.

68. The budgets of receiving missions will provide for the purchase of replacement commodities, including the cost of shipment, such as multi-modal transportation, from the provider to UNLB or at a designated location.

69. The costs associated with the preparations for storage and shipment of strategic deployment stock commodities, as part of replacement or rotation actions, will be met through the UNLB budget. Operating and maintenance costs, including costs for items to be replaced because of expiration or obsolescence of stocks, will also be met through the UNLB budget.

VII. Support for non-peacekeeping entities

70. The Security Council may authorize, by mandate or presidential statement, the provision of United Nations mission support to the peace operations of regional organizations. It is envisaged that strategic deployment stocks may be used as part of such United Nations mission support activities and may remain as United Nations property and subsequently deployed to a United Nations peacekeeping mission, or they may be sold and transferred to the respective regional organization or troop- and police-contributing countries.

71. It is critical that UNLB ensure the effective rotation of strategic deployment stocks to minimize losses due to obsolescence and to keep the stocks updated with the latest and more advanced models. It may therefore be of interest and beneficial to the Organization for strategic deployment stocks to be released to existing peacekeeping operations, special political missions or Secretariat entities, or sold to United Nations agencies, funds, programmes or external entities, including regional and subregional organizations and other key partners of the United Nations, provided that such support does not compromise the primary objective of the strategic deployment stocks.

VIII. Cost estimates for the period from 1 July 2018 to 30 June 2019

72. The summary of cost estimates is contained in the table below.

Operational requirements

(Thousands of United States dollars)

Category	Phase one	Phase two	Phase three	Subsequent phases	Total cost for all phases
Engineering	9 774	7 123	4 585	16 615	38 097
Information and communications technology	4 726	8 444	1 402	8 260	22 832
Medical	664	—	—	—	664
Supply	3 049	5 902	2 839	59	11 850
Transport	21 269	25 191	3 684	11 388	61 531
Total	39 482	46 661	12 511	36 321	134 975

IX. Supplementary information

A. Overall plan for strategic deployment stocks

73. A modular approach was used in identifying requirements for the strategic deployment stocks. A module is a composite package containing equipment and supplies in appropriate quantities for supporting an organizational structure, enabling each component to be deployed effectively. The number of modules needed to support each of the various elements of a mission will be dictated by the function, role and strength of each element. Support modules will exist for functional areas such as headquarters, administrative support, security, ports of debarkation, medical services, logistics and engineering, as well as for guard units, military observers and civilian police. The following module types have been defined:

(a) *Mission advance headquarters.* One mission advance headquarters, for 350 personnel, and one transit camp, for 350 personnel, will be ready for deployment by airlift or sealift at all times;

(b) *Sector headquarters.* Three sector headquarters start-up modules will be required during phase two. Goods required for the sector headquarters will be acquired and stored if the procurement lead time is shorter than the deployment lead time;

(c) *Mission headquarters.* One full headquarters module will be required during phase three. Goods required for the full headquarters will be acquired and stored if the procurement lead time is shorter than the deployment lead time;

(d) *Surge operations.* Goods identified will be used for surge and emergency requirements of missions resulting from, inter alia, changes of mandate, evacuations, relocations, natural disasters, pandemics, operational continuity requirements, attacks and other operational incidents, and the transition from a regional operation to a United Nations peacekeeping mission. The requirements were informed by trends in emergency deployments in the Central African Republic, Chad, Côte d'Ivoire, Liberia, Libya, Mali, Sierra Leone, Somalia, South Sudan, the Sudan and the Syrian Arab Republic.

B. Planning parameters

74. It is assumed that a mission area would have a bare-base infrastructure; however, access to a major airfield and a seaport would be available.

75. The strength of mission and sector headquarters has been determined on the basis of existing missions and consultation with the Department of Peace Operations, as follows:

<i>Category of personnel</i>	<i>Phase one</i>	<i>Phase two</i>	<i>Phase three</i>
Mission headquarters	350	600	800
Special Representative's office and substantive staff	50	100	100
Military staff	30	50	100
Police staff	20	50	100
Mission support/contractors and security staff	100	100	200
Guard unit	150		
Sector headquarters (3)			
Within each sector headquarters			
Military staff		150	150
Police staff		75	75
Mission support/contractors and security staff		75	75
Military components	–	2 000	5 000
Infantry battalions		(2) 1 700	(5) 4 250
Formed police units		(2) 300	
Multi-role engineering unit			200
Composite logistics unit			200
Level II medical unit			200
Aviation unit			150

Note: Numbers in parentheses refer to the number of sector headquarters, battalions or units.

C. Specific parameters for individual categories of commodities

Engineering

76. The specific engineering requirements are as follows:

(a) Accommodation for mission advance headquarters, transit camp, sector headquarters and full headquarters:

- (i) Office and accommodation units (soft-wall);
- (ii) Warehouse and workshop halls (soft-wall);
- (iii) Kitchens and dining areas (containerized);
- (iv) Ablution units (prefabricated);
- (v) Laundry (containerized);

(b) Engineering enabling packages containing minimum quantities of basic materials, tools, portable toilets, generators and field defence stores for all troops;

- (c) Generators and electrical supplies for mission headquarters, transit camp and sector headquarters; one unit per location backup capacity;
- (d) Generator workshops (containerized);
- (e) Field defence stores for headquarters, transit camp and sector headquarters;
- (f) Watch towers (prefabricated);
- (g) Water purification plants (containerized);
- (h) Wastewater and solid waste plants (containerized).

Information and communications technology

77. The specific ICT requirements are as follows:

- (a) The United Nations will be responsible for providing all means of communication down to the battalion (or independent unit) headquarters level, including for strategic communications from mission headquarters to United Nations Headquarters and UNLB;
- (b) Electronic data-processing services, systems and equipment for mission, force and sector headquarters will be a United Nations responsibility;
- (c) Contingents are assumed to be 100 per cent self-sustaining with respect to internal tactical communications;
- (d) Unmanned aerial systems for headquarters, sector headquarters and convoy security.

Medical

78. The specific medical requirements are as follows:

- (a) One level II hospital for mission headquarters;
- (b) Ambulance equipment kit;
- (c) Clinic module.

Supply

79. The specific supply requirements are as follows:

- (a) Bedding for staff and individual military and police officers;
- (b) Personal protective equipment for staff and individual military and police officers;
- (c) Security equipment for United Nations installations and United Nations security personnel;
- (d) Warehousing equipment for headquarters and sector headquarters stores;
- (e) Observation equipment for United Nations security, military and police officers;
- (f) While most fuel supplies will have to be arranged through systems contracts, a 30-day storage capacity for vehicle and generator fuel is required for the headquarters modules. A 30-day supply of lubricants must be stocked.

Transport

80. The specific transport requirements are as follows:

(a) All specialized vehicles, such as airfield/port material-handling equipment, bowsers, forklifts, cranes, firefighting trucks and ambulances, are part of phases one, two and three;

(b) Military observers are assumed to require some protected patrol vehicles: 25 per cent of the military observers' vehicles should be of the armoured mine-protected type;

(c) Civilian police are assumed to require specialized patrol vehicles: 100 per cent of civilian police vehicles should be specially equipped.

D. Cost estimate by category

Engineering

Estimates: \$38,097,388

81. *Tentage*. The requirements are as follows:

(a) *Type A units (4.8x7.2 m)*. Based on a standard scale, 283 units are required, as follows:

(i) Mission headquarters (phase one) for 350 personnel, transit camp for 350 personnel, guard huts, laundry: 53 units;

(ii) Mission headquarters for 100 personnel (phase two) and three sector headquarters (phase two) for 75 personnel each: 104 units;

(iii) Surge operations, including changes of mandate, evacuations, natural disasters: 126 units;

(b) *Type B units (12x24 m)*. Nineteen units are required for warehousing and workshops (transport, engineering and ICT);

(c) *Type C units (18x36 m)*. Five units are required for warehousing and workshops (transport, engineering and ICT);

(d) *Tents (6x12 m)*. Nineteen units are required for support, security, contractors and military.

82. *Prefabricated containerized accommodation*. The requirements for the prefabricated units are as follows:

(a) *Single-module prefabricated units*. Guard hut and entrance for the mission and sector headquarters and surge operations: 15 units;

(b) *Three-module prefabricated units*. Accommodation and offices in phases two and three and surge requirements: 78 units;

(c) *Six-module prefabricated units*. Surge requirements: 20 units.

83. *Prefabricated ablution units*. Ninety units are required, based on a standard scale of 30 persons per unit, as follows:

(a) Mission advance headquarters and transit camp, for 350 personnel each: 42 units;

(b) Mission headquarters and sector headquarters, for an additional 100 and 300 personnel, respectively: 24 units;

(c) Mission headquarters for an additional 400 personnel: 8 units;

(d) Surge requirements: 16 units.

84. *Kitchens and dining areas*. Fifteen units are required, as follows:

- (a) Mission advance headquarters and transit camp: 8 units;
- (b) Mission headquarters and three sector headquarters: 4 units;
- (c) Mission headquarters: 2 units;
- (d) Surge requirements: 1 unit.

85. *Air field support.* Four units of helicopter landing mats are required, for mission headquarters and three sector headquarters

86. *Generators.* The provision of 44 generator sets of various capacities is required to generate electric power for all mission elements, including troops (United Nations standard ratio = 1.5 kVA per person). In order to maintain continuous power generation, a 50 per cent backup capacity is required. Therefore, a pair of generator sets should be allocated at each location and/or for each purpose. Smaller generators of various capacities are required for remote location deployments (for example, for military observers) and dedicated power consumers (such as satellite farms and communications centres). The breakdown of generator requirements is as follows:

- (a) 500 kVA for mission advance headquarters, transit camp, mission full headquarters and surge requirement: 8 units;
- (b) 125 kVA for three sector headquarters and surge requirement: 12 units;
- (c) 10 kVA for surge requirements: 5 units;
- (d) 20 kVA for surge requirements: 5 units;
- (e) 36 kVA for surge requirements: 5 units;
- (f) 75 kVA for surge requirements: 5 units;
- (g) 250 kVA for surge requirements: 2 units.

87. Field defence stores are provided for all mission installations.

88. *Water treatment.* The provision of eight units is required to supply drinking water, as follows:

- (a) Mission advance headquarters, transit camp and mission full headquarters: 3 units;
- (b) Sector headquarters (three): 3 units;
- (c) Surge requirements: 2 units.

89. *Wastewater treatment.* The provision of seven centralized solid waste plants is required for mission headquarters, transit camp, sector headquarters and for surge requirements.

90. *Solid waste management.* The provision of 12 centralized solid waste plants is required for mission headquarters, transit camp, sector headquarters and for surge requirements.

91. *Expeditionary camps.* The provision of two 100-person expeditionary camps is required for surge operations.

Information and communications technology

Estimate: \$22,832,202

92. The allocation of ICT equipment is based on standard ratios applied to the planned staffing levels.

93. *UHF and VHF equipment.* The following equipment is envisaged:

(a) UHF handheld: portable radios (walkie-talkie sets) with a short range are provided to all peacekeeping personnel in accordance with established standard ratios;

(b) UHF base stations: stationary radios installed in fixed locations, usually in offices, where an antenna is mounted on the roof of a building or on a tower to maximize signal propagation (coverage: 20–30 km). The number of units and sub-units at a particular location determines the number of base stations required;

(c) UHF mobile sets: mounted in vehicles for mobile communications (coverage: 15–25 km);

(d) UHF/VHF repeaters (secure and non-secure): used to extend the coverage of radio networks by receiving signals over one frequency and retransmitting them over a different frequency. Repeaters are usually located on centrally located mountains, hillsides or tall buildings and provide the same coverage as base stations;

(e) Digital microwave links: for communication links to regional sector headquarters and other communication nodes within a mission area. Microwave transmitters use significantly higher frequencies than VHF/UHF systems and thus are able to carry greater amounts of information. They are normally configured as point-to-point terrestrial links. The distance between transmitters is determined by the need for line-of-sight transmission. The latest models also incorporate high-speed data local area network (LAN)/wide area network (WAN) connections;

(f) Linked digital trunking systems: sophisticated radio networks that perform essentially the same function as VHF networks. The trunking system employs a more complex transmission processing protocol controlled by computer. It monitors and identifies the transmissions of each radio operating within a given network and performs multiplexing of radio transmissions and assignment of frequencies. The system thus allows many users to use the same repeater simultaneously without interference, while also providing protection against jamming and interference.

94. *High frequency equipment.* High frequency radio offers very wide coverage and performs most efficiently over long distances (more than 50 km). Its signal quality and reliability, however, are far from equalling those provided by VHF and UHF, because of its lower frequencies. High frequency equipment is to be used between sector headquarters within a mission as backup to satellite circuits, and by military observers deployed in remote areas where no other means of communication is available. High frequency equipment is sensitive to environmental conditions and requires periodic calibration. Vehicles for overland travel will be equipped with mobile transceivers that include a global positioning system function for remote vehicle tracking.

95. *Satellite equipment.* The following equipment is included:

(a) Earth stations provide a mission headquarters rear link to United Nations Headquarters via the global United Nations satellite network;

(b) Very small aperture terminal (VSAT) “C” band stations. VSAT refers to antenna size, which in turn determines the number of telephone/fax lines that can be connected to the network. VSAT provides connectivity for regional headquarters and mobile connectivity to the global United Nations satellite network;

(c) Inmarsat terminals provide independent voice, fax and data communications for all sector headquarters locations.

96. *Telephone equipment.* Peacekeeping operations may be deployed in countries where the national infrastructure has been severely damaged, if not destroyed. In such cases, the United Nations has to establish the mission communications network from

scratch, including landline telephone services. Telephone services and equipment include the following:

(a) Private automatic branch exchange is the system behind any telephone network. It is the gateway between the mission headquarters office telephone system and provides the satellite link back to Headquarters in New York and access to local postal telephone and telegraph lines. Private automatic branch exchange systems are always installed in mission headquarters and usually throughout sector headquarters in the field to provide the necessary number of telephone/fax circuits;

(b) Rural telephone links are used to extend telephone lines over radio links in areas that are difficult to access with landlines;

(c) Secure (encrypted) telephone and fax services are provided to the Special Representative of the Secretary-General or key mission personnel for sensitive communications with United Nations Headquarters. These may also be required for communications between key organizations within a mission to ensure the privacy of sensitive communications in critical situations.

97. *Radio broadcasting equipment.* Radio broadcasting equipment is provided for the transmission of information to the public. Broadcasting equipment is located at mission headquarters.

98. *Modular power packs.* Power provisioning in field missions is a well-recognized issue, especially when it comes to power-on remote systems, such as radio repeater stations in remote locations, usually far from mission or sector headquarters. Traditionally these sites are powered by diesel generators. However, such generators have a negative impact on the environment, and ensuring a constant fuel supply at remote locations is also logistically challenging. Hybrid powering systems provide solutions for energy management and cogeneration from different sources, such as solar power, wind power, generators and batteries. A twenty-foot shipping container has been customized and converted at UNLB to ensure adequate protection from the harsh field conditions and enhanced to host active equipment such as power conversion devices (inverters). The introduction of modular power packs reinforces the use of eco-friendly solutions in the different areas, including power provisioning.

99. *Modular command centres.* Each twenty-foot container-based communication centre is designed and developed with plug-and-play capabilities for rapid deployment. The aim is to allow the field mission to carry out command and control activities and radio dispatch operations and operate cloud-based ICT services in situations in which no permanent infrastructure can be provided. The containers are customized at UNLB and recertified in order to provide the necessary operational environment to host ICT equipment.

100. *Modular centres.* The United Nations developed the modular centres that come in different models as standard peacekeeping deployments and infrastructure in the field. Once these boxes are connected to the network (internal and/or external connection), UNLB can perform the basic network and system configurations to provide basic standard services to staff in the field quickly and with minimum resources on the ground while maintaining high standards. The services include: activating and optimizing the WAN connection, depending on the available type of connectivity; enabling the standard firewall security configuration; enabling central monitoring services; activating the LAN services, including end user voice, data and wireless services; configuring local domain controllers; providing antivirus services; and carrying out updates to ensure secure and authenticated connections to the United Nations network. The following key points are addressed through the use of the centres: resiliency, standardization, scalability, supporting roaming clients and better user experience.

101. *Unmanned aerial systems.* Unmanned aerial systems are increasingly being deployed to United Nations peacekeeping missions. Their primary tasks are gathering aerial data and geospatial information for the peacekeeping mission and providing invaluable information in many operational contexts. Because of their flexibility and diversity, they can be tailored to fit many different tasks within every mission and for all components. Two types of small-to-medium unmanned aerial systems are required for perimeter security at mission and sector headquarters and also for convoy security.

102. *Data-processing equipment.* The allocation of electronic data-processing equipment is based on the application of standard ratios for desktop computers, laptops, printers and file servers to the planned staffing levels:

(a) Desktop computers with monitors are used for basic computer operations in the mission area, including word-processing, spreadsheet production and database management;

(b) Portable (notebook) computers are also used for basic computer operations in the mission area, including word-processing, spreadsheet production and database management;

(c) Multipurpose printers provide printing, scanning and photocopying functionalities;

(d) Uninterrupted power supply is based on battery-type power sources, which provide protection against power failures and potentially destructive fluctuations. In case of an interruption in the power supply, 1,000VA and 3,000VA models, for personal computers and servers respectively, provide continuous electrical power until backup power becomes available or the computer is shut down. Both types of uninterrupted power supply can also be used in conjunction with voltage regulators when required.

103. *Software.* Standard United Nations application software licences are provided for 100 per cent of the proposed computers.

104. *Air traffic control towers.* On the basis of historical data, in most cases the host country provides civil aviation support in the capital where mission headquarters is established. However, assuming a worst-case scenario in which civil aviation support is not available at mission or sector headquarters, mobile air traffic control towers will be included in the strategic deployment stocks, ready for possible deployment.

Medical

Estimate: \$664,084

105. *Medical and dental equipment.* The timely provision of medical services is considered a prerequisite for rapid mission deployment. Experience shows that deployment time lines of 30/90 days will be met only with pre-configured equipment. Therefore, provision is made to store one complete level II hospital, one ambulance kit and one level I clinic for mission headquarters. Each level II hospital is able to provide medical services for troop formations as large as a brigade. The headquarters clinic provides emergency and primary health services to mission personnel that do not belong to formed units.

Supply

Estimate: \$11,849,568

106. Standard ratio scales have been applied to determine quantities of office furniture, accommodation equipment and office equipment (for example, safes and shredders).

107. *Observation equipment.* Provision is made to equip military observers, civilian police and United Nations security staff with night-vision devices and binoculars.

108. *Security equipment.* Provision is made for walk-through metal detectors and luggage X-ray machines at the entrances to mission and sector headquarters and cargo X-ray machines at mission airfields. Fragmentation jackets and ballistic helmets are required for international staff, military observers and police officers.

109. *Fuel equipment.* While most fuel supplies will have to be arranged through systems contracts, a 30-day storage capacity for vehicle and generator fuel is required for the mission headquarters and sector headquarters. A 30-day supply of lubricants must be stocked.

110. *Airfield support.* On the basis of historical data, contracted aviation companies based in the mission area also provide ground handling services. The United Nations will be responsible for the upkeep and maintenance of helipads. Helipad landing lighting systems and firefighting are required for mission and sector headquarters.

Transport

Estimate: \$61,531,469

111. The manufacturing time for vehicles currently under contract is between 90 and 270 days for a single unit. An order for multiple units has a significant impact on these figures, which is determined by the capacity of the manufacturer. Ordering, shipping, configuring and issuing add to the time needed to provide operational vehicles to a mission. Therefore, it has been assumed that all vehicles will be purchased and pre-positioned as part of strategic deployment stocks.

112. *Light utility vehicles.* These vehicles form the bulk of the proposed fleet and are the main form of transport in a mission:

(a) Four-wheel-drive general purpose vehicles are allocated on the basis of standard ratios applied to the planned staffing levels. Four-wheel-drive general purpose police vehicles, also allocated on the basis of standard ratios, are the same as the four-wheel-drive general purpose vehicles, with the addition of light bars, sirens, searchlights, police markings and other role-specific items;

(b) A limited number of four-wheel-drive and armoured vehicles are required to provide an appropriate level of protected transport for Special Representatives of the Secretary-General and Force Commanders;

(c) Single and double-cabin pickups are allocated on the basis of historical mission information, contract data and military planning guidance. They are generally used by mission technical staff to move tools, equipment and personnel;

(d) Armoured mine-hardened vehicles are projected to constitute 25 per cent of the fleet for military observers. They are designed to allow the occupants to survive a single anti-tank mine under one wheel and are protected against small-arms fire.

113. *Passenger vehicles.* These vehicles will provide the mission infrastructure for various passenger movement tasks, as follows:

(a) Light buses (minibuses) are scaled at a standard ratio of one per eight local staff members at mission and sector headquarters. Larger missions operate a scheduled service between main mission locations;

(b) Light delivery buses or panel vans are provided in small numbers to mission and sector headquarters. These vehicles allow movement of low-volume items such as computers, spare parts, general stores and mail;

(c) Medium-sized buses are a workhorse of mission transport infrastructure, moving passengers and baggage between mission headquarters, airfields and sectors, for troop rotations and mission travel. Scaling will allow daily two-way routes to be run between mission headquarters and sector headquarters and one-way routes between sector headquarters, and will provide transport for force headquarters military staff.

114. The table below reflects the ratios applied to two categories of vehicle:

<i>Category</i>	<i>Staffing</i>	<i>Ratio</i>	<i>Light passenger vehicle</i>	<i>Minibus</i>
Mission headquarters				
Substantive international staff	10	1.0	10	
	94	4.5	21	
Military staff	49	5.5	9	
	50	3.0	17	
Police staff	27	3.0	9	
	70	3.0	23	
Mission support leadership	4	1.0	4	
	50	4.5	11	
Mission support/security	50	5.5	9	
	46	3.0	15	
Local staff	50	8.0		6
	500		128	6
Sector headquarters (3)				
Military staff	30	5.5	5	
	120	3.0	40	
Police staff	15	3.0	5	
	60	3.0	20	
Mission support/security international staff	50	3.5	14	
Local staff	25	8.0		3
	300		85	3
Grand total:	800		213	9

115. *Cargo vehicles.* A modular approach is used, whereby various interchangeable, load-carrying bodies can be used on a common chassis. High-mobility container-carrying vehicles and trailers are the primary means of direct movement to unit locations, depending on road conditions. Given the uncertainties of roads, climate, infrastructure and terrain that may be encountered at any mission, this modular approach is extended to vehicles carrying lighter loads. In areas where a break-bulk capability is provided, cargo may be moved by smaller vehicles (4 to 6 tons) with interchangeable load bodies. This modular solution allows fewer vehicles to perform the necessary range of tasks.

116. *Bulk fuel.* The bulk fuel transportation capacity for a complex mission has been determined on the basis of the following assumptions:

(a) Approximately 500 United Nations-owned vehicles and 1,000 contingent-owned vehicles operated in a complex mission area, at the standard ratio of 20 litres per day, will require 30,000 litres of fuel per day. In addition, 1,500 litres per day will

be needed for 50 generators, each consuming 30 litres per day. Therefore, 31,500 litres of ground fuel constitute one day of supply;

(b) One day of supply should be held at the first line, in the operational vehicles and generators, assuming that the best practice of keeping vehicle fuel tanks filled is adopted;

(c) One day of supply should be held at the second line, in the modular pallet loading system fuel tanks. There is a 15,000-litre excess capacity to achieve rotation of full and empty pallet loading system fuel tanks;

(d) Five days of supply should be held on wheels at the third line, in fuel tank trucks and trailers, with one 15,000-litre tanker in reserve to cover for breakdowns and planned maintenance;

(e) Seven days of supply should be held in fuel bladders at the third or fourth line to form the emergency reserve, with a spare capacity of 22,000 litres for ad hoc tasks;

(f) The total of 14 days of supply (441,000 litres) is an appropriate holding for the deployment of a complex mission;

(g) Each of the fuel vehicles and modular pallet loading system tanks can perform bulk onloading and offloading and provide a stand-alone vehicle refuelling capability.

117. *Aviation fuel.* Aviation fuel transportation capacity is 40,000 litres. Some of the modular pallet loading system tanks can be used to provide forward fuel points for helicopter aviation units.

118. *Bulk water.* Assuming a worst-case scenario in which no local sources are available, the mission transport requirements are 1,232 m³ per week of lift capacity in mobile pallet loading system containers.

119. *Maintenance.* Under the repair and maintenance concept, the establishment of two dual-purpose second- or third-line workshops is envisaged, one for light vehicles and one for heavy vehicles, in the rear of the mission area. In the sectors, second-line workshops will be established to complete routine maintenance work on vehicles in their area. Any sector vehicles requiring more extensive repairs will be sent to the third-line workshops.

120. *Workshop tools and equipment.* The Standard Cost and Ratio Manual provides for up to 1 to 2 per cent of vehicle purchase costs to be spent on tools and equipment. This figure provides for everything from basic mechanic's tools to vehicle lifts, engine hoists, tyre-changing bays, compressors and air conditioner recharging units, and will allow the rapid establishment of fully functional workshops. For the purposes of the strategic deployment stocks, 2 per cent is used to calculate costs. Mobile maintenance trucks provide an immediate maintenance capability. In the longer term these vehicles provide field maintenance for static equipment, such as generators and refrigerator units, and field repairs to vehicles as necessary. They are fully equipped to provide a second-line maintenance and limited third-line repair capability.

121. *Recovery.* In the recovery plan, it is envisaged that the United Nations will be responsible for second- and third-line recovery on all the main and secondary supply routes. Most mission accidents traditionally involve vehicles. Recovery vehicles are therefore scaled to provide the following response capabilities:

(a) For light vehicles, 10-ton recovery trucks will be positioned at mission and sector headquarters;

(b) For heavy vehicles, heavy recovery trucks will be positioned at mission and sector headquarters;

(c) Vehicle-carrier flatbed pallet loading system trucks are provided to allow movement of non-roadworthy light vehicles from sectors to the main vehicle workshops;

(d) Tractor truck and low-bed trailer combinations are provided to facilitate the recovery of heavy vehicles.

122. *Material handling equipment.* On the basis of approximate levels at other missions, the proposed mix of types will allow the full range of handling tasks to be accomplished at every stage:

(a) Three-ton forklifts and electric forklifts to perform warehouse operations;

(b) Larger-capacity 8-ton forklifts and rough terrain forklifts to handle larger break-bulk and palletized loads, including engineering stores, ammunition, bottled water and general stores;

(c) Fifteen-ton rough terrain forklifts for high-mobility container handling in forward areas and greenfield container-marshalling areas;

(d) Twenty-five-ton forklifts for primary handling of containers arriving in the mission area.

123. *Engineering vehicles.* These are intended for a number of discrete tasks in support of mission effectiveness:

(a) Road infrastructure repair route maintenance and airfield maintenance;

(b) Vertical construction of tented camps, prefabricated camps and modular soft-wall buildings, and rehabilitation of existing buildings;

(c) Construction of field defences;

(d) Water-provisioning tasks;

(e) Provision of field power sources.

124. *Camp services vehicles.* The following vehicle types are needed in connection with camp servicing:

(a) Aerial working trucks to perform high-reach tasks, including erecting warehousing, running cables, fastening radio masts and installing satellite dishes;

(b) Fire trucks, scaled at two (one heavy and one medium) for mission headquarters and one per sector, to provide a rapid response capability for domestic mission incidents;

(c) Refrigerated and dry vans to allow the establishment of a weekly delivery schedule in a worst-case scenario requiring the movement of rations from a central warehouse depot to company-level locations;

(d) Modular camp service systems, based on pallet loading system vehicles, will provide a number of camp services, such as:

(i) Regular removal of bulk rubbish containers at all locations, replacing full containers with empty ones;

(ii) Refrigeration, to allow the delivery of chilled and frozen food on a rotational basis to support the static unit;

(iii) The movement and delivery of a range of heavy or bulky items with an integrated crane arm.

Annex IV

Summary of the report on scalability of the United Nations Logistics Base at Brindisi, Italy

I. Background

1. The General Assembly, in its resolution [69/307](#), requested the Secretary-General to develop scalability models to inform the resource requirements for the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe and to report thereon at the second part of its resumed seventieth session.
2. A comprehensive civilian staffing review was undertaken in 2017, which provided a basis for the requirements of the scalability model. The data on personnel covered two consecutive budget periods: 2018/19 and 2019/20.
3. A working group was established to conduct a Base-wide scalability study. The study was based on: (a) the identification of the functions of UNLB; (b) the identification of the variables and drivers of the activities of UNLB; and (c) the development of scalability models that are appropriate to the different operations of UNLB. The premise is that the scalability model for each unit should: (i) be delivered at a business unit level; (ii) be based on the approved staffing levels pursuant to the civilian staffing review; and (iii) be based on the results-based framework for 2017/18. The results of the scalability study are contained in the present annex.

II. Current situation

4. The approved budget of UNLB for the period 2018/19 included 445 posts and positions (420 regular posts and 25 general temporary assistance positions), which have been divided into two main categories:
 - (a) 381 core posts and positions (357 regular posts and 24 general temporary assistance positions) that are delivering on the core mandate of UNLB in the areas of Executive Direction and Management and three core services, namely, the Central Service, the Supply Chain Service and the Service for Geospatial, Information and Telecommunications Technologies;
 - (b) 64 non-core posts and positions (63 regular posts and 1 general temporary assistance position), comprising those in the Department of Peace Operations tenant units, namely the Standing Police Capacity and the Justice and Corrections Standing Capacity, and the Department of Operational Support tenant units, namely the Strategic Air Operations Centre and the Field Central Review Bodies Unit, whose transformation into a tenant unit is being proposed for the period 2019/20.
5. For the purposes of scalability model analyses, only the posts and positions under the UNLB core component and three core service providers were considered (372). Seven posts under the area of Executive Direction and Management (five regular posts in the Office of the Director and two posts in the Regional Aviation Safety Office) and two finance and budget posts located at the Kuwait Joint Support Office were not included in the analyses.
6. The working group defined three groups of primary workforce drivers to distinguish the factors that will determine the right-sizing of assets and resources:
 - (a) *Group 1: responsiveness, continuity and readiness (11 organizational units)*. The activities and services that UNLB is providing to increase the

responsiveness of the United Nations to emergency and unplanned situations and to assure system uptime and continuity, which includes support for new mission start-up (strategic deployment stocks) and for mission liquidations. The sizing of these activities is defined by the likelihood and scale of the events, which is based on experience and risk assessments.

(b) *Group 2: client base (18 organizational units)*. Services provided to a community of field-based clients, mainly in peacekeeping operations. The demand volume for these services is determined by drivers such as the number of missions, staff, locations and the availability of capabilities in these missions.

(c) *Group 3: strategic requirements and Headquarters-driven activities (14 organizational units)*. UNLB supports the implementation of the field technology, supply chain and environmental strategies of the Department of Operational Support. UNLB conducts activities with the aim of assisting Headquarters with the implementation and scaling-up of new processes, innovations and system solutions in the field. The sizing of these activities is determined by the complexity and the importance of these services from a global (Headquarters) perspective.

III. Key findings and conclusions

7. A summary of the results, showing the approach to scalability of each individual unit and the mathematical model applied, is presented in the table below.

8. Of the 26 organizational units, 25 are scalable to different degrees depending on the applicable primary workforce drivers. The factors that determine the scalability of each business unit are grouped under the primary workforce drivers. There are three such drivers that are external to UNLB (related to the provision of services to external clients) and one that is internal (self-sustainment of the Base) and refers to the provision of services to UNLB external service providers (Global Technology Service, Supply Chain Service, tenant units and contractual personnel). The post distribution ratio between the external and internal service providers is 79 per cent and 21 per cent, respectively. The summary of the impact of the primary workforce drivers is presented in the table below, while the explanation of each primary workforce driver is provided in paragraph 6 above.

9. Seven core organizational units are providing internal support to UNLB external service providers (the other 19 core organizational units, tenant units and the Office of the Director) and are fully dependent on the level and volume of support required by the external service providers. These units currently account for 94 posts, or 21 per cent of the staffing table of 445 posts and positions.

10. In the 19 units that are providing support services to external clients, which consist of 280 posts and positions, the scalability based on user request-volume increases and decreases is currently accommodated through third-party contracts and flexible staffing arrangements. In the Global Technology Service, fluctuations in demand can be accommodated efficiently by using contractual personnel in addition to core staff. Similarly, in the Supply Chain Service, maintenance and material-handling contractors are deployed to deal with surges in demand. One business unit, the Strategic Deployment Stocks Unit, was found not to be scalable.

11. UNLB units with technical expertise in the areas of engineering, environmental management and information technology are leveraged to support both the field, on an ongoing basis, and Headquarters, with the implementation of global contracts, standards and strategy roll-out.

12. Some of the information and communications technology services are provided on a cost-recovery basis to a wider United Nations customer base, beyond peacekeeping operations, thereby providing economies of scale, as well as ensuring a consistent approach to data security and business continuity.

13. On the basis of the above information, scalability should be considered in the light of the activities of the units, taking into account the specific drivers applicable to the activities. Business units can be scaled up through an increase in core staff (6 business units), an increase in contractual capacity (15 business units) or a combination of those two options (4 business units). When scaling down, across the board, the first capacity to be reduced is contractual capacity, followed by core staff. This is in order to maintain, to the extent possible, the pool of technical skills and institutional knowledge. As a conclusion, the scalability analysis shows that UNLB may be scaled up and down by applying different models related to the nature of the business of the respective units.

Scalability matrix for the United Nations Logistics Base at Brindisi, Italy

Unit	Basis for determination of full-time equivalent	Minimum full-time equivalent (details)	Minimum full-time equivalent		Proposed budget for 2019/20		Increase (decrease) from 2018/19		Mathematical scalability criteria		If criteria for scalability is met what is		
			Total No. of staff	Total No. of contractors	Total No. of staff	Total No. of contractors	No. of staff	No. of contractors	Scalable up	Scalable down	Increase (decrease) in No. of staff	Increase (decrease) in No. of contractors	Major driver
Office of the Chief, Central Service	Number of internal UNLB clients and premises	1 P-5, 2 P-4, 1 P-3 and 9 NGS	13	–	8	–	–	–	If work volume changes, +/- 20 per cent	If work volume changes, +/- 20 per cent	1	–	Number of UNLB staff and premises
Finance and Budget Unit	Quantity and complexity of finance and budget processes performed in the field	1 P-4, 1 P-3, 2 FS and 7 NGS	11	–	13	–	–	–	If work volume changes, +/- 20 per cent	If work volume changes, +/- 20 per cent	1	–	UNLB internal clients
Human Resources Unit	UNLB staffing table and other contractual personnel	1 P-4, 1 P-3, 1 FS and 9 NGS	12	–	12	–	–	–	If work volume changes, +/- 150 staff/posts	If work volume changes, +/- 150 staff/posts	3	–	UNLB internal clients
Conference and Learning Centre	Combination of the number of courses and the implementation of UNLB training and learning programmes	7 NGS	7	–	7	–	–	–	If work volume changes, +/- 5 activities per month	If work volume changes, +/- 5 activities per month	1	–	External clients
Occupational Safety and Health Cell	Combination of internal and external client requirements	4 NGS	4	–	5	–	–	–	If work volume changes, +/- 20 per cent	If work volume changes, +/- 20 per cent	–	1	External and internal clients
Property Management Cell	UNLB internal clients and asset base	7 NGS	7	–	7	–	–	–	Increase of property verification above 25,000 assets	Decrease on UNLB warehousing and operational United Nations-	–	1	UNLB asset base

Unit	Basis for determination of full-time equivalent	Minimum full-time equivalent (details)	Minimum full-time equivalent		Proposed budget for 2019/20		Increase (decrease) from 2018/19		Mathematical scalability criteria		If criteria for scalability is met what is		
			Total No. of staff	Total No. of contractors	Total No. of staff	Total No. of contractors	No. of staff	No. of contractors	Scalable up	Scalable down	Increase (decrease) in No. of staff	Increase (decrease) in No. of contractors	Major driver
Procurement Unit	UNLB procurement activity	1 P-4, 1 P-3, 1 FS and 11 NGS	14	–	14	–	–	–	– If work volume changes, +/- 8 per cent	owned equipment holdings below 4,000 assets If work volume changes, +/- 8 per cent	1	–	UNLB internal procurement activity
Security Office	UNLB personnel and premises	1 P-3 and 8 NGS	9	–	9	–	–	–	– If number of staff increases by 80	If number of staff decreases by 80	1	–	UNLB personnel and premises
Campus Support Cell	UNLB facilities	1 FS and 27 NGS	28	4	28	4	–		Not applicable. The staffing of the Campus Support Cell depends on the number of premises to be maintained	Not applicable. The staffing of the Campus Support Cell depends on the number of premises to be maintained	–	1	UNLB facilities
Supply Chain Service													
Office of the Chief and Administration and Programme Management Unit	Supply Chain Service programme management	1 D-1, 1 P-4 and 10 NGS	12	–	12	–	–	–	– If work volume changes +/- 20 per cent of staff/posts	If work volume changes +/- 20 per cent of staff/posts	–	1	UNLB strategic deployment stocks management

Unit	Basis for determination of full-time equivalent	Minimum full-time equivalent (details)	Minimum full-time equivalent		Proposed budget for 2019/20		Increase (decrease) from 2018/19		Mathematical scalability criteria		If criteria for scalability is met what is		
			Total No. of staff	Total No. of contractors	Total No. of staff	Total No. of contractors	No. of staff	No. of contractors	Scalable up	Scalable down	Increase (decrease) in No. of staff	Increase (decrease) in No. of contractors	Major driver
Strategic Deployment Stocks Unit and Delivery and Return Section front office	Management of Delivery and Return Section and maintenance of strategic deployment stocks composition	1 P-5, 1 P-4, 1 P-3 and 2 NGS	5	–	4	–	–	–	Not applicable	Not applicable	Not applicable	Not applicable	Maintenance of strategic deployment stocks composition
Central Maintenance and Repair Unit	Maintenance and repair requirement for UNLB, strategic deployment stocks and United Nations reserve equipment	1 P-4, 1 FS and 22 NGS	24	39	24	39	–	–	Scalability maintained through utilization of contractual personnel. Should the overall average time spent on each activity increase more than 2.31 person-hours, it provides for scaling up or scaling down of one resource	Scalability maintained through utilization of contractual personnel. Should the overall average time spent on each activity increase more than 2.31 person-hours, it provides for scaling up or scaling down of one resource	1	1	Maintenance and repair requirement for UNLB, strategic deployment stocks and United Nations equipment
Central Warehousing Unit	Number of external clients	1 P-4, 1 P-3 and 50 NGS	52	–	52	–	–	–	If work volume changes +/- 20 per cent	If work volume changes +/- 20 per cent	–	1	

Unit	Basis for determination of full-time equivalent	Minimum full-time equivalent (details)	Minimum full-time equivalent		Proposed budget for 2019/20		Increase (decrease) from 2018/19		Mathematical scalability criteria		If criteria for scalability is met what is		
			Total No. of staff	Total No. of contractors	Total No. of staff	Total No. of contractors	No. of staff	No. of contractors	Scalable up	Scalable down	Increase (decrease) in No. of staff	Increase (decrease) in No. of contractors	Major driver
Customer Service Cell	External clients	5 NGS	5	–	5	–	–	–	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients
Logistics Support Cell	External clients	2 FS and 3 NGS	5	–	5	–	–	–	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	0/2	1/0	External clients
Planning and Sourcing Support Section and Planning Support Unit	External clients	1 P-5, 1 P-4, 3 P-3 and 12 NGS	17	–	17	–	+1 P-5	–	If work volume changes +/- 20 per cent	If work volume changes +/- 20 per cent	–	1	External clients
Sourcing Support Unit	External clients	1 P-4, 7 P-3, 2 FS and 7 NGS	17	–	17	–	-1 P-4	–	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients
Field Contracts Management Cell	External clients	1 P-3 and 2 NGS	3	–	3	–	–	–	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients

Unit	Basis for determination of full-time equivalent	Minimum full-time equivalent (details)	Minimum full-time equivalent		Proposed budget for 2019/20		Increase (decrease) from 2018/19		Mathematical scalability criteria		If criteria for scalability is met what is		
			Total No. of staff	Total No. of contractors	Total No. of staff	Total No. of contractors	No. of staff	No. of contractors	Scalable up	Scalable down	Increase (decrease) in No. of staff	Increase (decrease) in No. of contractors	Major driver
Environmental Technical Support Unit	External clients	1 P-4, 2 P-3 and 2 NGS	5	–	6	–	–	–	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients
Global Technology Service													
Office of the Chief and Administration and Programme Management Unit	Global Technology Service programme management	1 D-1, 1 P-4, 1 FS and 28 NNGS	31	19	31	17		-2	If work volume changes +/- 20 per cent	If work volume changes +/- 20 per cent	–	1	Global Technology Service programme management
Client Solutions Delivery Section	External clients	1 P-5, 3 P-4, 3 P-3, 3 P-2, 2 FS and 13 NGS	25	13	25	11	–	-2	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients
Infrastructure Operations Section	External clients	1 P-5, 3 P-4, 2 P-3, 10 FS and 37 NS	53	24	53	20	–	-4	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients

Unit	Basis for determination of full-time equivalent	Minimum full-time equivalent (details)	Minimum full-time equivalent		Proposed budget for 2019/20		Increase (decrease) from 2018/19		Mathematical scalability criteria		If criteria for scalability is met what is		
			Total No. of staff	Total No. of contractors	Total No. of staff	Total No. of contractors	No. of staff	No. of contractors	Scalable up	Scalable down	Increase (decrease) in No. of staff	Increase (decrease) in No. of contractors	Major driver
Service and Information Security Management Section	External clients	1 P-5, 2 P-4, 2 FS and 4 NGS	9	73	9	67	–	-6	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients
Technology Development, Design and Planning Section	External clients	1 P-5, 1 P-4, 2 FS and 2 NGS	6	14	6	12	–	-2	Linear derived from volume divided by assigned full-time equivalent resources	Linear derived from volume divided by assigned full-time equivalent resources	–	1	External clients
Total			374	186	372	170	–	-16					