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

Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2022 to 30 June 2023

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 2022 to 30 June 2023, which amounts to \$66,318,800 and represents an increase of \$624,100, or 1.0 per cent, compared with the apportionment of \$65,694,700 for the period 2021/22.

During the period from 1 July 2022 to 30 June 2023, the Base will continue to provide services to field missions in the areas of information and communications technology and supply chain management, in addition to other specialized areas, such as training and conference management, and occupational safety and health. The Base will also deliver client-centric results and solutions to other Secretariat and United Nations system entities. The Global Service Centre, Brindisi, will continue to host tenant units that have administrative reporting lines to the United Nations Logistics Base, while their functional reporting lines are to the Department of Peace Operations (namely, the Standing Police Capacity and the Justice and Corrections Standing Capacity) and the Department of Operational Support (namely, the Strategic Air Operations Centre and the Field Central Review Bodies Unit).

A total of 449 posts and one position are proposed in the period 2022/23, which reflects an increase of 3 posts compared with the approved staffing complement in the period 2021/22. The proposed budget provides for the deployment of 144 international staff, 305 national staff and one international temporary assistance position.

The total resource requirements for the Base for the financial period from 1 July 2022 to 30 June 2023 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 Base.

Financial resources

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

Category	Expenditure (2020/21)			Apportionment (2021/22)			Cost estimates (2022/23)			Variance	
	Brindisi	Valencia	Total	Brindisi	Valencia	Total	Brindisi	Valencia	Total	Amount	Percentage
Military and police personnel	—	—	—	—	—	—	—	—	—	—	—
Civilian personnel	41 077.0	3 344.2	44 421.2	41 465.1	3 861.3	45 326.4	40 488.2	4 560.2	45 048.4	(278.0)	(0.6)
Operational costs	11 100.0	6 531.9	17 631.9	12 325.7	8 042.6	20 368.3	13 709.3	7 561.1	21 270.4	902.1	4.4
Gross requirements	52 177.0	9 876.1	62 053.1	53 790.8	11 903.9	65 694.7	54 197.5	12 121.3	66 318.8	624.1	1.0
Staff assessment income	6 362.3	521.6	6 883.9	6 083.6	479.0	6 562.6	6 238.1	667.2	6 905.3	342.7	5.2
Net requirements	45 814.7	9 354.5	55 169.2	47 707.2	11 424.9	59 132.1	47 959.4	11 454.1	59 413.5	281.4	0.5
Voluntary contributions in kind (budgeted)	—	—	—	—	—	—	—	—	—	—	—
Total requirements	52 177.0	9 876.1	62 053.1	53 790.8	11 903.9	65 694.7	54 197.5	12 121.3	66 318.8	624.1	1.0

Human resources^a

	<i>International staff</i>	<i>National staff^m</i>	<i>Temporary position^b</i>	<i>Total</i>
Office of the Director				
Approved 2021/22	8	13	—	21
Proposed 2022/23	8	15	—	23
Central Service				
Approved 2021/22	13	79	1	93
Proposed 2022/23	12	71	1	84
Supply Chain Service				
Approved 2021/22	30	116	1	147
Proposed 2022/23	33	122	—	155
Service for Geospatial, Information and Telecommunications Technologies				
Approved 2021/22	39	83	—	122
Proposed 2022/23	41	83	—	124
Tenant units				
Approved 2021/22	49	14	1	64
Proposed 2022/23	50	14	—	64
Total				
Approved 2021/22	139	305	3	447
Proposed 2022/23	144	305	1	450
Net change	5	—	(2)	3

^a Includes national General Service staff.

^b Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV 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. An agreement governing the use of premises in Valencia, Spain, by the United Nations was signed by the Secretary-General and the Government of Spain on 28 January 2009. A supplemental administrative agreement regarding the use by the United Nations of premises in Valencia was signed on 16 March 2009, and an addendum to the administrative agreement providing for additional premises in Valencia, to be made available to the United Nations by the Government of Spain, was signed on 7 June 2021.

3. UNLB operates as a unified entity, comprising two sites located in Brindisi and Valencia. By its resolution [71/294](#), the General Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions ([A/71/836/Add.10](#), paras. 32–33) regarding the definitive nomenclature of both sites, namely, the “United Nations Information and Communications Technology Facility, Valencia” and “the Global Service Centre, Brindisi”. Since then, the nomenclature “United Nations Global Service Centre” (UNGSC) has been used in both Brindisi and Valencia. To simplify and be consistent with the nomenclature used in various documents and when reaching out to global client entities, in the current report, the Secretary-General seeks the approval of the General Assembly to use the nomenclature “United Nations Global Service Centre” (UNGSC), in place of “United Nations Logistics Base”, to commonly refer to both sites in Brindisi and Valencia.

4. UNGSC provides global geospatial, information and telecommunications technologies, service delivery and supply chain operational support and environmental technical assistance, as well as other enabling support services, throughout the life of field missions, from start-up planning and preparation to liquidation. The Global Service Centre, Brindisi, will continue to host tenant units that have administrative reporting lines to UNGSC while their functional reporting lines are to the Department of Peace Operations or the Department of Operational Support.

5. 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 12 buildings constructed by UNGSC, comprising 17 warehouses, 15 workshops and service buildings, 1 clinic and 32 office and training buildings of various sizes. The United Nations Information and Communications Technology Facility, Valencia, occupies a total surface area of 82,506 m², on which there are seven buildings provided by the Government of Spain for the exclusive use of the United Nations, comprising four operational and office

buildings, one cargo handling facility, one pedestrian access control facility and one vehicle access control facility, five buildings constructed by the United Nations, comprising two prefabricated office buildings, one prefabricated recreational building, one dining facility and one storage facility, and two rented temporary prefabricated office buildings.

6. The mandate of UNGSC is to provide rapid, effective, efficient and responsible services and solutions to its clients. In line with the management reform of the Secretary-General, the Centre, under the management of the Office of Supply Chain Management at the Department of Operational Support and leveraging its mature service-level management framework and reliable track record as a service provider, will continue to position itself as a Secretariat-wide service provider of innovative solutions in the areas of information and communications technology (ICT) and supply chain management operations, in addition to other specialized areas, such as training and conference management, and occupational safety and health. The Centre will remain an integral part of the Department of Operational Support client engagement framework in support of the Department's portfolio of services in its mandated areas.

7. The lessons learned from the coronavirus disease (COVID-19) pandemic continue to reinforce the need for preparedness to respond collectively. During the period 2022/23, UNGSC, under the guidance of the Office of Supply Chain Management of the Department of Operational Support, will sustain focus on its role of service and solution provider, focusing on impact, innovation, efficiencies and sustainability in serving clients. Through its operations and services, the Centre will strive to increase opportunities for a positive legacy, capacity-building and skills transfer in the field to contribute to lasting improvement.

8. The proposal for UNGSC for the period 2022/23 builds upon recent lessons learned from the global pandemic, its more than 25 years of experience and an intense engagement with field entities to assess their needs and continuously adjust to meet the current and evolving demands of peacekeeping. At the same time, in line with the Secretary-General's call for the Organization to operate as One UN and as part of the Office of Supply Chain Management of the Department of Operational Support, the Centre is responding to demands to achieve system-wide efficiencies and to deliver solutions to a broader client base that includes the wider United Nations system. This proposal is based on the vision of supply chain management that guides Office of Supply Chain Management operations and the strengthening of core digital technology capacities to increase the Organization's resilience and effectiveness and to contribute to the Data Strategy of the Secretary-General for Action by Everyone, Everywhere¹ and the Secretary-General's strategy on new technologies.²

9. As part of its overall objective, UNGSC will continue to upgrade its capabilities to deliver client-centric results and solutions. During the budget period 2022/23, it will deliver key outputs in the following functional areas: (a) Supply Chain Service; (b) Service for Geospatial, Information and Telecommunications Technologies; (c) Central Service; (d) Department of Operational Support tenants hosted at Brindisi, namely, the Strategic Air Operations Centre and the Field Central Review Bodies Unit; and (e) Department of Peace Operations tenants located at Brindisi, namely, the Standing Police Capacity and the Justice and Corrections Standing Capacity. The tenant units have administrative reporting lines to UNGSC but report operationally and functionally to their parent offices in the respective Departments.

¹ See www.un.org/en/content/datastrategy/.

² See www.un.org/en/newtechnologies/.

10. The human resources of UNGSC, in terms of the number of civilian personnel, have been attributed to individual functional areas and locations. Variances in the number of personnel compared with the budget for the period 2021/22 have been explained under the respective areas.

B. Planning assumptions and mission support initiatives

11. During the period 2022/23, UNGSC will prioritize focus on impact, innovation, efficiencies and sustainability by aligning its operations with the 2030 Agenda for Sustainable Development and by integrating the Sustainable Development Goals into the envisaged outputs.

12. Internal and system-wide efficiencies will be pursued, especially in the areas of circular supply chains (3Rs, namely, return-refurbish-reuse), occupational safety and health, conference management and learning, groundwater exploration, geoanalytics and situational awareness. Moreover, through increased client outreach and advocacy, new clients will be added to the client pool to optimize the use of resources, allowing the provision of services to a higher number of clients on a cost-recovery basis. Partnerships with academia will be harnessed and sustained engagement with chiefs and directors of mission support and the Office of Supply Chain Management at Headquarters will continue to develop comprehensive solutions. Positive legacy and sustainability will be pursued through increased renewable energy deployment, skills transfer and capacity-building in the field.

13. A total of 449 posts and one position are proposed for the period 2022/23, which reflects a net increase of 3 posts compared with the approved staffing complement in the period 2021/22. The proposed budget provides for the deployment of 144 international staff, 305 national staff and one temporary assistance position. A total of 36 staff will be located at the United Nations Information and Communications Technology Facility, Valencia; 2 staff will continue to be located at the Kuwait Joint Support Office; and 412 staff will be assigned to the Global Service Centre, Brindisi.

14. For the period 2022/23, UNGSC proposes the following:

(a) A change in the nomenclature, for simplicity and consistency, by replacing “United Nations Logistics Base”, which is commonly used to refer to both sites in Valencia and Brindisi, in all official documents with the nomenclature “United Nations Global Service Centre” (UNGSC);

(b) The conversion of two temporary assistance positions to the posts of Rule of Law Officer (P-4) in the Justice and Corrections Standing Capacity, Tenant Unit, and of Environmental Engineer (P-3) in the Environmental Technical Support Unit, Supply Chain Service;

(c) The establishment of three posts:

(i) Two posts in the Service for Geospatial, Information and Telecommunications Technologies: one Information Systems Officer (P-4) post in the Service and Information Security Management Section in Valencia; and one Information Systems Officer (P-3) post in the Technology Development, Design and Planning Section in Valencia;

(ii) One Logistics Officer (P-4) post in the Delivery and Return Section of the Supply Chain Service;

(d) The reclassification of eight posts:

(i) One Administrative Officer (P-4) post to Senior Administrative Officer (P-5) in the Office of the Director;

- (ii) One Programme Management Assistant (G-6) post to Senior Programme Management Assistant (G-7) in the Administration and Programme Management Unit, Valencia, of the Service for Geospatial, Information and Telecommunications Technologies;
- (iii) Four posts in the Supply Chain Service: one Logistics Officer (P-4) to Chief of Section, Logistics (P-5) in the Planning and Sourcing Support Section, one Programme Management Assistant (G-6) to Senior Programme Management Assistant (G-7) in the Office of the Chief of the Supply Chain Service and two Logistics Assistants (G-6) to Senior Logistics Assistants (G-7) in the Delivery and Return Section;
- (iv) One Programme Management Assistant (G-6) post to Senior Programme Management Assistant (G-7) in the Office of the Chief, Central Service;
- (v) One Human Resources Assistant (G-6) post to Senior Human Resources Assistant (G-7) in the Field Central Review Bodies Unit;
- (e) The reassignment of seven posts:
 - (i) One Conduct and Discipline Officer (P-3) post to Administrative Officer (including the conduct and discipline functions) in the Office of the Director;
 - (ii) Two posts in the Central Service: one Team Assistant (national General Service) to Training Assistant in the Conference and Learning Centre and one Carpenter (national General Service) to Team Assistant in the Campus Support Cell;
 - (iii) One Vehicle Technician (national General Service) post to Contract Management Assistant in the Office of the Chief of the Supply Chain Service;
 - (iv) Three posts in the Service for Geospatial, Information and Telecommunications Technologies: one Telecommunications Technician (Field Service) to Information Systems Assistant, one Telecommunications Assistant (Field Service) to Information Systems Officer, and one Team Assistant (national General Service) to Information Systems Assistant;
- (f) The redeployment of 11 posts:
 - (i) Two posts in the Service for Geospatial, Information and Telecommunications Technologies (Client Solutions Delivery Section) from Brindisi to Valencia (Geospatial Information Officer (P-4) and Geospatial Information Officer (P-3));
 - (ii) Seven posts (one P-3 and six national General Service) from the Property Management Unit of the Central Service to the Delivery and Return Section of the Supply Chain Service;
 - (iii) Two posts (national General Service) from the Conference and Learning Centre, Central Service, to the Office of the Director.

Office of the Director

15. In line with the planning assumptions for the period 2022/23, it is proposed that the Office of the Director comprise the immediate office of the Director and the Regional Aviation Safety Office. The Office of the Director will sustain focus on consolidating impact, innovation, efficiencies and sustainability in serving field missions and the Secretariat, as well as non-Secretariat entities, on a cost-recovery basis.

16. The immediate office of the Director will continue to include the Legal Office and the Security Office. The objective of the Legal Office is to protect the legal

interests of UNGSC. To that end, the Legal Office will continue to provide a wide spectrum of advice, services and assistance on legal matters affecting the operations and activities of the Centre. The Legal Office provides such advice and assistance to the Director of the Centre and the senior management team and to the Centre's services, sections and units, as well as to the tenant units.

17. The Security Office will continue to advise the Director on security and safety matters at UNGSC both in Brindisi and Valencia. The Office enables the implementation of security measures for the safe and secure conduct of activities of United Nations personnel, maintains effective coordination with the Department of Safety and Security of the Secretariat and provides security and safety services at UNGSC.

18. One P-4 Administrative Officer post is proposed to be reclassified as a P-5 Senior Administrative Officer post in the Office of the Director, which is critical on two accounts. First, the incumbent will supervise staff currently working individually, fostering teamwork, synergies, collaboration and efficient division of labour and creating a much-needed coordination layer between the individual staff and the Director. Second, the incumbent will cover the client relations function, which is a critical function of the Office of the Director. This reflects the aim to intensify the Centre's capabilities in liaising with its clients, conducting effective outreach and advocacy and promoting strong business relations and strategic partnerships to better contribute to the implementation of clients' mandates. This capacity is critical to enhance outreach to existing and new clients, capturing and anticipating their needs, and to be responsive in adapting and devising solutions, maximizing the value that is delivered while successfully managing risks. This function is particularly important in the context of increasing volatility, uncertainty and complexity that characterizes peacekeeping and field operations in general and will support the goals of reinforcing a culture of service delivery excellence and expanding the Centre's client pool. The Senior Administrative Officer will supervise the areas of client relations, strategic planning, performance, quality and programme management, benefit reporting, and communications and will lead the liaison team. The Senior Administrative Officer will also build the Centre's portfolio of strategic local and global partnerships with academia and other stakeholders. In addition, the Senior Administrative Officer will coordinate the secretariat of the directors and chiefs of mission support. This secretariat was requested as part of the recommendations of the 2021 Conference of Chiefs and Directors of Mission Support coordinated and organized by the Centre.³

19. The liaison team will continue to facilitate all communication between UNGSC and the host Government at the national and regional levels and local authorities. It will continue to promote the interests of the Centre through the establishment and nurturing of partnerships with relevant actors in the local community and through representational activities, with an additional focus on communication and outreach. The liaison team will have a reporting line to the Senior Administrative Officer but

³ The Conference of Chiefs and Directors of Mission Support was held from 4 to 8 October 2021 in Brindisi. The Centre organized six working groups on topics critical to the field and hosted the conference. The conference was attended by the Deputy Secretary-General, the Under-Secretaries-General for Operational Support and for Management Strategy, Policy and Compliance and the Assistant Secretary-General for Supply Chain Management. The conference concluded with several recommendations, which were shared with the Under-Secretaries-General for Operational Support and for Management Strategy, Policy and Compliance. The main recommendation was to sustain a secretariat for the chiefs and directors of mission support community to continue promoting the joint work of this community and the dialogue with Headquarters, share best practices and leverage knowledge and expertise to benefit field operations.

will also continue to have a second direct reporting line to the Director on host country relations.

20. The Regional Aviation Safety Office will support the operationalization of United Nations aviation safety policies, standards and procedures by developing and implementing the Department of Operational Support Aviation Safety Programme and business solutions for safety performance monitoring, monitoring safety in operations, assessing safety risks, conducting safety assurance activities and processing safety and technical reports. As an extension of the Aviation Safety Section of the Office of Supply Chain Management of the Department of Operational Support, it will also provide technical oversight for aviation safety in field missions and continues to be responsible for capacity-building through the development and delivery of United Nations tailored aviation-related training and awareness-raising.

Central Service

21. The Central Service will continue to provide centralized corporate support and services for UNGSC internal operations in the areas of human resources, finance and budget, procurement, administration and programme management, and campus support while providing services to the Secretariat, the United Nations field missions and external clients in the areas of occupational safety and health and conference and learning management. Property management is proposed to be redeployed to the Supply Chain Service (see paras. 45 and 140 of the present report). The Central Service will have an enabling role for the two service delivery pillars, the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain Service, in the context of their expanded and increasingly complex service portfolio, and for the tenant units to focus exclusively on the service and support functions within their technical expertise and for their client base.

22. Within the Central Service, the Occupational Safety and Health Unit is guided by the Division of Health-Care Management and Occupational Safety and Health to provide technical and operational support to the Department of Operational Support, peacekeeping and special political missions and other United Nations Secretariat entities. The Unit includes the clinic that continues to provide UNGSC and all hosted personnel with dedicated and tailored medical and COVID-19 advice and support. Recent trends indicate that the period 2022/23 will see an increase in events hosted in person, in parallel with a return to work on-premises, and that the responsibilities involved in ensuring safe operations for all personnel and guests will continue to increase. Based on the specialist contribution of this team, UNGSC has maintained operations in support of the United Nations Secretariat and other entities since the start of the pandemic and will continue to do so.

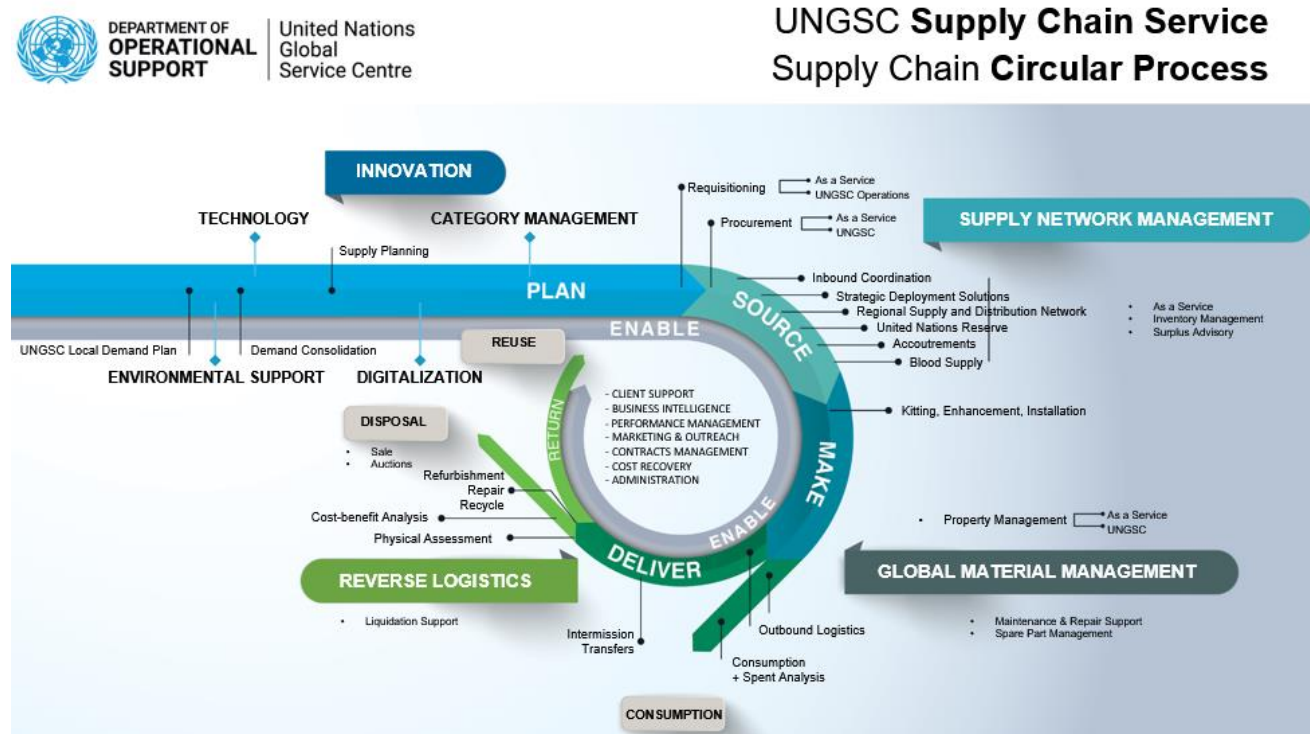
23. Through the Conference and Learning Centre, the Central Service will provide new levels of support in organizing conferences, workshops and other learning activities both remotely and in situ. In addition, the Conference and Learning Centre is going through a digital transformation to embrace the changes in the training and conference fields and offer its clients different solutions for remote and virtual delivery and participation. Equipping its facilities to allow hybrid delivery for concurrent in-presence and remote participation is the first milestone.

Supply Chain Service and strategic deployment solutions⁴

24. During the period 2022/23, the Supply Chain Service will continue its customer-centric approach of service provision with a focus on innovation, efficiency, transparency and performance. Supply chain services worldwide are evolving: the experience of the past two years has highlighted the risks that occur when disruptive events happen, and supply chains need to adopt innovative approaches to cope with emerging challenges. Lessons learned show the criticality of preparedness, resilience, flexibility and innovation. Important transformations in the way supply chains are organized and managed are taking place worldwide, and the approach of the Office of Supply Chain Management is being reviewed and adapted to the rapidly evolving and complex scenario. As part of the Office of Supply Chain Management, the Supply Chain Service aims to continuously improve its processes, develop and strengthen its resources and adopt business practices and proven concepts to enhance its capacity and capabilities to serve the field. Recently, the Service has conducted a series of self-assessments based on client feedback, directly engaged with field entities for a deeper understanding of emerging needs and scoped the most effective service delivery approaches. The vision shaped by these consultations is to optimize service provision for increased resilience, efficiency and cost avoidance in missions and other clients and to improve the utilization of existing resources and past investments in assets and equipment. Under the guidance of the Office of Supply Chain Management and in coordination with its divisions, the Supply Chain Service is proposing to consolidate its operations in four focus areas, in alignment with the demands emerging from the stakeholders' consultation and with the end-to-end supply chain management processes. The four focus areas are: (a) innovation and infrastructure support, including special attention to the environmental support capacity; (b) supply network management, including the introduction and implementation of the revised strategic deployment solutions concept; (c) global material life cycle management; and (d) warehouse and distribution activities. The adoption of a more sustainable approach and application of the key principles of a circular economy will be a cross-cutting dimension in all focus areas. This will allow UNGSC supply chain services to achieve more responsible, sustainable and economical results in line with the principles of the 2030 Agenda and the Sustainable Development Goals.

⁴ It is proposed to rename the current "strategic deployment stocks" as "strategic deployment solutions" to ensure the inclusion of support services through specialized enablers, expertise, know-how and skill sets that make up the available network for clients.

Figure I
Supply Chain Circular Process



25. Innovation as a critical characteristic of modern supply chains allows for an increase in efficiency and effectiveness and, overall, the provision of better service and value for clients. To produce and deploy innovative solutions to peacekeeping operations, the Service, within the Office of Supply Chain Management strategy, will further integrate its work with the Service for Geospatial, Information and Telecommunications Technologies and continue close collaboration with other entities within the Secretariat and the United Nations common system, as well as with academia, but most importantly, with such counterparts in the Office of Supply Chain Management as category managers, the Sourcing Support Service, the Umoja Coordination Service and the Enabling and Outreach Service, among others. During consultations with field clients in 2021, directors and chiefs of mission support unanimously requested the support of UNGSC in exploring and testing innovative solutions for supply chain management activities. In line with clients' demands and Office of Supply Chain Management priorities, focus will be placed on the digitalization of supply chain processes for warehouse activities, as well as assets and property tracking and monitoring. Innovation is also a key component of the Service's environmental support capacity and will guide the solution-finding process for new sustainable and responsible specialist support services provided to clients. The digitalization of currently manual transactions, which will be achieved through the introduction of digital technology such as smart applications, radio-frequency identification devices, or sensors in warehouse and logistics operations, will improve data and inventory accuracy for more effective and efficient supply chain operations by providing visibility to clients and traceability and transparency to all stakeholders.

26. The supply network management focus area is dedicated to optimizing the supply of solutions directly to clients in the field through the proposed Office of Supply Chain Management supply network consisting of the global hub in Brindisi, a limited number of regional hubs, with Entebbe, Uganda, being the first, and vendor-

managed storage locations. The proposed revised strategic deployment solutions concept is intended to serve as a substantive and driving element of this network, with UNGSC as the implementing unit within the Office of Supply Chain Management, which aims to improve each supply category based on its most suitable performance driver among cost, agility, responsiveness and reliability. Optimization of the downstream supply network, including how goods and services are provided from UNGSC to clients, is crucial during crisis and emergency situations as well as sustainment operations. It includes the optimization of inbound logistics planning, requisitioning services, purchasing, the management of the new strategic deployment solutions, the United Nations reserve stocks, and specialized categories such as blood, accoutrements and vaccines.

27. The new strategic deployment solutions concept is outlined in the proposed revised concept of strategic deployment stocks (see annex IV to the present report). One of the main changes of the proposed new concept is to operationalize the available stock for an improved inventory stewardship, but also to include the specialized enabling capacities, expertise, know-how and skill sets required to provide the most effective service to the clients. The new concept is a result of intensive deliberations with all stakeholders and a specific focus on clients' needs in the field. It addresses issues that were highlighted in previous reviews, audits and assessments and offers solutions for an improved service to clients in an effective manner.

28. The global material life cycle management focus area will be reinforced and developed to ensure effectiveness and improve the utilization of the Organization's materials and assets. The focus is on cost avoidance by means of reduction of the inventory held at individual entities and targeting higher overall utilization rates of assets and equipment. Given the high number and value of assets currently held by the Organization, the Office of Supply Chain Management has identified this as a major opportunity for cost avoidance and improved performance.

29. A key element of the global material life cycle management focus area is the capacity of reverse logistics and the 3Rs (return-refurbish-reuse), which UNGSC already practises and sees as having great potential for further exploration, expansion and reinforcement to achieve additional benefits to the Organization. It is built on a well-planned and implemented return process for unused, underutilized or surplus equipment from missions whereby the equipment is returned to a central depot for refurbishment, repurposing, recycling, or a controlled and effective disposal by managed sale at the best global market value. Reverse logistics starts with inventory analysis and a physical assessment of equipment to conduct detailed cost-benefit analyses. Returns from previously liquidated missions such as the United Nations Mission for Justice Support in Haiti, the United Nations Operation in Côte d'Ivoire and, most recently, the African Union-United Nations Hybrid Operation in Darfur have shown the great opportunity and cost-saving potential of a controlled return and reverse logistics process.

30. The warehouse and distribution focus area through the digitalization of supply chain processes, related to logistics and warehousing will create visibility, improve effectiveness and generate efficiency gains. UNGSC is targeting collaboration and partnerships with other United Nations agencies that have undergone digital supply chain transformation, under a One UN approach to achieve best results. In the coming period, the transformation will be in the testing phase. Identified solutions that are deemed fully suitable and beneficial to the Organization will be proposed in the coming budgets.

31. The consolidation of operations around the listed four focus areas will be carried out through the Planning and Sourcing Support Section and the Delivery and Return Section.

Planning and Sourcing Support Section

32. The Planning and Sourcing Support Section will continue to deliver services throughout the life cycles of missions and other entities related to planning and sourcing activities and will strengthen the focus areas of innovation and infrastructure support, strategic deployment solutions and supply network management, and environmental technical support services.

33. In the innovation and infrastructure support focus area, the Section will continue to act as the Office of Supply Chain Management, Department of Operational Support innovation hub exploring and developing solutions in cooperation with the Sourcing Support Service in the Logistics Division of the Office of Supply Chain Management, the Service for Geospatial, Information and Telecommunications Technologies, academia and commercial entities under various types of partnerships and memorandum of understanding arrangements. With a further integration of the UNGSC pillars of supply chain and technology, this joint innovation hub will provide effective, efficient and result-oriented support to clients, acting as a “solution factory” and providing the physical workshop for creating, prototyping, building and testing solutions for common, specific, and complex field requirements. The Section will also manage the implementation of new technologies under the United Nations field remote infrastructure management initiative. Initial contacts have already been made with universities to cooperate on innovation projects related to energy, accommodation and hydraulic engineering.

34. As a direct response to the continuous requests from field missions, the Section will offer project management services for centralized support in managing specific engineering and facilities projects. This support will be provided using well-recognized project management methodologies, such as PROjects IN Controlled Environments (PRINCE2). It will integrate the demand for goods and services with the Umoja solution for supply chain planning to ensure that all requirements are centrally planned and managed.

35. The Section is also responsible for the supply network management focus area, operationalizing the new strategic deployment solutions concept and overseeing the recently endorsed regional deployment stocks in Entebbe. Together with the asset and category managers, the Section will administer the physical strategic and regional stocks release. The receipt, inventory and release functions for the regional deployment stocks will continue to be coordinated in situ by the Regional Deployment Stock Cell, which is part of the Forward Support and Deployment Hub of the Regional Service Centre in Entebbe, which reports through the Section Chief of the Forward Support and Deployment Hub to the Logistics Division in the Office of Supply Chain Management, in close coordination with and under the control of the Planning and Sourcing Support Section of the United Nations Logistics Base, Brindisi. The Section will manage the fulfilment of orders of the supply network through the new strategic deployment solutions concept consisting of three main pillars: (a) the central strategic deployment solutions stock held in UNGSC, Brindisi; (b) the regional deployment solutions stock held in Entebbe; and (c) the vendor-managed inventory at specific vendor locations or directly from manufacturers around the globe if ordered centrally. The Section will also oversee the centrally managed special categories, including the UN Blue accoutrements and the recently added (in 2021) supply of blood to Secretariat entities, in partnership with the supplying vendor and the receiving clients.

36. Furthermore, the Section will continue collaborating with Headquarters on the COVID-19 response actions, including the First Line of Defense project. It will continue assisting in the strengthening of essential medical support to United Nations country teams through the generation and delivery of medical support packages along with tailored support to the UN-led COVID-19 Vaccine Programme for UN personnel.

37. In partnership with other Office of Supply Chain Management entities, the Section will lead the creation of an electronic platform, in the form of a digital storefront, to be used as an interface with clients and for the entire order management process, from order receipt to delivery. This will include developing and managing an up-to-date catalogue of goods and services (Business Service Catalogue) to help with a consistent establishment of service-level agreements and cost calculations for the cost-recovery process.

38. The environmental and technical support capacity will continue to operate within the Section. It will deliver enabling capability for environmental concerns, specifically for goods and services requiring specialist technical and operational support to operationalize the mission environmental management plans. As outlined in the environment strategy for peace operations (2017–2023) of the Department of Operational Support, environmental support is framed around the three technical pillars of the strategy, namely, energy, water and wastewater, and solid waste. The three pillars correspond to the three analogous categories under the facilities and infrastructure business area; hence the Environmental Support Team has contributed substantially to the definition of the categories and will continue to deliver on their implementation. Members of the Environmental Support Team are assigned as leads (for the water and wastewater, and solid waste categories) and are key members of the Energy Category Core Team. The capacity will continue to maintain an environmental management system accredited to the standard set by the International Organization for Standardization (ISO), specifically, ISO 14001, which is aligned with the environmental action planning and performance framework established under the environment strategy for peace operations (2017–2023). This integrated process ensures that (a) environmental risks are managed through an internal audit regime; (b) oversight and direction from across the mission are channelled through the environmental working group; and (c) continuous improvement, for example, the installation of sensors and timers to improve resource efficiency, is being integrated into the field remote infrastructure monitoring platform.

39. The implementation of the environment strategy for peace operations (2017–2023), under the strategic leadership of the Environment Section in the Office of the Under-Secretary-General for Operational Support, is now in phase II. The priorities are to build on the groundwork and baselines established so far to demonstrate progress on the ground, prioritizing focus where impact will be highest, and to fully integrate environmental considerations in overall systems and procedures for planning, resourcing, implementing and reporting, in compliance with United Nations rules and regulations.

40. Supplemented with resources availed through the Department of Operational Support-United Nations Office for Project Services (UNOPS) Rapid Environmental and Climate Technical Assistance facility partnership (REACT), UNGSC will continue to support the implementation of 14 mission-specific multi-year energy infrastructure and waste management plans and the development of water and wastewater management plans in accordance with promulgated guidance. The Centre will target the development of field-focused training in the areas of energy, water, wastewater and solid and hazardous waste (a training needs assessment and gap analysis completed in early 2022 will inform progress) and will mainstream wider impact considerations across all technical pillars to identify and support projects

through which missions can meet their energy, waste and wastewater needs in a way that has a secondary benefit or leaves a positive legacy for host countries.

Delivery and Return Section

41. The Delivery and Return Section will continue to provide services related to the physical journey of materials, strengthening the focus areas of (a) warehouse and distribution operations; and (b) global material life cycle management. The Section will continue to be responsible for the inbound delivery coordination, receiving and inspection, warehousing and outbound logistics functions for all UNGSC-managed inventory, including strategic deployment solutions stocks, the UNGSC stock, the United Nations reserve and partner-owned stock.

42. The movement control capacity undertakes all processes related to the inbound deliveries of goods before they arrive at UNGSC, either from commercial suppliers, missions or other United Nations entities, and the outbound delivery to clients or returns to suppliers. The introduction of the new strategic deployment solution concept foresees a significant increase in the throughput (inbound-outbound) volume of inventory owing to a substantial acceleration of inventory turnovers. Furthermore, UNGSC, in cooperation with other entities in the Office of Supply Chain Management, is in the process of digitalizing some of the currently manual process steps related to inbound and outbound activities by means of introducing digital technology such as sensors, readers and digital transceivers. The required transformation into a digitalized and more automated *modus operandi* in movement and transportation processes requires a level of expertise presently unavailable at the Centre. Such transition includes the process design and the transformation of activities in close cooperation with the Office of Supply Chain Management of the Department of Operational Support and the Service for Geospatial, Information and Telecommunications Technologies.

43. The Section undertakes daily physical warehouse operations and management for all inventories held at Brindisi, including strategic deployment solutions, the United Nations reserve and internal UNGSC inventories. The activities performed are currently predominantly manual and labour-driven. In the coming periods, smart warehouse management features are planned to be introduced to automate transactions, close gaps between physical and digital activities and improve data accuracy, which will constitute a proof of concept to propose the mainstreaming of smart warehousing elements within field operations.

44. The Section will continue to perform local, global and strategic property management activities with a focus in the area of global material life cycle management, building capacity, including for future liquidations, a service that is bound to grow in the coming years. The Section will also continue to provide material and property management services and reverse logistics operations. In case additional resources are required, it is proposed that this be achieved by means of cost recovery from clients in peacekeeping and other functional areas to strengthen the existing capacity.

45. The Section will focus on the transition from the current linear supply chain to a circular one where the planned obsolescence and disposal of property, plant and equipment is replaced with property, plant and equipment sourced with an aim to reuse, recycle and repurpose it to a maximum extent and allow for a controlled return process from a field entity into a centralized repository within the global supply chain network. This approach is introduced as the 3R (return-refurbish-reuse) programme and is a cornerstone of the new revised strategic deployment solutions concept. While traditionally, the deployment of strategic stocks defined new materials, the new strategic deployment solutions will encompass both materials with full-service life

expectancy and pre-used equipment of high acquisition value and low utilization reintegrated into the appropriate supply chain. The programme will focus particularly on the extension of the useful life of assets through refurbishment and their availability to missions at significantly lower costs and a faster acquisition process instead of buying new equipment. In the first year, the Section plans to refurbish 15 high-value (an average acquisition value of \$200,000), low-utilization assets returned from field missions.

Service for Geospatial, Information and Telecommunications Technologies

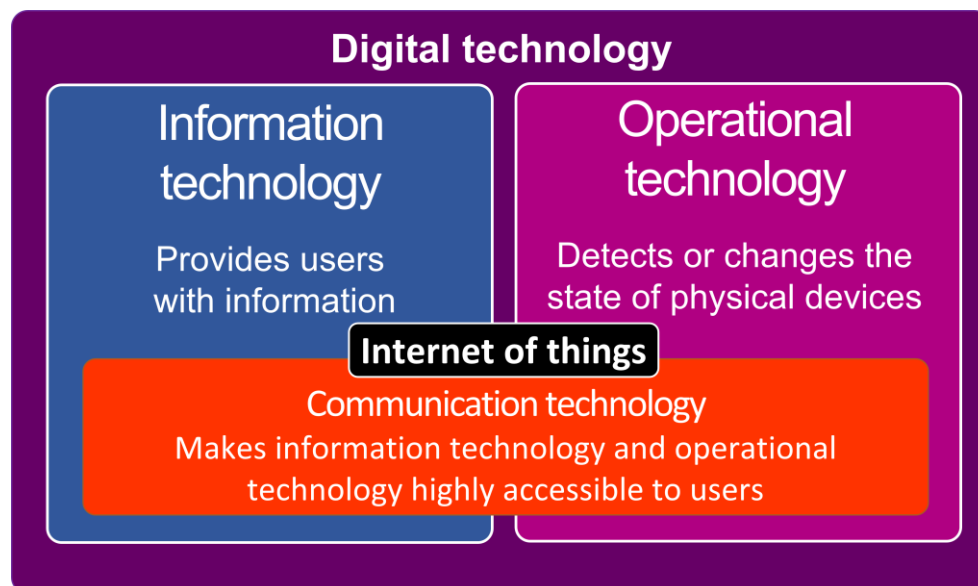
46. The rapid pace of digital and technological transformation highlights the power of technology to inspire, benefit and elevate the human condition. The Secretary-General's reforms, together with his Data Strategy for Action by Everyone, Everywhere and his strategy on new technologies, highlight the central role that technology must play in efforts to accelerate the achievement of the 2030 Agenda for Sustainable Development, which include opportunities for Goal 6: Clean water and sanitation; Goal 7: Affordable and clean energy; Goal 9: Industry, innovation and infrastructure; Goal 11: Sustainable cities and communities; Goal 12: Responsible consumption and production; Goal 13: Climate action; and Goal 17: Partnerships for the Goals. In addition, the joint, departmental Strategy for the Digital Transformation of United Nations Peacekeeping⁵ is aimed at enabling missions to implement their mandates more effectively and at enhancing the safety and security of peacekeepers by harnessing the potential of digital technologies. The Service for Geospatial, Information and Telecommunications Technologies at UNGSC will remain central to all these efforts, ensuring that its activities align with the Organization's digital transformation efforts.

47. The Service for Geospatial, Information and Telecommunications Technologies has continued to occupy a central role as the resilient operational hub for the support and delivery of technology services and solutions to field operations and the broader Secretariat. From centralized connectivity, hosting and monitoring services for enterprise systems such as Umoja, to geospatial information systems and solutions, to robust ICT service management processes and protection against increasing cybersecurity threats, and to harnessing and operationalizing innovative and emerging technologies, the Service has supported global, digital ICT operations for over 25 years.

48. In the period 2022/23, digital technology will continue to encompass information technology and the parts of operational technology that have been digitized, both being bridged by the Internet of things. Digital technology at UNGSC is an amalgamation of information, operational and communications technologies to achieve levels of functionality and automation that are not possible with any of them alone.

⁵ See <https://peacekeeping.un.org/en/strategy-digital-transformation-of-un-peacekeeping>.

Figure II
Digital technology



49. As highlighted in the 2021/22 UNLB budget report ([A/75/744](#)) endorsed by the General Assembly in its resolution [75/295](#), the Service assumed responsibility for the consolidation of tier I information technology support services and management for the global Unite Service Desk. This responsibility involves unifying existing global support processes and integrating service desk capacities under a unique, global support framework. It also involves optimizing existing arrangements by following standardized processes for all global support teams, eliminating duplications in processes and enabling end-to-end visibility of the solutions to client requests, as well as aligning with tier II global support teams at UNGSC.

50. Leveraging its expertise and capacity in innovation and new technologies, the Service also proposes the establishment of an Internet of things Centre of Excellence at UNGSC. The Service has already demonstrated the success of initiatives such as the Unite field remote infrastructure management system, an environmental technology ecosystem that enables the connection of various infrastructure devices, sensors and systems through the Internet of things, optimizing the use of existing wireless infrastructure and creating more efficient and secure working environments for peacekeepers. The Unite field remote infrastructure management system will continue to be rolled out across peacekeeping operations, utilizing more than 15,000 data collection points to generate dynamic, real-time data for better-informed decision-making and to enable predictive maintenance of equipment, increased uptime and reductions in water, energy and fuel consumption. Future development of the ecosystem into a more expansive “UN Smart Camp” programme of work, based on “smart city” technologies, is being planned. These initiatives demonstrate the positive impact that cloud computing and Internet of things technologies have in supporting the mandates of peacekeeping operations, through enhanced data collection, analytics and better-informed decision-making, which in turn increases operational effectiveness, reduces environmental footprints and generates a positive legacy. The Service will also continue its role as the resilient operational hub for the support and delivery of technology services and solutions to field operations and a broad range of Secretariat and non-Secretariat clients. Building on its experience during the COVID-19 pandemic, the Service will continue to provide reliable, resilient and innovative digital technology solutions and support, ensuring that staff

members in field missions and at Headquarters have access to critical enterprise systems such as Umoja, videoconferencing, iNeed and email.

51. For resilience and risk mitigation, the Service continues to be deployed in two locations as a unified, singular service provider. The success of the Service is strengthened 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 services.

52. In the period 2022/23, the Service will continue to deliver infrastructure and operational support to a wide range of Secretariat and non-Secretariat clients, including Headquarters, regional commissions, offices away from Headquarters and United Nations agencies, funds and programmes, on a cost-recovery basis. In addition, the Service will continue to utilize its two distinct but complementary service delivery approaches, combining both centralized and remote support services. Centralized support services continue the key role of UNGSC in ensuring connectivity, hosting and monitoring support for critical enterprise systems, while remote support services enable the remote delivery, from UNGSC, of highly skilled, standardized and consistent support to users anywhere in the world.

53. The Service, as a centre of excellence for digital technology support services and innovative solutions, will maintain its data centre tier III certification, international certification for service management (ISO 20000) and information security management system (ISO 27000) as part of its continuous service and information security improvement processes to guarantee adequate quality for end users and the Organization. The Service will continue to engage actively with clients through its well-established service management framework to ensure optimal service value and continuous value co-creation.

54. Driven by the continued demand for reliable and responsive remote working platforms and tools and enhanced videoconferencing services in response to COVID-19, the Service will continue to optimize its capacity to enable, as required, high-level videoconference meetings, including those of the General Assembly, the Security Council and subsidiary bodies, as well as other platforms for remote working. In addition, the Service will leverage its expertise to provide innovative digital technology products and programmes to field missions and other clients to support data-driven and informed decision-making and optimize operations.

55. The Service's digital technology services will continue to be delivered through its four sections (Client Solutions Delivery Section; Infrastructure Operations Section; Technology Development, Design and Planning Section; and Service and Information Security Management Section) through a pre-defined framework of best practices and standard processes.

Client Solutions Delivery Section

56. For the period 2022/2023, the Client Solutions Delivery Section will be engaged in groundwater exploration support activities; the development of innovative geospatial solutions – such as automation of the environmental action plan, geovisualization of field remote infrastructure management and Smart Camp visualization solutions – and the design of business intelligence and analytics products; and the development and expansion of the Unite Maps initiative to the Secretariat and field missions to deliver current and accurate base and operational maps as well as imagery, search and navigation solutions and to enhance enterprise applications, such as Unite Aware, Situational Awareness Geospatial Enterprise, Unite field remote infrastructure monitoring, environmental action planning and performance, digital radio systems and other platforms.

57. Other projects that the Section plans to undertake, in close collaboration with the missions, are related enhancement of the environmental application (e-App) to capture the missions' environmental footprints; further development and roll-out of the e-Cap application to capture events information inside the mission; and further development, roll-out and expansion of the facilities and infrastructure management and monitoring solution to additional missions.

Infrastructure Operations Section

58. The Section will continue to support field operations and offices away from Headquarters, providing critical communication and enterprise systems, and to work on the implementation of the cloud and field remote infrastructure monitoring Internet of things platform, for the monitoring of key infrastructure (electricity, generators, fuel, water) and environmental systems (wastewater treatment plants). Also, a new modular line of products (M-Programme) is planned to be delivered to field missions in the period 2022/23.

Technology Development, Design and Planning Section

59. Managing innovation and emerging technologies is at the core of any digital transformation agenda and the Section is at the heart of support for that effort. In the period 2022/23, the Section plans to further support peacekeeping operations to enhance situational awareness in support of better decision-making for the protection of United Nations personnel and civilians. The Section proposes to achieve this through the augmentation of its capacity to provide data and information services with the establishment of a core Information Systems Officer post (P-3). A role that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation and dissemination systems in direct support of current and future operations is essential for enhanced situational awareness and better decision-making.

60. UNGSC currently supports the United Nations Multidimensional Integrated Stabilization Mission in Mali, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Support Office in Somalia, the Office of Counter-Terrorism of the Secretariat, the United Nations Office on Drugs and Crime and the World Food Programme (WFP) through the offering of unmanned aircraft systems as a service, with over 200 micro unmanned aircraft systems and sensors deployed in support of peacekeeping missions and United Nations entities. UNGSC directly manages this service, which continues to be in high demand. The data management and exploitation aspect of the service is a high priority for peacekeeping operations and Headquarters, as also noted by the Board of Auditors, which recommended in its audit observations that the Department of Operational Support together with the Department of Peace Operations set full motion video standards for missions regarding storage, archiving and use of an analysis software and ensure that the United Nations missions that used unmanned aircraft systems were provided with the adequate standardized analysis software, noting that the demand by missions for such systems had risen within the past five years as they became increasingly important. This is further evidenced by the December 2021 Office of Internal Oversight Services (OIOS) audit report on MONUSCO unmanned aircraft systems ("Audit of unmanned aerial vehicle systems at the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo", 2021/01549), in which the Office noted the need to strengthen the regulatory framework, governance and management of unmanned aerial vehicle systems across all spectra of their use. It is essential that a core capacity to lead this effort be established within the Section.

61. In addition, the Section will continue to support the application of innovative technology products and programmes, including support for the Unite field remote infrastructure monitoring, Unite facilities and infrastructure management and monitoring solution, UN Smart Camp and Unite Aware ecosystems, with the objectives of ensuring reliable and data-driven decision-making, as well as a comprehensive and integrated approach to situational awareness and information analysis for United Nations peace operations; and leveraging and optimizing the use of extended reality technologies, including virtual, augmented and mixed reality to enhance service delivery. With the establishment of a core capacity in data and information, the Section will strengthen its ability to provide expert advice on data and information to Headquarters and field missions, particularly on the activities related to unmanned aerial systems and counter-unmanned aircraft systems.

Service and Information Security Management Section

62. The Service and Information Security Management Section will continue to design and update its information technology service management processes and ensure that a common information technology service management framework is followed for global ICT support for all United Nations Secretariat entities; ensure continuous communication with global ICT services clients, following on their needs and feedback through the well-established service relationship management framework; undertake mission cloud migration assessments and implementation of cloud monitoring in line with the organizational cloud strategy; provide 24/7 monitoring of global and client-specific ICT infrastructure; support the Global Service Desk for tier I support; follow up on the successful implementation of required controls based on information security vulnerabilities reported by Office of Information and Communications Technology (OICT) cybersecurity; ensure that UNGSC is in compliance with ICT security policies; coordinate disaster recovery exercises and global infrastructure security assessments; and update the UNGSC disaster recovery plan and carry out regular failover tests of the satellite- and network-critical components between Brindisi and Valencia to ensure effective resilience.

63. Over several years, UNGSC has continued to highlight the continuing risks posed by an ageing ICT infrastructure and assets base; however, ongoing budgetary constraints have hampered the ability to fully resource an ICT infrastructure and assets replacement programme sufficient to address infrastructure assets that are well past useful life. These constraints have been magnified by civilian personnel (group II) funding shortfalls over the past two financial periods, which necessitated a reprioritization of resources from operational costs (group III). Despite these funding shortfalls, the Service for Geospatial, Information and Telecommunications Technologies has taken concrete and proactive steps to mitigate the risks of an ageing asset base, including increasingly taking an approach of leasing versus owning data storage capacity, leveraging the Secretariat's hybrid cloud strategy and prioritizing the replacement of ICT assets through a structured risk assessment methodology. This methodology quantifies the impact of asset failure on the provision of critical Service for Geospatial, Information and Telecommunications Technologies services. The risk assessment methodology is focused on identifying a risk value for each infrastructure asset based on three elements, namely, impact, likelihood and mitigation controls, and takes into consideration parameters such as services criticality, economic value, asset life cycle, asset age, change ratio, device supported by vendor, cybersecurity vulnerabilities and surplus/in stock.

64. Even with the Service's efforts to optimize limited funding and to continue replacing assets representing the highest risks, the risk assessment for the period 2020/21 has established that 54 per cent of all infrastructure assets by value are in the high or very high risk categories, meaning that any failure presents a high or very

high risk to the provision of critical services. Even if the request for additional resources for critical asset replacement is supported at the level requested in the period 2022/23, the Service will still have 500 infrastructure assets, or 38 per cent of infrastructure assets value overall, at high or very high risk of failure. The proposed and enhanced asset replacement programme is centred around critical and pressing replacement requirements. UNGSC is working with OICT in relation to the preparation of a strategic capital investment, aiming at tackling the issue in a broader and holistic manner.

Scalability model

65. The existing scalability model is further refined in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/74/737/Add.6) endorsed by the General Assembly in its resolution 74/282. The original model presented in the period 2019/20 was developed based on an empirical business unit scalability analysis of the 54 UNGSC business units, leveraging the civilian staffing review as the endorsed baseline for resources. During the period 2020/21, the scalability model was further refined as indicated by the Advisory Committee in its report (A/75/822/Add.10) endorsed by the General Assembly in its resolution 75/295, who noted the efforts to establish a scalability model based on the estimation of full-time equivalents. In the same report, the Advisory Committee recalled the recommendation by the Assembly to further refine the scalability formula to establish a clearer linkage between workload factors and full-time equivalent requirements, in particular to develop a clear definition of scalability, identify the activities that are scalable and ensure consistency in the application of the scalability model, as well as to ensure that the model used takes into account the workload factors and efficiency gains.

66. The internal review team further refined and reviewed the existing model to validate and assess the resources devoted to supporting the activities within UNGSC and the activities related to the direct support of peacekeeping operations. In addition, an external review assessed and recommended additional improvements, towards developing a clear definition of scalability, to ensure a consistent application considering workload factors and efficiency gains. The review concluded that (a) the services provided by UNGSC are diverse, complex, customized and critical to many United Nations organizations, not limited to peacekeeping operations; and (b) the proposed methodology demonstrates an alignment with the results-based budgeting framework and annual work programmes and is therefore fit for purpose. The recent Board of Auditors review and closure of the recommendation on scalability confirmed that the model was enhanced and the calculation of full-time equivalents was based on workloads and the average time taken to perform processes.

67. The external review conducted by a consultant confirmed that resources were deemed to be driven not only by the volume of transactions and the related full-time equivalent requirements within UNGSC and in missions, but also by the complexity, coordination and customization required to manage those activities, as well as the need to ensure an ongoing minimum capability.

68. Further, UNGSC services are of a more global and advisory nature, unique to the circumstance of each mission or a group of missions and akin to the variability of requirements for the Department of Operational Support, given the nature and scope of the work.

69. Over the years, UNGSC has expanded the services that it delivers, evolving from a traditional and transaction-oriented organization into a mature service provider in the areas of technology and supply chain services capable of providing a wide range of complex support and customized advisory services to its clients in such areas as

environmental technical support, liquidation support and Internet of things technologies enabling higher-level, data-driven decision-making, demand planning and risk management.

70. A key principle of the UNGSC scalability model is that it underpins the need to ensure a core service and support capacity providing an ongoing minimum capability, while ensuring the retention of critical knowledge and skills in key areas. This is supplemented, as required, by contractual services and contractors as workloads fluctuate and expand. For instance, the UNGSC supplements its core capacity in the areas of connectivity, hosting and messaging services with different contractual capacities. The adaptative capacities are scaled up or down to address the various and dynamic support requirements in the different functional domains. The agility and flexibility associated with the UNGSC model have proved to be a vital enabler and component of the support centre over the past decade.

71. As the demands during the COVID-19 pandemic and other emergencies have demonstrated, the ability to calibrate, in a responsive and adaptative manner, UNGSC operations to support client demand is critical to ensuring business continuity across the United Nations system and respond to needs that are unplanned, urgent, unpredictable and complex. Over and above its assigned tasks to support its global clients and partners with supplies and services, UNGSC has undertaken a few additional initiatives. Examples include over \$11.5 million of strategic deployment stock medical and pharmaceutical material that was procured and shipped to 38 United Nations entities on five continents owing to the pandemic; support by the Strategic Air Operations Centre to 324 COVID-19-related medical evacuations, as well as flights to relocate more than 250 United Nations staff from Kabul to Almaty, Kazakhstan; technical advice to the United Nations Interim Force in Lebanon in conjunction with the United Nations Environment Programme and the Office for the Coordination of Humanitarian Affairs, for appropriate waste management and minimization of potential hazards and risks for safe clean-up operations, following the port of Beirut explosion, and an analysis of the blast zone using remote sensing technologies for the Security Council on the United Nations Assistance Mission in Afghanistan in the immediate aftermath of the attack on the airport in Afghanistan; and drone mapping services to assess the lava flow for MONUSCO after the Mount Nyiragongo volcano eruption in May 2021. The unplanned activities have entailed exceeding multiple 2020/21 results-based budget performance targets, for example, a 289 per cent increase in the receipt, management and onward distribution of more than 97,000 kg of cargo; the maintenance, repair and testing of 72.1 per cent more equipment than planned (including 1,030 strategic deployment stock medical equipment items); and a steep upward trend in the number of ICT services requested and the number of clients supported, for example, an 88.5 per cent increase in the number of users of geospatial services.

72. Based on the above-mentioned experience and approach, proposed staffing changes were analysed in the context of the organizational alignment of UNGSC with Office of Supply Chain Management, Department of Operational Support requirements and updated to ensure continuous scalability between resource requirements and expected deliverables. The blend of core versus contracted workforce continues to enable the Centre to respond effectively to planned demands as well as unprecedented emergencies and crises.

Contractors and personnel occupying facilities at Brindisi and Valencia

73. In its resolution [69/309](#), the General Assembly endorsed the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions ([A/69/839/Add.9](#), para. 55) to request the Secretary-General to include, in future budget submissions regarding UNGSC, information on all of the 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.

74. During the period 2022/23, UNGSC will continue to 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-UNGSC support personnel providing support for non-Department of Operational Support client entities with which UNGSC 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. In the period 2022/23, UNGSC will also host staff from the United Nations Children's Fund (UNICEF) and the International Organization for Migration (IOM). The cost of hosting these entities will be recovered according to the relevant service-level agreements.

75. No costs are recovered for personnel of non-UNGSC entities, 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.

76. It is estimated that 732 full-time support personnel from other entities will occupy premises at UNGSC, 704 of whom will provide functions related to communications and information technology, while the remaining 28 are from the United Nations Field Staff Union, the master data maintenance team and other United Nations personnel in Brindisi (see table 1). The requirements for UNGSC 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 Global Service Centre personnel at the premises of the Centre, by location

Entity	2020/21 Actual	2021/22 Estimate	2022/23 target			Service-level agreement/cost reimbursement (yes or no)
			Brindisi	Valencia	Total	
International Computing Centre						
Department of Operational Support clients	93	78	42	27	69	No ^a
Non-Department of Operational Support clients	149	175	33	135	168	Yes ^b
Subtotal, International Computing Centre	242	253	75	162	237	
United Nations Office for Project Services						
Department of Operational Support clients	161	186	30	118	148	No ^a
Non-Department of Operational Support clients	10	22	19	10	29	Yes ^b
Subtotal, United Nations Office for Project Services	171	208	49	128	177	
Other contractors	102	59	86	64	150	No
Subtotal, other contractors ^c	102	59	86	64	150	

Entity	2020/21 Actual	2021/22 Estimate	2022/23 target			Service-level agreement/cost reimbursement (yes or no)
			Brindisi	Valencia	Total	
Other personnel (United Nations posts) ^d						
Office of Information and Communications Technology	5	6	–	10	10	Yes
United Nations Children’s Fund	–	–	–	100	100	Yes
International Organization for Migration	–	–	–	30	30	Yes
Umoja master data management personnel	10	10	5	5	10	No
United Nations Field Staff Union	4	4	4	–	4	No
Other personnel ^e	12	12	8	6	14	No
Subtotal, other personnel	31	32	17	151	168	
Total	546	552	227	505	732	

^a International Computing Centre and United Nations Office for Project Services (UNOPS) personnel working on projects for the Department of Operational Support and peace operations under contractual agreements. No costs are recovered for those personnel.

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

^c No costs are recovered from entities or contractors working on projects for United Nations peace operations; the costs of the contractors are provided for in the proposed budgets of the individual peace operations.

^d Other personnel category refers to United Nations Secretariat personnel located at UNGSC who are not part of the UNGSC staffing table.

^e For the period 2022/23, the breakdown of the posts is as follows: Department of Safety and Security, three; extrabudgetary posts, six; Senior Security Sector Reform Officer, one; Standing Police Capacity Officer funded by the Government of Germany, one; Environmental Affairs Officer, one; Air Operations Assistant, two.

Services provided to other entities and cost recovery

77. In its resolution [74/282](#), the General Assembly endorsed the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions ([A/74/737/Add.6](#), para. 26) that the General Assembly should be provided with comprehensive and more transparent information on the services provided to different entities. This recommendation was reiterated in the subsequent report of the Advisory Committee ([A/75/822/Add.10](#)) endorsed by the Assembly in its resolution [75/295](#).

78. UNGSC will continue to coordinate the delivery of ICT and supply chain services, on a cost-recovery basis, to all United Nations entities not supported by the Department of Operational Support, as further detailed below.

79. During the period 2022/23, UNGSC plans to maintain at least 36 service-level agreements with different entities, as shown in table 2. The Centre will provide connectivity services, data storage, cloud services, 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. In addition, training services will be provided to field missions on a cost-recovery basis. Also, repair, warehousing and maintenance services will be delivered in the period 2022/23. 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 2022/23 are estimated at \$14.4 million compared with \$10.6 million estimated for the 2021/22 budget period. The estimated income and expenditure do not duplicate any proposed

resource requirement included in the budget proposal for UNGSC for the period 2022/23. An analysis of the expected income is presented by client entity in table 2.

80. No costs are recovered from entities or contractors working on projects for United Nations peacekeeping missions, where the costs of the contractors are provided for in the budget proposals of the individual peacekeeping missions.

Table 2
Analysis of cost-recovery estimates for the period 2022/23

(Thousands of United States dollars)

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
Office of Information and Communications Technology Umoja	Hosting services (server hosting, infrastructure as a service, data centre professional consultancy services, infrastructure support services, rack space); data storage (provision, replication, backup, operation resilience); connectivity services (leased line, Internet, virtual private network site-to-site, virtual private network/virtual desktop infrastructure client access, network professional consultancy services, network connectivity); event monitoring; platform services (access layer); application services (application professional consultancy services); project management services (project management professional consultancy services)	4 447.9
Office of Information and Communications Technology	Hosting services (server hosting, infrastructure as a service); data storage (provision, replication, backup, operation resilience); connectivity services (leased line, Internet, virtual private network site-to-site, virtual private network/virtual desktop infrastructure client access, firewall federation, network professional consultancy services, intelligent wide area network service, SWIFTNet (platform that enables secure communications for financial transactions), network connectivity; event monitoring; platform services (anti-spam); application services (Moodle hosting service); campus services; telecommunications (videoconferencing services)	3 583.3
International Computing Centre	Hosting services (rack space); connectivity services (Internet, network connectivity); campus services	999.3
Enterprise Solutions Service, Office of Information and Communications Technology	Hosting services (public cloud services)	953.8
Office for the Coordination of Humanitarian Affairs	Hosting services (server hosting, infrastructure as a service); data storage (provision, replication, backup, operation resilience); database service; consultancy services; connectivity services (leased line, Internet, virtual private network/virtual desktop infrastructure client access, network connectivity); event monitoring; repairs and maintenance and warehousing services	823.3
Office of the United Nations High Commissioner for Human Rights	Geospatial information system services (offline solutions)	524.4
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Hosting services (infrastructure as a service, server hosting); data storage (provision, replication, backup, operation resilience); application services (database); connectivity services (network connectivity, virtual private network site-to-site, virtual private network/virtual desktop infrastructure client access, Internet); event monitoring	500.0
United Nations Support Office in Somalia	Application services (email)	399.1
United Nations Office for Project Services	Hosting services (server hosting, infrastructure as a service); data storage (provision, backup); connectivity services (virtual private network site-to-site, virtual private network/virtual desktop infrastructure client access); application services (database hosting service, web hosting, application professional consultancy services); event monitoring; campus services	337.1

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
United Nations Children's Fund	Hosting services (rack space, server hosting and infrastructure support services); data storage (storage); connectivity services (leased line, Internet, virtual private network site-to-site, virtual private network/virtual desktop infrastructure client access, network load balancing and network connectivity); event monitoring; office space services; security services; telecommunications (voice communication); repairs and maintenance and warehousing services	330.5
Economic Commission for Africa	Connectivity services (Internet, virtual private network/virtual desktop infrastructure client access, satellite connection and services, network professional consultancy services, leased line connections, intelligent wide area network service, virtual private network site-to-site); telecommunications (videoconferencing services, voice communication service)	252.7
Department of Economic and Social Affairs	Hosting services (server hosting, infrastructure as a service); data storage (provision, backup); application services (database); connectivity services (Internet, virtual private network/virtual desktop infrastructure client access, network connectivity); event monitoring	209.6
Economic and Social Commission for Western Asia	Connectivity services (Internet, satellite connection and services)	174.0
Secretariat of the Convention on Biological Diversity, United Nations Environment Programme – Nairobi	Hosting services (cloud services); connectivity services (intelligent wide area network, virtual private network site-to-site)	118.7
Special Tribunal for Lebanon	Application services (email); connectivity services (virtual private network site-to-site); hosting services (server hosting, infrastructure as a service); secure communications service	109.8
International Residual Mechanism for Criminal Tribunals	Connectivity services (consultancy services); telecommunications (voice)	49.2
United Nations Assistance to the Khmer Rouge Trials	Hosting services (infrastructure as a service, cloud infrastructure); data storage (provision); connectivity services (network connectivity, virtual private network site-to-site, virtual desktop infrastructure access, intelligent wide area network service); telecommunications (voice)	36.6
United Nations Human Settlements Programme	Hosting services (public cloud services)	33.8
United Nations Office in Nairobi	Hosting services (public cloud services)	27.3
Office of Administration of Justice	Application services (consultancy services)	25.0
United Nations Office in Vienna	Hosting services (public cloud services)	23.6
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Connectivity services (network connectivity); data storage (backup); hosting services (server hosting, infrastructure as a service); security services	18.6
International Organization for Migration	Campus services	15.6
United Nations Monitoring Mechanism for the Syrian Arab Republic	Department of Operational Support messaging services; hosting of applications service; infrastructure as a service; data backup and data restore; voice communication service; information technology infrastructure event monitoring; monthly service reporting	15.1
World Food Programme	Hosting services (rack space); connectivity services (Internet, network connectivity, microwave connection); telecommunications (voice); campus services; repairs and maintenance and warehousing services	14.1
United Nations Office on Drugs and Crime	Application services (application professional consultancy services); hosting services (server hosting, infrastructure as a service); data storage (storage provisioning service, backup); connectivity services (Internet, network load balancing); event monitoring	12.3

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant	Data storage (backup); connectivity services	10.4
United Nations Conference on Trade and Development	Hosting services (rack space hosting); connectivity services (Internet connections); event monitoring; office space services	9.2
United Nations Interregional Crime and Justice Research Institute	Data storage (backup); telecommunications (videoconferencing services)	4.1
United Nations Department of Safety and Security	Repairs and maintenance and warehousing services	3.8
United Nations Environment Programme – Geneva	Hosting services (server hosting); data storage (provision, backup); event monitoring; Internet connection service	3.3
Capacity Development and Operational Training Service	Hosting services (public cloud services)	2.1
Economic and Social Commission for Asia and Pacific	Geospatial information system services (offline solutions, online solutions, other geospatial information system services)	1.4
Department of Management Strategy, Policy and Compliance	Hosting services (public cloud services)	1.1
Resident Coordinator System	Property management support	130.5
Peacekeeping missions	Training services	160.0
Special political missions	Training services	30.0
Total		14 390.6

81. During the period 2022/23, UNGSC will use cost-recovery income to fund one post of Senior Information Systems Officer (P-5), one post of Information Systems Officer (P-3), one national General Service post to coordinate and manage cost-recovery income received, one national General Service post for minimum required health-care capacity (nurse), one national General Service post for security and one national General Service post for facilities management. The latter three new posts will address the increasing facilities, health and safety demands resulting from increased occupancy of the facility. These posts are located in the Office of the Chief, Service for Geospatial, Information and Telecommunications Technologies, in Valencia. Table 3 summarizes the planned expenditures by category.

Table 3
Analysis of estimated costs to be recovered for the period 2022/23
 (Thousands of United States dollars)

<i>Category</i>	<i>Cost estimates</i>
Civilian personnel	
International staff	358.5
National staff	239.4
Subtotal	597.9
Operational costs	
Travel	10.0
Facilities and infrastructure	1 072.8
Ground transportation	10.0

<i>Category</i>	<i>Cost estimates</i>
Communications and information technology	12 360.4
Medical	8.6
Other supplies, services and equipment	330.9
Subtotal	13 792.7
Total requirements	14 390.6

Tenant units

82. UNGSC 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 and the Field Central Review Bodies Unit, which report to the Department of Operational Support. Resource requirements of the tenant units are presented in table 4.

Table 4
Resource requirements of the tenant units for the period 2022/23

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

	<i>Standing Police Capacity</i>	<i>Justice and Corrections Standing Capacity</i>	<i>Field Central Review Bodies Unit</i>	<i>Strategic Air Operations Centre</i>	<i>Total tenant units</i>
Civilian personnel					
International staff	5 656.5	1 030.1	471.4	1 037.8	8 195.8
National staff	138.9	69.5	555.6	208.4	972.4
Subtotal	5 795.4	1 099.6	1 027.0	1 246.2	9 168.2
Operational costs					
Consultants and consulting services	8.7	—	—	—	8.7
Official travel	77.3	30.2	18.1	31.6	157.2
Communications and information technology	—	—	0.9	5.2	6.1
Other supplies, services and equipment	13.9	—	9.6	9.5	33.0
Subtotal	99.9	30.2	28.6	46.3	205.0
Total requirements	5 895.3	1 129.8	1 055.6	1 292.5	9 373.2

Standing Police Capacity

83. The Standing Police Capacity, which comprises 36 posts, will continue to deliver 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. If requested, it would also conduct operational assessments and monitoring of police components.

84. The Standing Police Capacity will also continue to respond, on a selective basis, to the requests from the Department of Political and Peacebuilding Affairs as well as backstopping demands from United Nations agencies, funds and programmes and other partners under the Organization's peacebuilding mandate.

85. In addition, the Standing Police Capacity 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 various peace operations. The methodology will, inter alia, be based on reports, assessments, field visits, surveys, interviews, meetings, discussions and peer review.

86. The Standing Police Capacity will also continue to enhance efforts towards more effective preparedness for the start-up of new peace operations, maintaining or upgrading their institutional and operational capacity and assistance for the existing police components of peace operations, including those undergoing transition. These enhanced efforts will include quantifiable outputs in terms of assistance missions to the police components in existing peace operations, starting up and/or strengthening police components, skills development programmes for Standing Police Capacity experts and support for assessment missions to the existing police components. The Standing Police Capacity will continue to engage in interaction within the Department of Peace Operations and police components of various peace operations and enhance its role as system-wide service provider.

87. The Standing Police Capacity projects that it will continue to receive requests for support from United Nations field operations and other partners in the period 2022/23. It also expects that with significant reduction in travel restrictions and pandemic-related protocols in 2022/23, it will be able to deploy the staff members to the peace operations in a timely manner.

Justice and Corrections Standing Capacity

88. 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. It currently comprises six posts and one general temporary assistance position, which has been consistently utilized since its inception and is proposed to be converted to a post. The Justice and Corrections Standing Capacity provides highly specialized and critical support for mandate implementation. The recurring uncertainty regarding the fate of the post has triggered additional costs through repeated onboarding owing to problems in retaining talent; for example, there have already been three incumbents for this position since its establishment). To a certain extent, the turnover of staff has also negatively impacted the continuity and coherence of the expertise provided. A regularization of the position would remedy those challenges through the provision of highly desirable continuity and would also reduce costs currently associated with recruitments.

89. The Justice and Corrections Standing Capacity will continue to deliver on its core functions in the period 2022/23, namely, providing the start-up capability for justice and corrections components in peace operations, 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 by providing time-limited and targeted technical assistance. It will pursue its support for justice and corrections components in planning for and implementing mandated rule of law-related programmes through the provision of substantive expertise and support in programme implementation and oversight, in order to ensure the effective, coherent and coordinated delivery of rule of law mandated tasks. It will also continue to undertake operational assessments and evaluations of missions in support of justice and corrections components in the field.

90. In line with the Secretary-General's reform of the peace and security architecture, the Justice and Corrections Standing Capacity will respond to requests for support from the Department of Peace Operations and the Department of Peacebuilding and Political Affairs, focusing on start-up, transition planning and implementation, and targeted support for the rule of law in such areas where missions lack sufficient capacity or expertise. Accordingly, support will be provided for the

design and implementation of rule of law programmes, an expertise that is often unavailable within the missions' rule of law components, which are usually staffed with subject-matter advisers or experts, such as judges, prosecutors, lawyers or prison officers. As evidenced by the 2019 OIOS audit, surveyed clients anticipated engaging the Justice and Corrections Standing Capacity on a continual basis for assistance, particularly on strategic, operational and transition planning.⁶

91. The gradual staff reductions in downsizing missions have led to an increased demand for Justice and Corrections Standing Capacity deployments to facilitate smooth transition and prevent a relapse into conflict. It is anticipated that a number of United Nations missions will require critical strategic and specialized support in the following financial year and beyond. Projected demands, which remain high and outweigh currently available capacity, relate to rule of law transition planning, rule of law programming, criminal accountability, the prosecution of crimes fuelling conflict, including terrorism, anti-corruption, and the prevention and combating of violent extremism, among other requirements.

92. Moreover, in line with the Secretary-General's recognition of the role of the Justice and Corrections Standing Capacity as a system-wide service provider, the need for more coordinated and coherent rule of law support, and taking into account the expectation of the Special Committee on Peacekeeping Operations that more emphasis be placed by the Secretariat on supporting host State priorities aimed at preventing conflict, the Justice and Corrections Standing Capacity will be increasingly requested to share its expertise with United Nations agencies, funds and programmes, resident coordinator offices or other United Nations entities, in particular under the auspices of the Global Focal Point for the Rule of Law.

Field Central Review Bodies Unit

93. The Field Central Review Bodies Unit, with functional reporting to the Human Resources Services Division in the Office of Support Operations, Department of Operational Support, consists of the Field Central Review Bodies secretariat and the Reference Verification Unit, comprising 11 posts. It will continue to support peacekeeping clients through the provision of subject-matter expertise from a substantive and technical point of view, during the review of international recruitment cases and the reference verification process for candidates selected to serve in United Nations field missions, to ensure a high-quality recruitment process and timely performance.

Strategic Air Operations Centre

94. The Strategic Air Operations Centre, which comprises 10 posts, will continue to deliver its functions, namely: (a) exercising global operational control for all out-of-mission flights and providing strategic air support for all clients; (b) exercising global fleet management for the overall United Nations air fleet and clearance processing (overflight and landing); (c) providing 24/7 standby capacity in support of casualty evacuations and medical evacuations for non-COVID-19 and COVID-19 patients worldwide; (d) providing technical administration for the real-time United Nations global tracking system, strategic air movement of contingent personnel and standby aircraft charter agreement, and global medical and casualty evacuations for all United Nations offices, agencies, funds and programmes; and (e) providing air operations invoice verifications, certification, processing and reconciliation for more than \$80 million.

⁶ Office of Internal Oversight Services, Internal Audit Division, report 2019/063, assignment No. AP2018/600/04, para. 30, available at <https://oios.un.org/audit-reports>.

95. The new envisaged target for the period 2022/23 is to have 80 per cent of troop rotations performed under the new long-term charter agreements and 20 per cent under letters of assist, which is expected to represent 7,813 flight hours to rotate approximately 150,000 troops. The new long-term charter agreements have been expanded to cover, in addition to the existing wide-body aircraft segment, five further aircraft segments, providing more flexibility and capacity to operations and ensuring increased troop rotations. In addition, the newly established contracts provide the needed opportunity to use those aircraft for other ad hoc requirements, such as the transportation of large groups of civilians during staff evacuation and relocation operations or for high-level delegations.

Proposed resource requirements by location: Brindisi and Valencia

96. In paragraph 14 of its report (A/75/822/Add.10), as endorsed by the General Assembly in its resolution 75/295, the Advisory Committee on Administrative and Budgetary Affairs recommended that the General Assembly request the Secretary-General to ensure clarity and transparency in the presentation of future United Nations Logistics Base budget submissions by providing disaggregated information on the evolution of financial resources for each location by group, class and subclass. In previous budget reports, disaggregated information on financial resource requirements by location was provided in the present section. For the 2022/23 proposal, that information is provided in the summary and in section II.A.

Variances in financial resource requirements

97. The proposed budget for the 2022/23 budget period of \$66.3 million reflects an increase of \$0.6 million (1.0 per cent) compared with the approved amount of \$65.7 million for the 2021/22 budget period. The increased requirements are attributable mainly to: (a) the changes in the staffing requirements (three new posts and eight reclassifications, among others); (b) increased requirements for communications and information technology to replace obsolete equipment classified as high risk or very high risk, and new contracts for high-performance data storage and backup services; and (c) increased requirements for facilities and infrastructure, ground transportation and freight costs. The overall increase is offset in part by the appreciation of the United States dollar against the euro, impacting national staff salary rates and international staff post adjustments.

C. Regional mission cooperation

98. UNGSC played a key role in the response of the United Nations to COVID-19, particularly in the delivery of the strategic deployment stocks of personal protective equipment, newly sourced medical equipment and consumables in an extremely constrained transportation environment. The role of the Centre has further expanded through one of its tenant units, the Strategic Air Operations Centre, by strengthening global cooperation through its support to the United Nations system, particularly in the conduct of 24/7 medical evacuation operations by the United Nations system-wide medical evacuation mechanism for COVID-19. In view of the rapid spread of the pandemic, the Strategic Air Operations Centre was tasked to manage nine aeromedical evacuation short-term charter agreements in support of the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19, which executed more than 300 aeromedical evacuations of United Nations staff and eligible dependants to an appropriate medical facility for further treatment. In addition, the Regional Aviation Safety Office provided remote aviation safety-related training services and safety performance oversight to all Department of Operational Support-

supported missions. The Centre will continue its support of the Organization's response to the COVID-19 crisis, should the pandemic continue in the period 2022/23.

99. With the establishment of the United Nations system-wide COVID-19 medical evacuations joint aviation team, the Strategic Air Operations Centre will continue its support in the following areas: managing 25 standby air charter agreements; providing aviation support for COVID-19 medical evacuations; drafting the United Nations system-wide standard operating procedures; implementing jointly with WFP the technical working arrangement of the Strategic Air Operations Centre/WFP joint aviation team; monitoring country airspace limitations and updating those on a daily basis; composing and managing daily situation reports; and managing long-term charter agreements dedicated to the global and strategic rotation of troops in and out of field missions.

D. Partnerships, country team coordination and integrated missions

100. UNGSC will support, upon request, the Department of Operational Support, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, and the agencies, funds and programmes across the United Nations system in the implementation of the field occupational safety risk management policy through the provision of training and learning activities focusing on the prevention of work-related incidents.

101. In addition, on a cost-recovery basis and under service-level agreements, the Centre will provide the Office for the Coordination of Humanitarian Affairs with warehousing services and the Department of Safety and Security with warehousing and asset management services. The Centre will also provide the United Nations Humanitarian Response Depot, which is managed by WFP, with telephony and data services support, and with office space for UNICEF and IOM in Valencia.

102. UNGSC will continue to strengthen cooperation with other United Nations funds, programmes, specialized agencies, international tribunals and offices away from Headquarters through the provision of digital technology services relating to geospatial, information and telecommunications technologies and videoconference services on a cost-recovery basis. The Centre will also continue to provide the International Computing Centre and UNOPS with office space and other digital technology services.

103. The Director of UNGSC 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 for Geospatial, Information and Telecommunications Technologies at the United Nations Information and Communications Technology Facility will continue to serve as the head of premises and area security coordinator for the Technology Facility and designated official a.i. for Spain.

104. In line with the Secretary-General's reform initiative to provide support to a wider range of clients, UNGSC will explore the opportunities for increased global support services to field missions and other entities in areas such as procurement, property management and occupational safety and health. The posting of job openings will also be shared with United Nations agencies, funds and programmes to capture potential applicants.

105. Furthermore, in line with similar United Nations reforms and enhanced approaches to external partnerships, the Office of the Director, in consultation with other offices, will be taking the lead in exploring and developing formal partnership agreements with local universities and other interested partners. In particular, the air

force of Italy, co-located on UNGSC premises, has expressed interest in exploring joint activities of mutual interest, recognizing a natural synergy opportunity in the area of logistics and other services.

E. Results-based budgeting frameworks

106. The results-based budgeting frameworks are grouped under the following functional areas: supply chain; geospatial, information and telecommunications technologies; regional aviation safety services; strategic air operations services; field central review bodies/reference verification services; occupational safety services; and central support, reflected under expected accomplishments 1.1 and 1.2. As part of its overall objective, during the budget period, UNGSC will contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The outputs of the Standing Police Capacity and the Justice and Corrections Standing Capacity are reflected under expected accomplishment 1.3.

<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 Supply Chain Service clients expressing satisfaction with the services provided, captured through customer relationship management and focused surveys (2020/21: not applicable; 2021/22: not applicable; 2022/23: 96 per cent)</p> <p>1.1.2 Process cycle time for strategic deployment solutions and United Nations reserve orders for single and multiple items processed for release within 2 and 5 working days, respectively (2020/21: not applicable; 2021/22: not applicable; 2022/23: 95 per cent)</p> <p>1.1.3 Percentage of strategic deployment solutions and United Nations reserve items received by the mission from UNGSC within 90 days (2020/21: not applicable; 2021/22: not applicable; 2022/23: 95 per cent)</p> <p>1.1.4 Percentage of strategic deployment solutions and United Nations reserve items received by the mission from regional deployment stocks within 30 days (2020/21: not applicable; 2021/22: not applicable; 2022/23: 30 per cent)</p> <p>1.1.5 Percentage of non-serialized inventories (strategic deployment solutions, United Nations reserve, UNGSC) held at UNGSC checked by cycle counting during the financial year (2020/21: not applicable; 2021/22: not applicable; 2022/23: 95 per cent)</p> <p>1.1.6 Percentage of strategic deployment solutions inventory past life expectancy (2020/21: not applicable; 2021/22: not applicable; 2022/23: 12 per cent)</p> <p>1.1.7 Percentage of requests for maintenance, repair and testing of strategic deployment solutions and equipment completed within 15 working days of the work order date (2020/21: 97.3 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)</p>

1.1.8 Percentage of United Nations reserve vehicles and equipment refurbished within 120 days (2020/21: not applicable; 2021/22: not applicable; 2022/23: 80 per cent)

1.1.9 Percentage of maintenance activities performed on the UNGSC fleet conducted on a planned preventive basis (rather than a reactive basis) (2020/21: not applicable; 2021/22: not applicable; 2022/23: 75 per cent)

1.1.10 Percentage of mission requests for which mission support teams are deployed within 30 working days of the request approval (2020/21: not applicable; 2021/22: not applicable; 2022/23: 95 per cent)

1.1.11 Percentage of peacekeeping and special political missions and external entities expressing satisfaction with the use of the contract performance reporting tool and with the instant feedback system (2020/21: not applicable; 2021/22: 80 per cent; 2022/23: 85 per cent)

1.1.12 Percentage of mission clients expressing satisfaction with geospatial, information and telecommunications technologies services (2020/21: 98.9 per cent; 2021/22: 92 per cent; 2022/23: 92 per cent)

1.1.13 Availability of centrally hosted United Nations field applications (2020/21: 100 per cent; 2021/22: 99.8 per cent; 2022/23: 99.8 per cent)

1.1.14 Availability of the wide area network and underpinning enterprise data centres infrastructure (2020/21: 100 per cent; 2021/22: 99.5 per cent; 2022/23: 100 per cent)

1.1.15 Percentage of ICT incidents addressed in line with service-level agreement standards (2020/21: 98.8 per cent; 2021/22: 95 per cent; 2022/23: 95 per cent)

1.1.16 Efficiency of use of satellite capacity measured in bits per Hz (2020/21: 3.2; 2021/22: 3.1; 2022/23: 3.1)

1.1.17 Percentage of strategic air movements centrally controlled and monitored (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

1.1.18 Percentage of strategic flights and troop rotations under long-term charter agreements managed, tasked, controlled and monitored (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

1.1.19 Percentage of on-ground and remote environmental technical assistance requests provided upon request and fulfilled in support of 12 field missions in the areas of energy, water and wastewater and solid waste management within 90 days (2020/21: 100 per cent; 2021/22: 95 per cent; 2022/23: 95 per cent)

1.1.20 Overall score on property management index, based on 20 underlying key performance indicators out of 2,000 maximum (2020/21: 1,806; 2021/22: $\geq 1,800$; 2022/23: $\geq 1,800$)

Outputs

Supply chain services

- Implementation of the initial phases of the new strategic deployment solutions concept; deployment of 10 commodities into regional deployment stocks; establishment of a surge support service contract; and integration of strategies for 35 per cent of the overall composition
- Coordination and facilitation of 6 local integrated business planning meetings per year with all UNGSC stakeholders
- Provision of technical and operational support for 5 peacekeeping operations in the areas of the planning and design of engineering projects and 5 completed tender packages, including all technical documents as required by clients
- Assistance in global data cleansing and preparation of the sourcing analysis to finalize the global net demand for 15 peacekeeping missions and 19 special political missions within 20 working days upon receipt
- Conduct of 4 assets assessment visits to field missions identifying high-value underutilized assets suitable for 3R (return-refurbish-reuse); and support for and coordination of the project/task planning activities regarding the UNGSC plan development
- Monitoring and reporting, in the tracking tool, of the completion of the monthly-yearly multi-step(s) planning process within 5 working days of receipt, as identified in the supply chain planning tool, during the local UNGSC gross demand, net demand and source planning formulation processes
- Provision of technical review of and advice for 50 cases for engineering, transport and general supply solicitation of goods and services within the standard operating procedure timelines
- Conduct of 6 product inspections of assets to ensure specification compliance, energy optimization and waste reduction and to explore innovation opportunities and sourcing solutions for new products
- Conduct of 4 strategic deployment solutions management board quarterly meetings
- Refurbishment of 15 high-value, low-utilization assets returned from field missions
- Maintenance, repair and testing of approximately 752 vehicles, comprising strategic deployment stocks (578), United Nations reserve vehicles (40) and UNGSC vehicles (134), and approximately 758 other equipment items, such as generators and office equipment, and 2,195 supply items that are part of the strategic deployment stocks and the United Nations reserve
- Acquisition and coordination of 14 technical and supply chain training course sessions

- Review and approval of a preliminary asset disposal plan for liquidating missions: for special political missions and small-sized peacekeeping operations and other operations, within 5 working days; for medium-sized peacekeeping operations, within 10 working days; and for large-sized peacekeeping operations, within 15 working days
- Provision of environmental support and technical assistance for the planning and implementation of operational and technical guidance in accordance with approved standard operating procedures (1 energy infrastructure and 1 waste and 1 wastewater management plan for each of the 10 missions with the largest footprints, for a total of 30 management plans) aimed at operational efficiency and risk management
- Provision of leadership to the technical pillars of field missions (energy, water and wastewater, and solid waste) of the Department of Operational Support regarding the environment strategy for peace operations (2017–2023), including a minimum of 30 videoconferences to be held with field mission counterparts over the period
- Delivery of a minimum of 10 environmental impact assessment clinics to strengthen capacity in field missions in implementing the standard operating procedure for environmental impact assessments by training key stakeholders and personnel responsible for implementing it in new missions, as appropriate, and in new projects within existing missions

Global technology support services

- Maintenance and update of 6 global databases (OGI, BASE, CARTO, UN Open Street Map, DATASTORE, RASTER) and common operational/mission operational geospatial information (COGI/MOGI) and geovisualization standards (COGI/MOGI standards, Unite Maps)
- Production of 250 maps (thematic, topographic and base and other visuals and design products), 100 location intelligence reports and geoanalytics; and provision of 40 groundwater and subsurface services (desk studies, field surveys, well rehabilitation and monitoring, mass grave and infrastructure detection)
- Provision, maintenance and support of the United Nations Clear Map; Unite Maps service (7 components: United Nations field street map, United Nations Image Map, Terrain Map, United Nations operational map, United Nations globe, United Nations Maps Directions and search) for all peacekeeping and special political missions based on the collection and update of 150,000 km² worth of geospatial data and the crowdsourced contributions from 2,000 United Nations mappers; 3 geospatial platforms through the UNGSC-hosted geospatial information system cloud (“Unite GeoPortal” content management system, “Geocortex” geospatial development and hosting “enterprise geodatabases”); 150 web mapping services and 13 mission-specific solutions; Unite Aware Maps solutions in support of the situation awareness programme for 7 missions; and business intelligence and analytics for 6 applications
- Delivery and maintenance of innovative geospatial solutions such as the automation of the environmental application (e-App) for 21 peacekeeping and special political missions; facilities and infrastructure management and monitoring solution for 7 missions; field remote infrastructure management data as a service; geographic information system Workspace (cloud service) for 75 geospatial users; a virtual and extended reality application (Virtual Operation Centre) to support the Secretariat; a geospatial artificial intelligence application to support the Secretariat; and the Recce Management application in support of 17 United Nations field missions and offices
- Provision of support for 4,000 users for geospatial services provided to peacekeeping and special political missions, the Secretariat and agencies, funds and programmes
- Operation, maintenance and support of 194 centrally hosted applications (for example, Umoja), including set-up and testing of disaster recovery capability for approximately 65,000 users in peacekeeping and special political missions
- 9 new applications testing services per year

- Maintenance of 2 International Organization for Standardization certifications, on information technology service management (ISO/IEC 20000) and information security (ISO/IEC 27001:2013)
- Operation, maintenance and support of 2 certified data centres in 2 geographical locations, providing hosting services, virtual data centres, virtual desktop infrastructure, underlying infrastructure for email and hybrid cloud brokerage and management for 62,000 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 18,000 users
- Maintenance, update and improvement of 18 information technology service management processes
- Maintenance and update of 1 Service for Geospatial Information and Telecommunications Technologies global services disaster recovery plan, and management and coordination of 5 disaster recovery exercises for global support systems
- Operation, management and configuration of 1 global event monitoring service for 14 peace operations (including the Regional Service Centre in Entebbe, UNGSC and the United Nations Support Office in Somalia)
- Coordination, management and update of 2 ICT compliance assessments in accordance with organizational policies and standards
- Review and coordination of corrective actions of firewall rule configuration for 4 global network management firewalls
- Coordination of 5 Service for Geospatial Information and Telecommunications Technologies global infrastructure security assessments per year
- Delivery of wide area network connectivity services to more than 250 sites worldwide (client missions and other United Nations offices), connecting more than 50,000 end users through satellite links, leased lines and over the Internet
- Operation, maintenance and support of infrastructure to provide centralized digital radio connectivity services to more than 35,000 radio users in 10 United Nations entities (peacekeeping missions, service centres and special political missions), as follows: United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; United Nations Multidimensional Integrated Stabilization Mission in Mali; MONUSCO; Regional Service Centre in Entebbe; United Nations Assistance Mission in Afghanistan; African Union-United Nations Hybrid Operation in Darfur (liquidation); UNGSC; United Nations Interim Security Force for Abyei; United Nations Mission in South Sudan; and United Nations Support Mission in Libya
- Operation, maintenance and support of infrastructure to provide videoconference bridging services to peacekeeping missions and other United Nations offices, including the Security Council, the Advisory Committee on Administrative and Budgetary Questions and other high-level governing bodies sessions, delivering on average 800 videoconference events and connecting 3,000 end points each month
- Operation, maintenance and support of infrastructure to provide inter-mission and international voice call services to 27 client missions and other United Nations offices, capable of establishing an average of 190,000 voice 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 190 field locations

- Establishment of communications links within 24 hours upon arrival of information technology equipment and Global Service Centre ICT personnel at start-up and surge missions
- Provision of project management office support for 80 projects
- Provision of full project management services for 2 programmes and 20 projects of various types and scales based on enterprise, regional, mission and Service for Geospatial, Information and Telecommunications Technologies requirements
- 2 workshops on project management framework for project managers
- Organization of 4 virtual meetings for technology focal points in the field missions
- Design, development and evaluation of 4 technology solutions in support of field missions in the areas of command, control, communications and computers and United Nations camp security
- Development of 4 customized training courses for ICT and technology field professionals and the United Nations C4ISR Academy for Peace Operations
- Development of 10 instructional and promotional materials in support of field missions

Conference and learning services

- Coordination and support of conferences and learning activities, including virtual events for 700 external participants from Secretariat offices, funds, and programmes, with high client satisfaction rates (good or excellent) in minimum of 90 per cent of responses received
- Up-to-date communication through UNGSC iSeek and website maintained, and promotion of UNGSC initiatives, projects, services and deliverables through social media and other communication channels

Aviation safety services

- Provision of aviation safety-related training to Department of Operational Support and field mission personnel and the Supply Chain Management Aviation Safety Programme, including 2 classroom training courses (1 aviation risk management and 1 aircraft inspection performance evaluation and carrier assessment report), 2 remote courses (aviation safety induction) and facilitation of distance-learning courses upon request from the field missions
- Facilitation of the operationalization of the policy on aviation safety through the enhancement of the iAviationSafety – accident prevention effort and the finding and hazards register modules, the development of the continuous oversight – corrective actions module and the safety performance monitoring tool business intelligence dashboard for the aviation safety system

Strategic air operations services

- Operational tasking, coordination and monitoring of 100 per cent of air operations conducted with multiple wide-body aircraft assigned to the Strategic Air Operations Centre in support of all peacekeeping missions' troop rotations, in addition to the standby charter agreements and on-call air ambulances for the execution of medical evacuations
- 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 over operating costs
- Cost-benefit analysis and aircraft selection for 100 per cent of requested strategic air support operations
- Issuance of 12 master table reports on the utilization and efficiency of all the troop rotation aircraft utilized
- 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

- Review of 80 per cent of evaluation criteria and new job openings and filling of vacancy cases in an average of 7 days in accordance with the estimate timeline for the recruitment process
- Delivery of up to 3 training sessions for a minimum of 20 participants on field central review bodies procedures
- Conduct of 80 per cent of reference checks for candidate selected for appointment within 15 days in accordance with the estimated timeline for the recruitment process
- Delivery of up to 2 training sessions for a minimum number of 20 participants on reference verification procedure

Occupational safety services

- Full compliance (100 per cent) with Department of Operational Support occupational safety and health risk management programme
- Provision and delivery of 3 field occupational safety and health training courses to United Nations field personnel
- Receipt and review of 150 occupational safety incident reports from field missions and duty stations and subsequent recording of incident reports in the Department of Operational Support global occupational safety incident reporting system
- Completion of 1 occupational safety risk assessment at UNGSC workplaces and subsequent development and implementation of corrective action plan
- Coordination with and technical reporting line maintained to the Health-Care Management and Occupational Safety and Health Division of the Department of Operational Support, and its field safety officer and programme manager maintained, through a minimum of 52 coordination interactions and reporting transactions per year through email, teleconference, videoconference, report submission and/or information exchange
- Production of 1 annual occupational safety incident statistical report covering all reporting for the Department of Operational Support, field operations and duty stations
- 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 (monthly basis service) website and/or social media updates, upgrades or activities, including posts, communications or dissemination of information on related content
- Weekly maintenance and update of the occupational safety and health mobile applications: RA – risk assessment; RS – reporting system; HD – health declaration; MR – monthly technical operational activity
- Provision of professional support, remotely and/or on-site, to a minimum of 2 headquarters, field missions or duty stations for the development and implementation of the internal occupational safety and health management system with all its components (including vision and mission statements, objectives, policy, programmes, plans, budgets, rules, reports), as prescribed in ISO 45001

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, within the target range (2020/21: 11.1 per cent; 2021/22: 10 per cent \pm 3 per cent; 2022/23: 10 per cent \pm 3 per cent)

1.2.2 Average annual percentage of female international civilian staff (2020/21: 28 per cent; 2021/22: ≥ 41 per cent; 2022/23: ≥ 41 per cent)

1.2.3 Average number of calendar days of recruitment from posting of the job opening to candidate selection, for international candidates (2020/21: 244; 2021/22: ≤ 120 ; 2022/23: ≤ 120)

1.2.4 Overall score on the Department of Operational Support environment management scorecard (2020/21: 88 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

1.2.5 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2020/21: 92 per cent; 2021/22: > 85 per cent; 2022/23: > 85 per cent)

1.2.6 Compliance with the 10 core field occupational safety risk management programme requirements (2020/21: 95 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

Outputs

United Nations Disability Inclusion Strategy

- Enable the access of persons with disabilities to UNGSC infrastructure, services and events (i.e., information, communications technology, conferences and meetings, among others)

Service improvements

- Implementation of the 2022/23 UNGSC mission-wide environmental action plan in line with the environment strategy for peace operations (2017–2023)
- Support for the implementation of the supply chain management strategy and blueprint of the Department of Operational Support

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 \$66.3 million, in line with delegated authority
- Finalization of annual financial statements for UNGSC in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel

- Provision of human resource services to a maximum strength of 450 civilian personnel (144 international staff, 305 national staff, 1 temporary position) and 6 extrabudgetary posts, 4 staff from the United Nations Field Staff Union, 10 Umoja master data management personnel and 8 other posts (3 Department of Safety and Security staff; 2 Air Operations Assistants/extrabudgetary; 1 Administrative Assistant, funded by the Government of Germany; 1 Senior Security Sector Reform Officer; and 1 Environmental Affairs Officer), including through support for claims, entitlements and benefits processing, recruitment, post management,

workforce planning, staff deployment, mediation and conflict resolution, coordination of the response to formal and informal requests from different entities under the administration of justice system (including from the Management Evaluation Unit), and implementation of applicable decisions, budget preparation, and staff performance management, in line with delegated authority

- Provision of in-mission training courses to 517 civilian personnel, and support for out-of-mission training for 48 civilian personnel
- Support for processing of 54 in-mission and 82 outside-mission travel requests for non-training purposes and 48 travel requests for training purposes for civilian personnel

Conference and learning services

- Design, organization and delivery of and logistical support for training courses for UNGSC staff members, expected to reach 800 instances of participation
- Compliance of mandatory training courses maintained: 90 per cent minimum compliance rate for all mandatory courses

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 technologies services

- Provision and support of 161 handheld portable radios, 15 mobile radios for vehicles and 15 base station radios
- 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 3 mobile telephone service plans and support and maintenance of 2 local area networks at 2 sites
- Provision and support of 1,078 computing devices (laptops, virtual desktop infrastructure and tablets) for an average strength of 1,151 civilian end users, including contractual personnel, and for training rooms and conference rooms
- Support and maintenance of 2 campus local area networks at two sites (Brindisi and Valencia) and 250 wide area network sites

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 78 buildings at 2 sites
- Implementation of 4 approved construction, renovation and alteration projects at UNGSC, Brindisi and Valencia
- Operation and maintenance of 3 diesel uninterrupted power supply systems and 4 solar power plants, in addition to electricity services contracted from local providers, at 2 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 2 sites
- Provision of cleaning, ground maintenance and pest control services at 2 sites, as well as catering services at 2 sites

Fuel management

- Management of supply and storage of 127,000 litres of petrol (65,000 litres for ground transportation and 62,000 litres for generators and other facilities)

Supply chain management

- Provision of planning and sourcing support for an estimated \$7.2 million in acquisition of goods and commodities, in line with delegated authority
- 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 million and \$220 million

Vehicle management and ground transportation services

- Operation and maintenance of 134 United Nations-owned vehicles, and provision of transport and shuttle services at 2 sites

Medical services

- Operation and maintenance of 1 United Nations-owned level I clinic
- Provision of 1,500 consultations with a nurse for 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 of 1 health risk assessment of specific work-related health hazards, such as noise, ergonomics and chemical and biological agents, including a survey, a screening and an action plan
- Conduct of 1 health promotion campaign, such as on cardiovascular health, HIV, mental health and/or women's health
- Coordination with other United Nations entities, in and outside the host country, of a minimum of 5 interactions on case management and implementation of medical procedures
- Liaison and coordination with local health authorities (minimum of 5 interactions) for management of medical protocols, entitlements, procedures and services concerning United Nations staff

Security and safety services

- Implementation of measures to ensure 100 per cent security for staff and eligible dependants and to enable the safe and secure conduct of the programmes and activities of United Nations system organizations at Brindisi and Valencia

Environmental management

- Implementation of the 2022/23 UNGSC mission-wide environmental action plan in line with the environment strategy for peace operations (2017–2023)

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.3 Policing, rule of law and training support provided by the tenant units to peacekeeping missions and other field operations	<p>1.3.1 Prompt processing of requests for deployment by the Standing Police Capacity (2020/21: not applicable; 2021/22: not applicable; 2022/23: ≤ 21 working days)</p> <p>1.3.2 Satisfactory accomplishment of agreed terms of reference for deployments by the Standing Police Capacity (2020/21: 100 per cent; 2021/22: 90 per cent; 2022/23: 90 per cent)</p>

1.3.3 Deployment of staff members of the Justice and Corrections Standing Capacity to new, adjusted or transitioning operations within 30 days of relevant Security Council resolution or request (2020/21: 100 per cent; 2021/22: 90 per cent; 2022/2023: 90 per cent)

1.3.4 Satisfactory accomplishment of agreed terms of reference for deployments of the Justice and Corrections Standing Capacity (2020/21: 100 per cent; 2021/22: 90 per cent; 2022/23: 90 per cent)

Outputs

Standing Police Capacity

- Provision of 10 assistance missions to police components in existing peace operations in support of national law enforcement capacity-building and operational activities
- Establishment or strengthening of police components in 2 new and/or downsizing/liquidating police components in existing peace operations
- Provision of 2 assessment missions in support of peace operations
- Provision of support for 1 police-contributing country, including at its peace operations-related training centres, to prepare its 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 2 annual international police conferences on peacekeeping and related policing issues
- Participation in 10 peacekeeping and relevant policing expertise skills development training programmes to upgrade the skills of Standing Police Capacity members to meet the growing demands for operational technical support

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

External factors

Several factors may have an impact on 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 clearances necessary 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; and inability to obtain all necessary flight clearances and permits owing to COVID-19-related or similar restrictions

107. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terminology with respect to the six categories are contained in annex I.A to the present report.

Office of the Director

108. For the period 2022/23, the Office of the Director will be comprised of the immediate office of the Director as below and the Regional Aviation Safety Office.

Table 5
Human resources: Office of the Director

	International staff						National staff ^a	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 2021/22	–	1	3	2	–	6	13	19
Proposed posts 2022/23	–	1	3	2	–	6	15	21
Net change	–	–	–	–	–	–	2	2
Regional Aviation Safety Office								
Approved posts 2021/22	–	–	1	1	–	2	–	2
Proposed posts 2022/23	–	–	1	1	–	2	–	2
Net change	–	–	–	–	–	–	–	–
Total, Office of the Director								
Approved posts 2021/22	–	1	4	3	–	8	13	21
Proposed posts 2022/23	–	1	4	3	–	8	15	23
Net change	–	–	–	–	–	–	2	2

^a Includes national General Service staff.

National staff: increase of 2 posts

Immediate office of the Director

National staff: increase of 2 posts

109. It is proposed that the post of Administrative Officer (P-4) be reclassified as Senior Administrative Officer (P-5). The Senior Administrative Officer will be responsible for supervising staff (one P-4, one P-3 and five national General Service) performing the functions of liaison, communication, knowledge and data management, quality assurance, business intelligence and reporting. The Senior Administrative Officer will oversee strategic planning, managing relationships with client entities and building partnerships with the local institutions, academia and other stakeholders. The proposed change will improve organizational results by ensuring that the staffing profile of the Office of the Director meets the emerging strategic and

operational needs of the Office of Supply Chain Management of the Department of Operational Support.

110. It is proposed that the post of Conduct and Discipline Officer (P-3) be reassigned as Administrative Officer. The incumbent will report to the Senior Administrative Officer and will manage, in addition to conduct and discipline activities, other essential administrative functions for the Office of the Director related to promoting client excellence and outreach. This reassignment adds skills and functions to the position that are presently insufficiently covered and are increasingly important, such as knowledge management, monitoring and evaluation, data management and benefit reporting. The incumbent will be responsible for the implementation of conduct and discipline activities, including prevention, training, and monitoring of investigation and disciplinary action, as well as administrative functions linked to human resources, budgeting, financial, and general administration programmes. This will include developing and monitoring workplans, strategies and programme areas for UNGSC, assisting in securing required human and financial resources, and planning and forecasting future personnel, financial and logistical requirements of the Centre. The incumbent will be responsible for drafting guidelines, reports and correspondence on a wide range of issues for the Director; support audit response and compliance; and ensure adherence to relevant United Nations regulations, rules and policies. The incumbent will also support the Office of the Director in liaising with the Office of the Under-Secretary-General for Operational Support and the Assistant Secretary-General for Supply Chain Management on administrative issues and activities.

111. It is proposed that two posts (national General Service) under the communications team be redeployed from the Conference and Learning Centre, Central Service to the Office of the Director. The communications team will report to the Senior Administrative Officer (P-5) and will contribute to the development of the UNGSC communications strategy by creating products and content across multiple platforms.

Table 6
Staffing changes: Office of the Director

<i>Posts</i>					
<i>Office/section/unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Immediate Office of the Director					
	-1	P-4	Administrative Officer	} Reclassification	From P-4 to P-5
	+1	P-5	Senior Administrative Officer		
	-1	P-3	Conduct and Discipline Officer	} Reassignment	
	+1	P-3	Administrative Officer		
	+2	NS	Graphic Design Assistant, TV/Video Assistant	Redeployment	From the Conference and Learning Centre
Net change	+2^a				

Abbreviation: NS, national staff.

^a See table 5.

Central Service

Table 7
Human resources: Central Service

	International staff						National staff ^a	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal		
Central Service, Office of the Chief								
Approved posts 2021/22	–	–	1	–	–	1	6	7
Proposed posts 2022/23	–	–	1	–	–	1	6	7
Net change	–	–	–	–	–	–	–	–
Conference and Learning Centre								
Approved posts 2021/22	–	–	–	–	–	–	7	7
Proposed posts 2022/23	–	–	–	–	–	–	5	5
Net change	–	–	–	–	–	–	(2)	(2)
Campus Support Cell								
Approved posts 2021/22	–	–	–	–	1	1	27	28
Proposed posts 2022/23	–	–	–	–	1	1	27	28
Net change	–	–	–	–	–	–	–	–
Human Resources Unit								
Approved posts 2021/22	–	–	1	1	1	3	9	12
Proposed posts 2022/23	–	–	1	1	1	3	9	12
Net change	–	–	–	–	–	–	–	–
Procurement Unit								
Approved posts 2021/22	–	–	1	1	1	3	11	14
Proposed posts 2022/23	–	–	1	1	1	3	11	14
Net change	–	–	–	–	–	–	–	–
Finance and Budget Unit								
Approved posts 2021/22	–	–	1	1	2	4	9	13
Proposed posts 2022/23	–	–	1	1	2	4	9	13
Net change	–	–	–	–	–	–	–	–
Property Management Unit								
Approved posts 2021/22	–	–	–	1	–	1	6	7
Proposed posts 2022/23	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	–	(1)	(6)	(7)
Occupational Safety and Health Unit								
Approved posts 2021/22	–	–	–	–	–	–	4	4
Proposed posts 2022/23	–	–	–	–	–	–	4	4
Net change	–	–	–	–	–	–	–	–

	<i>International staff</i>						<i>National staff^a</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 temporary positions ^b 2021/22	–	–	–	1	–	1	–	1
Proposed temporary positions ^b 2022/23	–	–	–	1	–	1	–	1
Net change	–	–	–	–	–	–	–	–
Subtotal, Occupational Safety and Health Unit								
Approved 2021/22	–	–	–	1	–	1	4	5
Proposed 2022/23	–	–	–	1	–	1	4	5
Net change	–	–	–	–	–	–	–	–
Subtotal, Central Service								
Approved posts 2021/22	–	–	4	4	5	13	79	92
Proposed posts 2022/23	–	–	4	3	5	12	71	83
Net change	–	–	–	(1)	–	(1)	(8)	(9)
Approved temporary positions ^b 2021/22	–	–	–	1	–	1	–	1
Proposed temporary positions ^b 2022/23	–	–	–	1	–	1	–	1
Net change	–	–	–	–	–	–	–	–
Total, Central Service								
Approved 2021/22	–	–	4	5	5	14	79	93
Proposed 2022/23	–	–	4	4	5	13	71	84
Net change	–	–	–	(1)	–	(1)	(8)	(9)

^a Includes national General Service staff.

^b Funded under general temporary assistance.

International staff: decrease of 1 post

National staff: decrease of 8 posts

112. As UNGSC is broadening its client base, the Central Service will provide overall guidance and direction to the operations of the Centre in the areas of human resources, conference and learning management, occupational safety and health, finance and budget, procurement, administration and programme management and campus support. The Property Management Unit (one P-3 and six General Service) is proposed to be transferred to the Delivery and Return Section of the Supply Chain Service.

113. It is proposed that for the period 2022/23, the Central Service will comprise 83 posts and one position (13 international and 71 national). The Service will have an enabling role for the two service delivery pillars and the tenant units, so that they may focus exclusively on the service and support functions within their technical expertise and for their client base.

114. It is proposed that in the Office of the Chief, Central Service, the Programme Management Assistant (G-6) post be reclassified as Senior Programme Management Assistant (G-7), reporting to the Chief, Central Service. The reclassification would reflect the increased complexity of duties and accountability required, which will include formulating the budget requirements of all organizational units reporting to the Office of the Director (namely, the immediate Office of the Director and the four

tenant units) and the Central Service. The incumbent will be responsible for managing the financial and results-based budget implementation of approved budgets, providing advice to senior managers on programme management and resource utilization and providing inputs to queries from Headquarters, legislative bodies and external auditors. The incumbent will provide guidance to the Central Service on implementing standard operating procedures related to the acquisition of goods and services and will be responsible for administering contracts for campus support maintenance and renovation and construction projects in Brindisi and Valencia. The functions require a versatile skill set, including supervisory skills, knowledge and expertise in procurement, budget and project management. The proposed reclassification will reflect the required seniority to manage the broad range of activities under the responsibility of the Office of the Chief, including liaising with existing and new stakeholders and managing the performance of the team. With the proposed reclassification, the Office of the Chief will be better equipped to support the Office's operational requirements and respond more effectively to requests in the areas of planning and programme implementation.

Conference and Learning Centre

115. It is proposed that the post of Team Assistant (General Service) be reassigned as Training Assistant in the Conference and Learning Centre. Since the establishment of the Conference and Learning Centre, the range of clients and services provided have expanded considerably. The Centre has a high visibility profile, as it hosts conferences, workshops, training courses and official visits from dignitaries, diplomats and university and local community representatives. In addition, the Centre is developing a high-tech training hub to meet the increasing need for virtual and remote course delivery. Accordingly, the Training Assistant will be required to design and deliver training courses, liaise with training focal points to identify target audiences and needed learning activities, produce reports on training programmes, support the organization and management of conferences and training courses, and draft and distribute communications of planned training courses through different available channels.

Campus Support Cell

116. It is proposed that the post of Carpenter (General Service) be reassigned as Team Assistant in the Campus Support Cell. With the deployment of the Umoja system, and its newly implemented modules for demand planning, and "facilities management" for preventive maintenance, the Unit's administrative tasks have drastically increased, leading to a gap in data entry and other relevant tasks required to fulfil these new responsibilities. The Team Assistant for the Campus Support Cell will devise, coordinate and record the Unit's action plans into the demand planning tool supporting implementation of changes. Carpentry services will be outsourced as needed.

Table 8
Staffing changes: Central Service

<i>Posts</i>					
<i>Office/section/unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Office of the Chief	-1	G-6	Programme Management Assistant	} Reclassification	From G-6 to G-7
	+1	G-7	Senior Programme Management Assistant		

Posts					
Office/section/unit	Change	Level	Functional title	Action	Description
Property Management Unit					
	-1	P-3	Property Management Officer	}Redeployment	To the Delivery and Return Section of the Supply Chain Service
	-6	NGS	Property Management Assistant (5), Claims Assistant		
Conference and Learning Centre					
	-2	NGS	Graphic Design Assistant, TV/Video Assistant	Redeployment	To the Office of the Director
	-1	NGS	Team Assistant	}Reassignment	
	+1	NGS	Training Assistant		
Campus Support Cell					
	-1	NGS	Carpenter	}Reassignment	
	+1	NGS	Team Assistant		
Net change	-9 ^a				

Abbreviation: NGS, national General Service.

^a See table 7.

Supply Chain Service

117. The Supply Chain Service will continue to provide services and targeted innovative support to peacekeeping missions and other entities guided by the global Office of Supply Chain Management strategy, including the supply of strategic deployment solutions, and property and assets management services, with a focus on efficiency, transparency and performance. The Service will continue to implement a “continuous improvement” approach and to strengthen its capacity as a service provider. In addition, the Office of the Chief will continue to comprise two sections: the Planning and Sourcing Support Section and the Delivery and Return Section. It is proposed that in the period 2022/23, the Service will comprise 155 posts, representing an increase of eight posts compared with the period 2021/22. There will be a total of seven posts redeployed from the Central Service, four reclassifications, one newly established post, one reassignment and one conversion from a general temporary assistance position to a post.

Table 9
Human resources: Supply Chain Service

	International staff						National staff ^a	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 2021/22	–	1	1	–	–	2	10	12
Proposed posts 2022/23	–	1	1	1	–	3	14	17
Net change	–	–	–	1	–	1	4	5
Planning and Sourcing Support Section								
Approved posts 2021/22	–	–	4	14	2	20	24	44
Proposed posts 2022/23	–	–	5	11	2	18	35	53
Net change	–	–	1	(3)	–	(2)	11	9

	International staff						National staff ^a	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal		
Delivery and Return Section								
Approved posts 2021/22	–	–	4	2	3	9	82	91
Proposed posts 2022/23	–	–	4	5	3	12	73	85
Net change	–	–	–	3	–	3	(9)	(6)
Subtotal, Supply Chain Service								
Approved posts 2021/22	–	1	9	15	5	30	116	146
Proposed posts 2022/23	–	1	10	17	5	33	122	155
Net change	–	–	1	2	–	3	6	9
Approved temporary positions ^b 2021/22	–	–	–	1	–	1	–	1
Proposed temporary positions ^b 2022/23	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	–	(1)	–	(1)
Total, Supply Chain Service								
Approved 2021/22	–	1	9	16	5	31	116	147
Proposed 2022/23	–	1	10	17	5	33	122	155
Net change	–	–	1	1	–	2	6	8

^a Includes national General Service staff.

^b Funded under general temporary assistance.

International staff: increase of 2 posts

National staff: increase of 6 posts

Office of the Chief, Supply Chain Service

International staff: increase of 1 post

National staff: increase of 4 posts

118. The Office of the Chief, Supply Chain Service will comprise 17 posts (1 D-1, 1 P-4, 1 P-3, 14 General Service), representing a net increase of five posts: one P-3 and three national General Service posts redeployed from the Planning and Sourcing Support Section, one national General Service post redeployed from the Delivery and Return Section, one national General Service Vehicle Technician reassigned as Contracts Management Assistant from the Delivery and Return Section and one national General Service post redeployed to the Planning and Sourcing Support Section. The Office of the Chief, in addition to the existing administration and programme management support provided to the service (budget management and implementation, cost recovery, service-wide administrative coordination, and global supply chain management training for field operations and other entities), will include a new dedicated acquisition management capacity with a focus on the development and management of local UNGSC supply chain plans and the implementation of the same by means of the integrated requisitioning function and contract performance management roles.

119. The Chief, Supply Chain Service (D-1) and its direct office will ensure the continuous delivery of high-quality services to customers through: (a) continuous and seamless alignment with Office of Supply Chain Management strategies and directives;

(b) the implementation of the new strategic deployment solutions concept as a key element of the Office of Supply Chain Management global supply chain network; (c) the shift from a linear to a circular supply chain model following triple bottom-line aspects (social, economic, environmental) with a strong focus on the 2030 Agenda and the Sustainable Development Goals; (d) a successful transition into a digital supply chain era with UNGSC leading global initiatives and projects on behalf of the Office of Supply Chain Management with its partners and clients; and (e) the transition of the services to a broader group of clients beyond peacekeeping and field missions, based on capacity-building, resource development and a sound cost-recovery model.

120. It is proposed that one national General Service post of Programme Management Assistant (G-6) be reclassified as a Senior Programme Management Assistant (G-7) to reflect the increase in duties, complexity and the accountability required to support the new functions transferred to the Office of Chief. The incumbent will be responsible for the preparation, execution and performance of the Service budget and will supervise the requisitioning team consisting of three national General Service posts. The incumbent will ensure that budget controls are implemented in response to audit recommendations and review submissions received from the various UNGSC stakeholders for substantive programmes and projects. These functions require flexible supervisory skills, knowledge and expertise in procurement, budget and project management. The reclassification will provide the required seniority level to the post to manage the broad range of activities under the Office of the Chief. The Senior Programme Management Assistant will also undertake administrative and coordination tasks for programme and project activities related to reverse logistics operations in terms of sourcing for the provision of necessary materials and services.

121. It is proposed that one national General Service post of Administrative Assistant be redeployed from the current Planning and Sourcing Support Section to the Office of the Chief of the Supply Chain Service to strengthen the centralized administrative support function of the Office and provide direct administrative support to the Chief of Service.

122. It is proposed that one national General Service post of Senior Logistics Assistant be redeployed from the Delivery and Return Section to the Office of the Chief to focus on outreach, customer engagement, and outreach activities to ensure that all services provided by the Supply Chain Service are relevant to and cost-effective for its clients through a vigorous business relationship management approach to optimize internal processes and activities in terms of service management coordination. The function also includes the maintenance of the Supply Chain Service's business service catalogue and the interaction and engagement with existing and potential clients, developing and fostering partnerships.

123. The creation (from existing redeployed resources) of a dedicated acquisition management capacity within the Office of the Chief, Supply Chain Service will include requisitioning and field contracts management resources. This capacity will be fully aligned with the structure and set-up in missions and will incorporate the technical expertise necessary to provide direct services to clients in field missions and other entities. These services, particularly requisitioning, are in high demand and, as part of the revised strategic deployment solutions concept, will centralize acquisition at UNGSC on behalf of missions. The proposed acquisition management capacity will satisfy this demand and will be responsible for the acquisition planning, development, management and implementation of the acquisition process for the provision of goods and services available under various sourcing options, including strategic deployment solutions, in support of clients. Within the acquisition management capacity, the contracts performance management will continue to perform global contract monitoring and performance evaluation and assist the responsible technical units and procurement officers in managing contracts in accordance with the Financial Regulations and Rules of the United Nations through the contract performance reporting tool and the instant

feedback system. The team will also provide operational support to the Enabling and Outreach Service in the Office of Supply Chain Management. This consolidation and integration is critical to overcome gaps in the local and global acquisition process, provide needed capacity to the field and prevent delays and unreliable sourcing of goods and services into UNGSC and field entities.

124. It is therefore proposed that the current Field Contracts Management Unit comprised of three posts (one P-3 and two national General Service) be redeployed from the Planning and Sourcing Support Section to the Office of the Chief, Supply Chain Service. The three posts will contribute to the acquisition management function by overseeing the global contract performance and will continue to address its current roles and responsibilities but in a centralized arrangement.

125. It is proposed that the national General Service post of Vehicle Technician, previously in the Delivery and Return Section, be reassigned as Contract Management Assistant in the Office of the Chief, Supply Chain Service to provide support to the acquisition management function. The acquisition management team is expected to experience a large increase in workload in the coming period triggered by the implementation of the revised strategic deployment solutions concept, including a sharp increase in requisitions for a very dynamic strategic deployment solutions replenishment agenda as well as the specialized requirements for spare parts and repair services for the 3R (return-refurbish-reuse) programme. The function will require a dedicated staff to oversee the requisitioning and supplier performance for the specialized area of requirements.

Table 10
Staffing changes: Office of the Chief, 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>
Office of the Chief, Supply Chain Service					
	-1	G-6	Programme Management Assistant	} Reclassification	
	+1	G-7	Senior Programme Management Assistant		
	+1	NS	Senior Logistics Assistant	Redeployment	From the Delivery and Return Section
	+1	P-3	Contracts Management Officer	} Redeployment	From the Planning and Sourcing Support Section/Field Contracts Management
	+3	NS	Senior Contracts Management Assistant, Contracts Management Assistant, Administrative Assistant		
	+1	NS	Contracts Management Assistant	Reassignment	From the Delivery and Return Section/Central Maintenance and Repair
	-1	NS	Logistics Assistant	Redeployment	To the Planning and Sourcing Support Section/Planning Support
Net change^a	+5				

Abbreviation: NS, national staff.

^a See table 9.

*Planning and Sourcing Support Section**International staff: decrease of 2 posts**National staff: increase of 11 posts*

126. The Planning and Sourcing Support Section will comprise 53 posts (1 P-5, 4 P-4, 11 P-3, 2 Field Service and 35 General Service). The Section will continue to deliver services throughout the life cycles of missions and other entities related to planning and sourcing activities and will strengthen its functions in the focus areas of innovation and infrastructure support, strategic deployment solutions and supply network management, in addition to the environmental technical support services.

127. It is proposed that 18 posts (1 P-4, 1 P-3 and 16 national General Service) be redeployed from the Delivery and Return Section. It is proposed to transfer 10 national General Service posts from central maintenance and repair in the Delivery and Return Section to Sourcing Support, eight of them to strengthen the innovation and infrastructure capacity (namely, the “solution factory”) to support a change in focus from simply operating and maintaining engineering assets to leading the innovation and testing of all assets before they are deployed to the field. This will allow the sourcing support capacity to be equipped with the resources necessary to prototype and test equipment prior to the actual sourcing activities. An additional two national General Service posts will be redeployed to consolidate all planning and design activities within the sourcing support capacity, as the incumbents of these posts are already performing similar sourcing functions for Supply Chain Service local requirements. The consolidation of these services will enable the realization of synergies for the delivery of comprehensive sourcing support services.

128. The redeployment of four national General Service staff from the customer service function within the Delivery and Return Section and one national General Service post from the Office of the Chief, Supply Chain Service to the planning support capacity will consolidate activities with a focus on order management and client engagement. This remains in line with the supply chain management blueprint, which stipulates that UNGSC will be responsible for customer relationship, focused on supporting and engaging with missions.

129. The redeployment of four posts from the strategic deployment stocks capacity in the Delivery and Return Section to planning support is proposed to consolidate all planning activities of multiple supply chains serving clients. The provision of solutions to clients will be planned based on inventory surplus, strategic deployment solutions, regional deployment stocks, vendor-managed inventory and special categories of materials, including the supply of blood, UN Blue accoutrements, and the preparation and delivery of first-line-of-defence materials. These supply chains will form an added value network among suppliers, Headquarters, UNGSC and end clients.

130. The Section is proposed to be headed by a P-5, Chief of Section, Logistics. The success of the transition into the new strategic deployment solutions concept will depend on the capacity and expertise in this Section as the interface with clients in providing a reliable, responsive and transparent service. Strong client relationship management expertise will drive the Section and requires a seniority level on a par with managers in other functional areas of the Office of Supply Chain Management. Inadequately resourcing this critical role of Section Chief by not reclassifying the existing post will lead to unavailability of the expertise required for the transitioning process and to a risk of inadequate management accountability level for the custodianship of inventory and entrusted funds with a value of \$135 million.

131. It is therefore proposed that the Logistics Officer (P-4) post be reclassified as Chief of Section, Logistics (P-5). The area of responsibilities under this Section includes the financial management of the strategic deployment solutions with a total financial value of \$135 million. The Chief of Section will hold delegated authority to release as well as to replenish inventory from the various stock locations within the new supply network and will guide and coordinate the activities of the regional deployment stock team based in Entebbe, as well as two Logistics Officers (P-4) in UNGSC. The financial and managerial responsibilities of this role require a senior officer. This level of seniority is also indispensable for providing leadership in innovation activities and for the redesign of comprehensive sourcing solutions as well as to ensure the right level of dialogue and consultations with client missions, Headquarters and suppliers.

132. It is proposed that one general temporary assistance position of Environmental Engineer (P-3) be converted to a post (P-3). With the launch of phase II of the environment strategy for peace operations (2017–2023) of the Department of Operational Support in March 2021, the approach on water and wastewater management is a multi-year outlook for which sustained, quality resources are needed to (a) support field missions with wastewater infrastructure upgrades – a change from package wastewater treatment plants to built-in-place systems; (b) upgrade operations to align with the water and wastewater guidelines of the Department of Operational Support issued in December 2021 which, while being the first issue of such a document, will force missions to seek continuing support to achieve a consistent standard of operation that will underpin ongoing risk management after the strategy implementation period; (c) develop and deliver dedicated technical training, as there is no technical training in place to support mid-level engineers to effectively and cohesively plan, implement and monitor multi-year projects beyond the equipment on global systems contracts; and (d) support the implementation of the supply chain category management strategy to provide an expanded catalogue of goods and services to missions.

133. This conversion is also important owing to the continuously growing importance and long-term nature of the environmental support function and its area of engagement throughout the end-to-end supply chain process and a mission life cycle, and the need to provide expertise in support of the environment strategy objective of reducing the level of risk to personnel, local communities and ecosystems from wastewater management practices. The conversion of this post at the P-3 level is commensurate with the required capacity needed to meet current environmental engineering challenges and the resulting duties to be performed. The post level will ensure appropriate interaction with field mission, Department of Operational Support and external counterparts, especially partnering with various teams to work on practical solutions and processes to improve the current environmental situation and aid environmental decision-making.

134. The non-conversion of this post would jeopardize the effectiveness and efficiency of the environmental engineering functions that are steadily gaining operational and strategic priority following the launch of the environment strategy for peacekeeping operations (2017–2023), the ongoing implementation of the risk and performance management framework (including site-level wastewater risk assessments) and the inclusion of the environment scorecard results since the 2017/18 budget performance reports to Member States. Owing to the nature of negative environmental impacts related to wastewater risk, the Organization is potentially vulnerable to reputational damage, claims and adverse consequences to public health.

135. It is proposed that one Logistics Assistant (General Service) post be redeployed from the Office of the Chief, Supply Chain Service to the newly proposed function of order management at the Planning and Sourcing Support Section. This function will replace the current role of the Customer Management Unit. It will directly support

the tier I single point of contact, logging, coordinating and escalating internal and external requests through the customer relationship management tool.

Table 11
Staffing changes: Planning and Sourcing Support Section

<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-4	Logistics Officer	Redeployment	From the Delivery and Return Section
	+1	P-3	Logistics Officer		
	+16	NGS	Generator Mechanic (7), Logistics Assistant (6), Programme Management Assistant, Team Assistant, Property Management Assistant		
	-1	P-4	Logistics Officer	Reclassification	
	+1	P-5	Chief of Section, Logistics		
	1	P-3	Environmental Engineer	Conversion	From a general temporary assistance position to a post
	+1	NGS	Logistics Assistant	Redeployment	From the Office of the Chief, Supply Chain Service to Sourcing Support
	-1	NGS	Administrative Assistant	Redeployment	To the Office of the Chief, Supply Chain Service
	-3	P-3	Logistics Officer	Redeployment	From Planning Support to the Delivery and Return Section/Logistics Support
	-3	NGS	Property Management Assistant		
	-1	P-3	Contracts Management Officer	Redeployment	From Field Contracts Management to the Office of the Chief, Supply Chain Service
	-2	NGS	Senior Contracts Management Assistant, Contracts Management Assistant		
Net change^a	+9				

Abbreviation: NGS, national General Service.

^a See table 9.

Delivery and Return Section

International staff: increase of 3 posts

National staff: decrease of 9 posts

136. The Delivery and Return Section will comprise 85 posts (1 P-5, 3 P-4, 5 P-3, 3 Field Service and 73 General Service).

137. It is proposed that one Logistics Officer (P-4) be established in logistics support to lead the movement control capacity to manage the projected increase in inbound logistics activities in relation to the revised concept of strategic deployment solutions and regional deployment stocks, including third-party logistics services for freight-forwarding and related activities, and to lead the transformation and digitalization process, which requires a capacity and expertise that is currently not available within

UNGSC. The incumbent will coordinate with the Movement Operations and Freight Forwarding Support Cell in Entebbe under the Forward Support and Deployment Hub, optimizing the supply chain network and delivery modalities by analysing modes of transport, regional hubs, warehousing, staging areas, port management, host country agreements, customs clearance procedures and third-party suppliers. The function is also required to develop, implement and manage the digital transformation of the movement control activities and the movement control quality control programme, contingency plans, the internal audit programme, the invoice and budget expenditure tracking mechanism, staff recruitment activities and the contracts governance and compliance procedure. Lack of expertise and leadership of a dedicated expert to manage digital processes related to cargo movement would result in a missed opportunity to achieve efficiency gains from freight consolidation, automated shipment planning and digitalized track and trace capabilities.

138. It is proposed that one Logistics Assistant (G-6) be reclassified as Senior Logistics Assistant (G-7) in central warehousing to act as the team lead and supervisor of the capacity. The increasing complexity of work processes drives this requirement in the warehouse owing to new digital applications and tools. The role has transformed significantly in the past years through the implementation of Umoja and will further transform under the forthcoming smart warehouse project where twenty-first century technology driven by the Internet of things technology will enhance or replace currently manual processes and activities in the warehouse. Smart warehousing has been under development in UNGSC and is moving from an analysis to prototyping in the coming period. Thereafter, based on a proof of concept, a business case will be developed for future periods. In addition, the workload of the warehousing operations has been increasing over time owing to the introduction of the Umoja inventory and warehouse management system in 2017 and the constant increase in outbound deliveries.

139. It is proposed that one Logistics Assistant (G-6) in logistics support be reclassified as Senior Logistics Assistant (G-7) in support of the global material life cycle, including mission liquidation, and activities in the Delivery and Return Section to adequately capture the revised level of accountability, as well as to reflect the tasks and responsibilities involved in providing such support. The reclassification will enhance the capability to support service requests not only from missions, but from the United Nations Secretariat at large. The incumbent would facilitate data reconciliation in Umoja during and post liquidation and would provide technical and data accuracy inputs to the Field Operations Finance Division on questions raised by OIOS, the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions. The incumbent would also prepare the financial year-end inventory reports during the liquidation or post-liquidation phases, review the assets disposal plan, prepare detailed progress reports, issue guidance and direction to missions on liquidation procedures and highlight potential risks during the liquidation. Given the proposed introduction of a circular supply chain approach with an anticipated increase in assets movements and disposal, the responsibility of this function in terms of the financial portfolio as well as the impact on the property holdings of the Organization will grow significantly.

140. The Section also consolidates all functions and resources in material and property management to better coordinate activities, utilize resources and knowledge, and improve overall service delivery and performance. Accordingly, it is proposed that seven posts (one P-3 and six General Service) be redeployed from the Property Management Unit of the Central Service to the Delivery and Return Section. These redeployments will ensure centralized oversight of property management support to external clients, avoiding duplication of responsibilities and inconsistent rules, policy and guidelines interpretation. It will also mitigate risks of non-compliance with the Financial Regulations and Rules of the United Nations and the International Public Service Accounting Standards requirements, further strengthen the quality of services to external clients and align the property management structure with the 2016 Department of Field Support guidance on mission structures and integration of the

property management function under the supply chain management pillars and with Board of Auditors recommendations.

141. It is also proposed that six posts (three P-3 and three General Service) be redeployed from Planning Support within the Planning and Sourcing Support Section to Logistics Support in the Delivery and Return Section. These redeployments are required to support the implementation of the global material life cycle activities, in terms of the implementation of processes to improve the overall output as well as the utilization of materials and assets. This capacity will follow materials throughout their life cycle within the Organization from acquisition to disposal and continuously evaluate them against set criteria related to utilization, serviceability, output, operational cost, depreciation, sustainability, technological evolution and obsolescence, and market value to support the decision-making on whether they should be maintained, replaced, retired, returned or managed in a particular way. This service will be offered to missions and other entities and drive the global assets management process in close collaboration with the Global Asset Management Policy Service in the Department of Management Strategy, Policy and Compliance.

Table 12
Staffing changes: Delivery and Return Section

<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>
Delivery and Return Section					
	+1	P-4	Logistics Officer	Establishment	In Logistics Support, to lead movement control capacity
	+1	P-3	Property Management Officer	} Redeployment	Property Management Unit redeployed from the Central Service
	+6	NGS	Property Management Assistant (5), Claims Assistant		
	+3	P-3	Logistics Officer	} Redeployment	To Logistics Support from the Planning and Sourcing Support Section/Planning Support
	+3	NGS	Property Management Assistant		
	-2	G-6	Logistics Assistant	} Reclassification	
	+2	G-7	Senior Logistics Assistant		
	-4	NGS	Logistics Assistant (2), Programme Management Assistant, Property Management Assistant	Redeployment	From Customer Service to the Planning and Sourcing Support Section/Planning Support
	-1	NGS	Senior Logistics Assistant	Redeployment	To the Office of the Chief, Supply Chain Service
	-1	P-4	Logistics Officer	} Redeployment	From Strategic Deployment Stocks to the Planning and Sourcing Support Section/Planning Support
	-1	P-3	Logistics Officer		
	-2	NGS	Logistics Assistant		
	-10	NGS	Generator Mechanic (7), Logistics Assistant (2), Team Assistant	Redeployment	From Central Maintenance and Repair to the Planning and Sourcing Support Section/Sourcing Support
	-1	NGS	Vehicle Technician	Redeployment	From Central Maintenance and Repair to the Office of the Chief, Supply Chain Service
Net change^a	-6				

Abbreviation: NGS, national General Service.

^a See table 9.

Service for Geospatial, Information and Telecommunications Technologies

142. At present, the approved staffing of the Service for Geospatial, Information and Telecommunications Technologies consists of the five organizational units and 122 posts. The proposal for the period 2022/23 reflects an increase of two posts as shown in table 13.

Table 13

Human resources: Service for Geospatial, Information and Telecommunications Technologies

	International staff						National staff ^a	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal		
Service for Geospatial, Information and Telecommunication Technologies, Brindisi								
Office of the Chief								
Approved posts 2021/22	–	–	–	–	–	–	21	21
Proposed posts 2022/23	–	–	–	–	–	–	21	21
Net change	–	–	–	–	–	–	–	–
Client Solutions Delivery Section								
Approved posts 2021/22	–	–	4	6	2	12	13	25
Proposed posts 2022/23	–	–	3	5	2	10	13	23
Net change	–	–	(1)	(1)	–	(2)	–	(2)
Infrastructure Operations Section								
Approved posts 2021/22	–	–	2	2	7	11	28	39
Proposed posts 2022/23	–	–	2	2	7	11	28	39
Net change	–	–	–	–	–	–	–	–
Service and Information Security Management Section								
Approved posts 2021/22	–	–	2	–	2	4	1	5
Proposed posts 2022/23	–	–	2	–	2	4	1	5
Net change	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section								
Approved posts 2021/22	–	–	–	–	–	–	–	–
Proposed posts 2022/23	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–
Subtotal, Service for Geospatial Information and Telecommunications Technologies, Brindisi								
Approved posts 2021/22	–	–	8	8	11	27	63	90
Proposed posts 2022/23	–	–	7	7	11	25	63	88
Net change	–	–	(1)	(1)	–	(2)	–	(2)
Service for Geospatial, Information and Telecommunication Technologies, Valencia								
Office of the Chief								
Approved posts 2021/22	–	1	1	–	1	3	6	9
Proposed posts 2022/23	–	1	1	–	1	3	6	9
Net change	–	–	–	–	–	–	–	–

	International staff						National staff ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal		
Client Solutions Delivery Section								
Approved posts 2021/22	–	–	–	–	–	–	–	
Proposed posts 2022/23	–	–	1	1	–	2	–	2
Net change	–	–	1	1	–	2	–	2
Infrastructure Operations Section								
Approved posts 2021/22	–	–	2	–	3	5	9	14
Proposed posts 2022/23	–	–	2	–	3	5	9	14
Net change	–	–	–	–	–	–	–	–
Service and Information Security Management Section								
Approved posts 2021/22	–	–	1	–	–	1	3	4
Proposed posts 2022/23	–	–	2	–	–	2	3	5
Net change	–	–	1	–	–	1	–	1
Technology Development, Design and Planning Section								
Approved posts 2021/22	–	–	1	–	2	3	2	5
Proposed posts 2022/23	–	–	1	1	2	4	2	6
Net change	–	–	–	1	–	1	–	1
Subtotal, Service for Geospatial Information and Telecommunications Technologies, Valencia								
Approved posts 2021/22	–	1	5	–	6	12	20	32
Proposed posts 2022/23	–	1	7	2	6	16	20	36
Net change	–	–	2	2	–	4	–	4
Total, Service for Geospatial Information and Telecommunications Technologies								
Approved 2021/22	–	1	13	8	17	39	83	122
Proposed 2022/23	–	1	14	9	17	41	83	124
Net change	–	–	1	1	–	2	–	2

^a Includes national General Service staff.

International staff: increase of 2 posts

Service and Information Security Management Section

International staff: increase of 1 post

143. It is proposed that one post of Information Systems Officer (P-4) be established in Valencia. UNGSC is in the process of consolidating all global information technology end-user support functions under one Global Service Desk in accordance with the report of the Secretary-General on the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2021 to 30 June 2022 (A/75/744). The Global Service Desk is critical for handling user requests and incidents for all enterprise application systems, including Office 365, Umoja, Inspira and others, for 62,000 global United Nations Secretariat users. The Global Service Desk handles requests for tier II infrastructure support teams based in UNGSC, including maintaining a strong relation to the Network Control Centre, which requires

solid management capacity for the day-to-day oversight of global end-user support. The Information Systems Officer will perform as the Chief, Global Service Desk and will be responsible for directing, planning and improving activities related to the first level of support. The incumbent of the post will ensure the digital transformation of the Global Service Desk, implementing effective self-services, virtual agents, peer support and strong knowledge management to optimize resources and improve the user experience of the United Nations Secretariat in respect of global support, ensuring that the objectives of the Global Service Desk are aligned with the global information technology service management strategy.

144. It is proposed that the post of General Service Team Assistant be reassigned as Information Systems Assistant. Owing to the current digital transformation of the Organization, the staff who support clients require superior technical knowledge. The incumbent will provide basic technical support on relevant hardware and software systems applications, coordinate activities with Information Systems Officers on the service relationship management with United Nations clients, support senior staff in the creation and design of the systems hosted in the United Nations hybrid cloud, work closely with external providers in coordinating third-party cloud activities and conduct research on new technologies and ICT services.

145. It is proposed that the post of Field Service Telecommunications Assistant be reassigned as Information Systems Officer. This post will be located in the bridge operations team. Since the implementation of the management reform in 2019, the level of responsibility of the team has increased given that in addition to the field entities, it became responsible for monitoring the infrastructure of other Secretariat entities, including OICT, and infrastructure at Headquarters. New digital services such as the cloud add complexity to the service and require continuous improvements. The incumbent of the post will provide support to monitoring systems, resources, processes and procedures that are fundamental for the successful operation of the Network Control Centre, provide oversight and management of the team, which includes two outsourced teams, in Brindisi and Valencia, and support the development and implementation of operational plans, standard operating procedures, initiatives and projects relating to ICT contract compliance and performance management.

Technology Development, Design and Planning Section

International staff: increase of 1 post

146. It is proposed that one post of Information Systems Officer (P-3) be established in Valencia. The incumbent of the post will lead technology research, proof of concept, technical development and pilot projects to identify and evaluate technologies related to data and information, unmanned aircraft systems and counter-unmanned aircraft systems, counter-improvised explosive device technology, and remote sensing and their application in peace operations; and conduct requirements-gathering in field missions for technology solutions to meet force protection and situational awareness needs. In addition, the incumbent will draft policies and standard procedures and develop training material for the new capabilities related to data and information, unmanned aircraft systems and counter-unmanned aircraft systems, counter-improvised explosive device technology and remote sensing.

Client Solutions Delivery Section

147. It is proposed that two posts, namely, Geographic Information Officer (P-4) and Geospatial Information Officer (P-3), be redeployed from Brindisi to Valencia owing to the increasing demand for Geospatial Intelligence (GeoInt) and Image Intelligence (IMINT), which calls for capitalizing on the strategic partnership already established with the European Union Satellite Centre in Madrid. In addition, to enhance and

expand the collaboration between the Section and the European Union Satellite Centre, frequent physical interactions would be beneficial for better support to global clients. The universities in Valencia have strong remote sensing and geographic information system programmes that allow the Section to establish partnerships with those institutes aimed at leveraging the analytics research and development undertaken by faculty and students and to steer the focus of research to solve problems encountered in peacekeeping operations. Accordingly, the redeployment of one Geographic Information Officer (P-4) post to Valencia will provide the seniority needed to provide analytics services to a wider range of clients and engage in close interaction to develop proposals for the funding of projects. In addition, the Section needs to coordinate several activities with other sections such as those related to the geoenabling of corporate applications and the interaction between location-based services and information technology. The physical presence in Valencia of a mid-level manager, Geospatial Information Officer (P-3), will ensure the proper coordination between both sites. There are several cases that will benefit from such coordination, including a range of activities related to the field remote infrastructure management system and the Internet of things; tasks requiring close coordination between developers and technical staff managing Unite Aware, including the supervision of consultants based in Valencia; enhanced coordination with service management; and the leveraging of partnerships and cooperation with local academia.

Office of the Chief, Service for Geospatial, Information and Telecommunications Technologies

148. It is proposed that one post of Programme Management Assistant (G-6) be reclassified as Senior Programme Management Assistant (G-7) in Valencia. The duties and responsibilities of the Programme Management Assistant have significantly increased in parallel with the increase in complexity and the accountability required for the growing number of digital technology service projects developed in coordination with peacekeeping missions, such as field remote infrastructure monitoring, ground water exploration projects and Unite Maps collaborations. The functions include increased complexity in the duties related to the preparation, execution and performance reporting of the budget of the Service for Geospatial, Information and Telecommunications Technologies and the controls implemented in response to recommendations of the Board of Auditors, the Field Operations Finance Division and the General Assembly, such as coordination and application of the risk assessment methodology for identification of asset replacement. The incumbent will be responsible for managing, monitoring and coordinating the financial and results-based budget implementation of a large and complex operational budget across two locations, involving significant coordination of partner organizations; providing advice to senior managers on programmatic and resource utilization; and providing inputs to queries from United Nations Headquarters, legislative bodies and external auditors. The incumbent will interact directly with Director-level and senior staff and with senior personnel in peacekeeping operations and at Headquarters to coordinate the execution of joint or complementary activities or programmes. The Senior Programme Management Assistant will supervise the day-to-day activities of the Administrative Assistant (G-5) and ensure the necessary segregation between assessed funds and cost-recovery funds, avoiding duplicities, detecting synergies and, overall, providing detailed financial reports and information to the Service management, the Office of Programme Planning, Finance and Budget and the various budgetary and legislative bodies.

Infrastructure Operations Section

149. It is proposed that one post of Field Service Telecommunications Technician be reassigned as Information Systems Assistant. The Network Support Unit is mandated to support the Organization's wide area network connectivity and, in particular, Public Switching Telephony Network facilitating calls and fax messages to United Nations personnel in field missions and offices away from Headquarters through public telephone numbers. Since the COVID-19 outbreak, the utilization of the central telephony switching infrastructure located in UNGSC has significantly decreased, while the provision of audio calls service using virtual team platform technology has dramatically increased. This new service has become the Organization's new standard, and it is broadly used. The cornerstone of the new service is information technology installed in the Organization's enterprise data centres and represents a huge step away from current telecommunication technology, which requires staff with skills in the area of information technology rather than telecommunications.

Table 14

Staffing changes: Service for Geospatial, Information and Telecommunications Technologies

Posts/positions					
Office/section/unit	Change	Level	Functional title	Action	Description
Office of the Chief					
	-1	G-6	Programme Management Assistant	} Reclassification	Valencia
	+1	G-7	Senior Programme Management Assistant		
Service and Information Security Management Section					
	+1	P-4	Information Systems Officer	Establishment	Valencia
	-1	NS	Team Assistant	} Reassignment	Valencia
	+1	NS	Information Systems Assistant		
	-1	FS	Telecommunications Assistant	} Reassignment	Brindisi
	+1	FS	Information Systems Officer		
Technology Development, Design and Planning Section					
	+1	P-3	Information Systems Officer	Establishment	Valencia
Client Solutions Delivery Section					
	-1	P-4	Geographic Information Officer	} Redeployment	From Brindisi to Valencia
	+1	P-4			
	-1	P-3	Geospatial Information Officer	} Redeployment	From Brindisi to Valencia
	+1	P-3			
Infrastructure Operations Section					
	-1	FS	Telecommunications Assistant	} Reassignment	
	+1	FS	Information Systems Assistant		
Net change ^a	+2				

Abbreviations: FS, Field Service; NS, National staff.

^a See table 13.

Tenant units

Table 15

Human resources: tenant units

	International staff					Subtotal	National staff ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service			
Standing Police Capacity								
Approved posts 2021/22	–	1	17	14	2	34	2	36
Proposed posts 2022/23	–	1	17	14	2	34	2	36
Net change	–	–	–	–	–	–	–	–
Justice and Corrections Standing Capacity								
Approved posts 2021/22	–	–	3	2	–	5	1	6
Proposed posts 2022/23	–	–	4	2	–	6	1	7
Net change	–	–	1	–	–	1	–	1
Approved temporary positions ^b 2021/22	–	–	1	–	–	1	–	1
Proposed temporary positions ^b 2022/23	–	–	–	–	–	–	–	–
Net change	–	–	(1)	–	–	(1)	–	(1)
Subtotal, Justice and Corrections Standing Capacity								
Approved 2021/22	–	–	4	2	–	6	1	7
Proposed 2022/23	–	–	4	2	–	6	1	7
Net change	–	–	–	–	–	–	–	–
Strategic Air Operations Centre								
Approved posts 2021/22	–	–	1	3	3	7	3	10
Proposed posts 2022/23	–	–	1	3	3	7	3	10
Net change	–	–	–	–	–	–	–	–
Field Central Review Bodies Unit								
Approved posts 2021/22	–	–	1	2	–	3	8	11
Proposed posts 2022/23	–	–	1	2	–	3	8	11
Net change	–	–	–	–	–	–	–	–
Subtotal, tenant units								
Approved posts 2021/22	–	1	22	21	5	49	14	63
Proposed posts 2022/23	–	1	23	21	5	50	14	64
Net change	–	–	1	–	–	1	–	1
Approved temporary positions ^b 2021/22	–	–	1	–	–	1	–	1
Proposed temporary positions ^b 2022/23	–	–	–	–	–	–	–	–
Net change	–	–	(1)	–	–	(1)	–	(1)

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</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>			
Total, tenant units								
Approved 2021/22	–	1	23	21	5	50	14	64
Proposed 2022/23	–	1	23	21	5	50	14	64
Net change	–	–	–	–	–	–	–	–

^a Includes national General Service staff.

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

Field Central Review Bodies Unit

150. It is proposed that one Human Resources Assistant (G-6) post be reclassified as Senior Human Resources Assistant (G-7). The role of the Field Central Review Bodies secretariat has expanded to incorporate substantive support to recruiters and hiring managers in field missions and to the members of the bodies, and it serves as a subject-matter expert by actively participating and contributing to the recruitment innovation initiatives spearheaded by the Department of Operational Support. The Senior Human Resources Assistant will provide inputs on the Inspira requirements for enhancements, carry out user acceptance testing and use the approved innovations to deliver training to all stakeholders, namely, hiring managers, recruiters, the members of the bodies and consultants. The incumbent will also perform quality control of all cases before assigning them to the members of the bodies, anticipating potential issues that may cause delays in the recruitment process. Throughout the years, the functions of the post have expanded with the inclusion of expertise such as supporting the Chief of the Field Central Review Bodies Unit in handling all administrative tasks, coordination of the office work and events and ensuring deliverables in accordance with key performance indicators, carrying out quality assurance through control checks, carrying out monitoring, evaluation and reporting on the Unit's functions, serving as the focal point for reviewing incoming communications and preparing responses for outgoing communications, building a repository and institutional memory for office operations, preparing analysis and justifications for controversial negative cases, and actively liaising with clients to provide responses on substantive and operational matters.

Justice and Corrections Standing Capacity

151. It is proposed that one general temporary assistance position of Rule of Law Officer (P-4) be converted to a post (P-4). Since the post's establishment in the 2017/18 budget cycle, it has been utilized with a deployment rate of over 90 per cent, and it will continue to be relevant. According to the 2019 OIOS audit report (2019/063) on the Justice and Corrections Standing Capacity, all former clients and survey respondents indicated that they anticipated approaching the Justice and Corrections Standing Capacity for assistance in the future, particularly on strategic and operational planning and on transition planning, which are the areas of work covered by the position. In addition, the Justice and Corrections Standing Capacity must stand ready to respond to surge capacity needs in new missions as they arise as well as – given the Office of Rule of Law and Security Institution's acknowledged role as system-wide service provider and within the Global Focal Point for the Rule of Law – to the broader United Nations system to build on peacekeeping gains and create the conditions conducive to stability and sustainable development. It is anticipated that a number of United Nations missions will be at critical stages of their existence in the upcoming years. Projected demands concern rule of law transition

planning, rule of law programming, criminal accountability, the prosecution of crimes fuelling conflict, including terrorism crimes, anti-corruption, and the prevention and combating of violent extremism, among others. In those contexts, the Rule of Law Officer provides expert capacity that is usually not available in mission settings, including to support mission drawdown and closure in a way that ensures the continuity of successful peacebuilding initiatives to prevent a relapse into conflict in the rule of law areas. Gradual staff reductions in closing missions have generally increased the demand for Justice and Corrections Standing Capacity deployments to facilitate a smooth transition.

Table 16

Staffing changes: tenant units

Posts				
Change	Level	Functional title	Action	Description
Justice and Corrections Standing Capacity				
1	P-4	Rule of Law Officer	Conversion	From a general temporary assistance position to a post
Field Central Review Bodies Unit				
-1	G-6	Human Resources Assistant	} Reclassification	
+1	G-7	Senior Human Resources Assistant		
Net change	— ^a			

^a See table 15.

II. Financial resources

A. Overall

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

Category	Brindisi expenditure (2020/21)	Valencia expenditure (2020/21)	Total expenditure (2020/21)	Brindisi apportionment (2021/22)	Valencia apportionment (2021/22)	Total apportionment (2021/22)	Brindisi cost estimates (2022/23)	Valencia cost estimates (2022/23)	Total cost estimates (2022/23)	Variance	
										Amount	Percentage
	(1)	(2)	(3)=(1)+(2)	(4)	(5)	(6)=(4)+(5)	(7)	(8)	(9)=(7)+(8)	(10)=(9)-(6)	(11)=(10)÷(6)
Civilian personnel											
International staff	19 807.1	1 871.5	21 678.6	20 795.3	2 132.3	22 927.6	20 493.7	2 672.9	23 166.6	239.0	1.0
National staff	20 986.8	1 472.7	22 459.5	20 157.9	1 729.1	21 887.0	19 785.5	1 887.3	21 672.8	(214.2)	(1.0)
United Nations Volunteers	—	—	—	—	—	—	—	—	—	—	—
General temporary assistance	283.1	—	283.1	511.8	—	511.8	209.0	—	209.0	(302.8)	(59.2)
Government-provided personnel	—	—	—	—	—	—	—	—	—	—	—
Subtotal	41 077.0	3 344.2	44 421.2	41 465.1	3 861.3	45 326.4	40 488.2	4 560.2	45 048.4	(278.0)	(0.6)
Operational costs											
Civilian electoral observers	—	—	—	—	—	—	—	—	—	—	—
Consultants and consulting services	122.3	—	122.3	141.6	19.0	160.6	154.1	6.5	160.6	—	—
Official travel	93.4	11.5	104.9	411.9	39.7	451.6	401.4	47.6	449.0	(2.6)	(0.6)
Facilities and infrastructure	4 219.2	1 185.7	5 404.9	4 031.6	1 575.6	5 607.2	5 118.6	582.2	5 700.8	93.6	1.7
Ground transportation	299.9	9.2	309.1	359.9	21.8	381.7	413.4	1.0	414.4	32.7	8.6
Air operations	4.2	—	4.2	6.3	—	6.3	3.0	—	3.0	(3.3)	(52.4)
Marine operations	—	—	—	—	—	—	—	—	—	—	—
Communications and information technology	5 555.1	5 268.7	10 823.8	6 454.8	6 251.5	12 706.3	6 697.6	6 760.7	13 458.3	752.0	5.9
Medical	63.5	1.5	65.0	85.8	1.5	87.3	67.3	1.5	68.8	(18.5)	(21.2)
Special equipment	—	—	—	—	—	—	—	—	—	—	—

Category	Brindisi expenditure (2020/21)	Valencia expenditure (2020/21)	Total expenditure (2020/21)	Brindisi apportionment (2021/22)	Valencia apportionment (2021/22)	Total apportionment (2021/22)	Brindisi cost estimates (2022/23)	Valencia cost estimates (2022/23)	Total cost estimates (2022/23)	Variance	
										Amount	Percentage
	(1)	(2)	(3)=(1)+(2)	(4)	(5)	(6)=(4)+(5)	(7)	(8)	(9)=(7)+(8)	(10)=(9)-(6)	(11)=(10)÷(6)
Other supplies, services and equipment	742.4	55.3	797.7	833.8	133.5	967.3	853.9	161.6	1 015.5	48.2	5.0
Quick-impact projects	—	—	—	—	—	—	—	—	—	—	—
Subtotal	11 100.0	6 531.9	17 631.9	12 325.7	8 042.6	20 368.3	13 709.3	7 561.1	21 270.4	902.1	4.4
Gross requirements	52 177.0	9 876.1	62 053.1	53 790.8	11 903.9	65 694.7	54 197.5	12 121.3	66 318.8	624.1	1.0
Staff assessment income	6 362.3	521.6	6 883.9	6 083.6	479.0	6 562.6	6 238.1	667.2	6 905.3	342.7	5.2
Net requirements	45 814.7	9 354.5	55 169.2	47 707.2	11 424.9	59 132.1	47 959.4	11 454.1	59 413.5	281.4	0.5
Voluntary contributions in kind (budgeted)	—	—	—	—	—	—	—	—	—	—	—
Total requirements	52 177.0	9 876.1	62 053.1	53 790.8	11 903.9	65 694.7	54 197.5	12 121.3	66 318.8	624.1	1.0

B. Non-budgeted contributions

152. The estimated value of non-budgeted contributions for the period from 1 July 2022 to 30 June 2023 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Memorandum of understanding ^a	5 383.3
Voluntary contributions in kind (non-budgeted)	—
Total	5 383.3

^a Inclusive of office buildings, workshops, warehouses, infrastructure and open spaces provided by the Government of Italy, valued at \$3,054,199, and office buildings, operational buildings and open spaces provided by the Government of Spain, valued at \$2,329,140.

C. Vacancy factors

153. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Civilian personnel			
International staff	15.1	13.0	13.0
National staff	4.9	4.0	4.0
Temporary positions ^a			
International staff	—	—	—

^a Funded under general temporary assistance.

154. The proposed vacancy rates for UNGSC, presented in the tables above, are based on the actual average vacancy rates from July to October 2021 and projected recruitments, as follows: (a) 13.0 per cent for international posts, compared with a 15.8 per cent actual rate for the period from July to October 2021 and a projected 13.0 per cent for the entire 2021/22 period; (b) 50.0 per cent for three proposed new international posts; and (c) 4.0 per cent for national posts, compared with a 6.9 per cent actual rate for the period from July to October 2021 and a projected 4.0 per cent rate for the entire 2021/22 period.

D. Training

155. The estimated resource requirements for training for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	15.7
Official travel	
Official travel, training	83.4
Other supplies, services and equipment	
Training fees, supplies and services	345.4
Total	444.5

156. The number of participants planned for the period from 1 July 2022 to 30 June 2023, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>		
	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	94	181	202	166	257	315
External	–	48	29	–	90	19
Total	94	229	231	166	347	334

157. The proposed training programmes include 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 ICT, business leadership, management and governance, supply chain management, transportation and logistics, environmental and waste management, security and safety, and conflict prevention. External training courses are intended to strengthen the capacities of staff in various areas, such as leadership and executive management, human resources, occupational safety and aviation safety, engineering, and role-specific courses for tenant units.

III. Analysis of variances⁷

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

	<i>Variance</i>	
International staff	239.0	1.0%

• Management: increased inputs and outputs

159. The increased resource requirements are attributable mainly to the establishment of three new posts; the conversion of two General Temporary Assistant

⁷ 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.

positions to posts; the reclassification of two international posts; and the realignment of the staff assessment rates with the salary scales. The overall increase is offset in part by the reduction in post adjustment for both duty stations and lower common staff costs based on expenditure trends.

	<i>Variance</i>	
National staff	(214.2)	(1.0%)

• **External: currency fluctuation**

160. The reduced requirements are attributable mainly to appreciation of the United States dollar against the euro. The exchange rate applied to the 2022/23 budget is 0.888 euros for 1 United States dollar, compared with the rate of 0.837 euros for 1 United States dollar applied in the approved 2021/22 budget. The overall reduction is offset in part by the alignment of budgetary standard salary rates with the current salary scales and the actual average grade, level and step.

	<i>Variance</i>	
General temporary assistance	(302.8)	(59.2%)

• **Management: conversion of posts**

161. The reduced resource requirements are mainly attributable to the conversion of two international general temporary assistance positions to posts.

	<i>Variance</i>	
Ground transportation	32.7	8.6%

• **Management: increased inputs and outputs**

162. The increased resource requirements are attributable mainly to the replacement of 2 vehicles that have passed their life expectancies with 2 electric vehicles. UNGSC is proposing a multi-year replacement plan for 12 obsolete vehicles, which do not comply with local emission standards, with environmentally friendly electric powered vehicles. UNGSC has an onsite photovoltaic electrical power generating facility that will support charging of vehicle batteries. The replacement will contribute to reduction of UNGSC overall carbon footprint and maintenance costs of the existing vehicles.

	<i>Variance</i>	
Air operations	(3.3)	(52.4%)

• **External: market rate**

163. The decreased resource requirements are attributable to the alignment of the budget proposal to the expected cost of the UNGSC share for the provision of satellite aircraft tracking services for United Nations missions.

	<i>Variance</i>	
Communications and information technology	752.0	5.9%

• **Management: increased inputs and outputs**

164. The increased resource requirements are attributable to the planned establishment of new contracts to hire equipment with high performance data storage and backup services supporting a hybrid cloud strategy. The contracts will enhance

the quality and speed of data storage services while ensuring flexible pay-per-use settlement modalities. An additional increase is due to the replacement of obsolete communications and information technology equipment, including network service equipment, fixed network equipment, computer servers, telephone and videoconference equipment, which has ranked as having a “high-risk” or very “high-risk” impact on the provision of critical services, according to the conducted risk assessment exercise.

	<i>Variance</i>	
Medical	(18.5)	(21.2%)

• **Management: reduced inputs and outputs**

165. The reduced resource requirements are attributable mainly to the decrease in maintenance services for medical equipment in strategic deployment stock. Since the medical equipment in strategic deployment stock has diminished over the past two years, the number of requests for related maintenance services is projected to be reduced.

	<i>Variance</i>	
Other supplies, services and equipment	48.2	5.0%

• **Management: increased inputs and outputs**

166. The increased resource requirements are attributable to the freight and related costs for the shipment of communications and information technology equipment to be acquired for the replacement of obsolete equipment and to the increased training fees, supplies and services, reflecting the increases in training activities and in participants numbers to improve and build professional expertise at the Centre.

IV. Actions to be taken by the General Assembly

167. The actions to be taken by the General Assembly in connection with the financing of the United Nations Global Service Centre are:

- (a) To approve the official designation of the two sites in Brindisi and Valencia to form the United Nations Global Service Centre;
- (b) To appropriate of the amount of \$66,318,800 for the maintenance of the United Nations Global Service Centre for the 12-month period from 1 July 2022 to 30 June 2023;
- (c) To prorate the amount in subparagraph (b) among the budgets of the individual active peacekeeping operations to meet the financing requirements of the United Nations Global Service Centre for the period from 1 July 2022 to 30 June 2023;
- (d) To take note of the revised strategic deployment stocks concept, as detailed in annex IV to the present report.

V. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution [75/295](#)

Advisory Committee on Administrative and Budgetary Questions

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations ([A/75/822/Add.10](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>Recalling its previous recommendation (A/74/737/Add.6, para. 29), endorsed by the General Assembly in its resolution 74/282, the Advisory Committee recommends that the General Assembly request the Secretary-General to ensure clarity and transparency in the presentation of future United Nations Logistics Base budget submissions by providing disaggregated information on the evolution of financial resources for each location by group, class and subclass (para. 14).</p> <p>The Advisory Committee is of the view that the designation of tenant units and their reporting lines should as a matter of policy be based on clear criteria that are applied consistently across Headquarters and support centres. The Committee therefore recommends that the General Assembly request the Secretary-General to develop a clear and consistent policy on the criteria, including on reporting lines and delegations of authority, for the establishment of tenant units in United Nations entities. In the absence of such a policy and in view of the inconsistencies noted in the specific proposal regarding the United Nations Logistics Base Regional Aviation Safety Office, the Committee does not support the renaming and repositioning of the Office as a tenant unit. The Committee nonetheless trusts that the capacities and expertise of the Office will be brought to bear, as required (para. 23).</p>	<p>The budget for the 2022/23 cycle was formulated separately by location for Brindisi and Valencia at the subclass level. Expenditures during the implementation of the 2022/23 cycle will be recorded with the same level of granularity.</p> <p>As a matter of practice, over many years, when a Headquarters function is performed by a unit located in a service centre location mainly for operational reasons but keeps its direct reporting line to its parent office at Headquarters, which provides the overall strategic direction and maintains accountability, such a unit is designated as a tenant unit. Under this arrangement, the unit is accountable to its parent entity while it is administratively supported by the hosting office in which it is located.</p> <p>The concept of tenant units was introduced in the budget proposal of the United Nations Logistics Base for the 2007/08 period (A/61/752, para. 15), and five tenant units of the then Department of Peacekeeping Operations were approved by the General Assembly in its resolution 61/277. The number of such units has changed over the years and now stands at four at UNLB and two at RSCE.</p> <p>The Strategic Air Operations Centre is an example of a tenant unit located at UNLB but reporting directly to the Aviation Transport Service in the Logistics Division of OSCM at Headquarters. The Centre was approved as a tenant unit, in its current configuration, by the General Assembly in its resolution 71/294. It serves to strengthen the United Nations aviation programme by locating a strategic operational unit in a central location to improve interaction with field missions in terms of time zones, as well as in performing strategic oversight of intermission flights,</p>

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases where the proposed rates differ from the actual rates, clear justification should be provided systematically in the proposed budget and related documents (see [A/73/755/Add.8](#), para. 31 and [A/74/737/Add.8](#), para. 14) (para. 25).

The Advisory Committee notes the review of the strategic deployment stocks in the light of the lesson learned from the current pandemic, as well as the proposal to establish the regional deployment stocks. The Committee recalls that a report on strategic deployment stocks is due to the General Assembly at its seventy-sixth session, and trusts that the concepts of strategic deployment stocks and regional deployment stocks and the management thereof, including a delineation of the roles of the two service centres in the management of stocks, will be clearly articulated to avoid duplication and increase the effectiveness and efficiency of support to peacekeeping operations (para. 39).

The Advisory Committee reiterates its view that the General Assembly should be provided with comprehensive and more transparent information on the services provided to different entities, the resources required to provide those services and the different financing/cost-recovery arrangements, as well as the recording of related income and expenditures (see also [A/74/737/Add.6](#), para. 26) (para. 43).

The Advisory Committee notes the efforts to establish a scalability model based on the estimation of full-time equivalents. The Committee recalls that the General Assembly requested the Secretary-General to further refine the scalability formula to establish a clearer linkage between workload factors and full-time equivalent requirements, in particular to develop a clear definition of scalability, identify the activities that are scalable and ensure consistency in the application of the scalability model (see also [A/74/737/Add.6](#), para. 23), as well as to ensure that all scalability models take into account, inter alia, workload factors and efficiency gains (see also General Assembly resolution [70/286](#), para. 67) (para. 46).

aircraft usage reports, contract performance and compliance and a global flight tracking.

Vacancy rates for the proposed budget period were kept unchanged (13 per cent for international staff and 4 per cent for national staff) in line with the current recruitment and deployment plan. It is foreseen that by March 2022 the actual vacancy rates will be at the proposed budgetary level.

The new concept for the strategic deployment stocks is included in annex IV to the present report.

Details on the services provided under cost recovery and estimates of the related expenditures have been provided in paragraphs 77 to 81 and tables 2 to 3 of the present report. In addition, income to be received is also provided as supplementary information.

An internal review of the scalability model was conducted and was complemented by an external review to assess and the current model and recommend improvements, develop a clear definition of the concept and ensure consistent application considering workload factors and efficiency gains. The review concluded that: (a) the services provided by UNGSC are diverse, complex, customized and critical to many United Nations organizations, not limited to peacekeeping operations; and (b) the proposed methodology demonstrates alignment with the results-based budgeting framework and annual work programmes and is therefore fit for purpose. For more details, please refer to paragraphs 65 to 72 of the present report.

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

The Advisory Committee notes the assistance of the United Nations Logistics Base to peacekeeping missions' environmental initiatives and trusts that more detailed information on progress, including the scope, outputs, start and end dates of the related activities will continue to be provided in future budget proposals (para. 50).

Environmental initiatives are delivered through the implementation of the Department of Operational Support Environmental Strategy, currently entering phase II (2020–2023), for which an executive summary is readily available indicating current progress and key indicators on environmental performance. Key areas of attention include support of liquidation activities at UNAMID and support for the implementation of 14 energy and infrastructure management plans and 14 waste management plans.

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

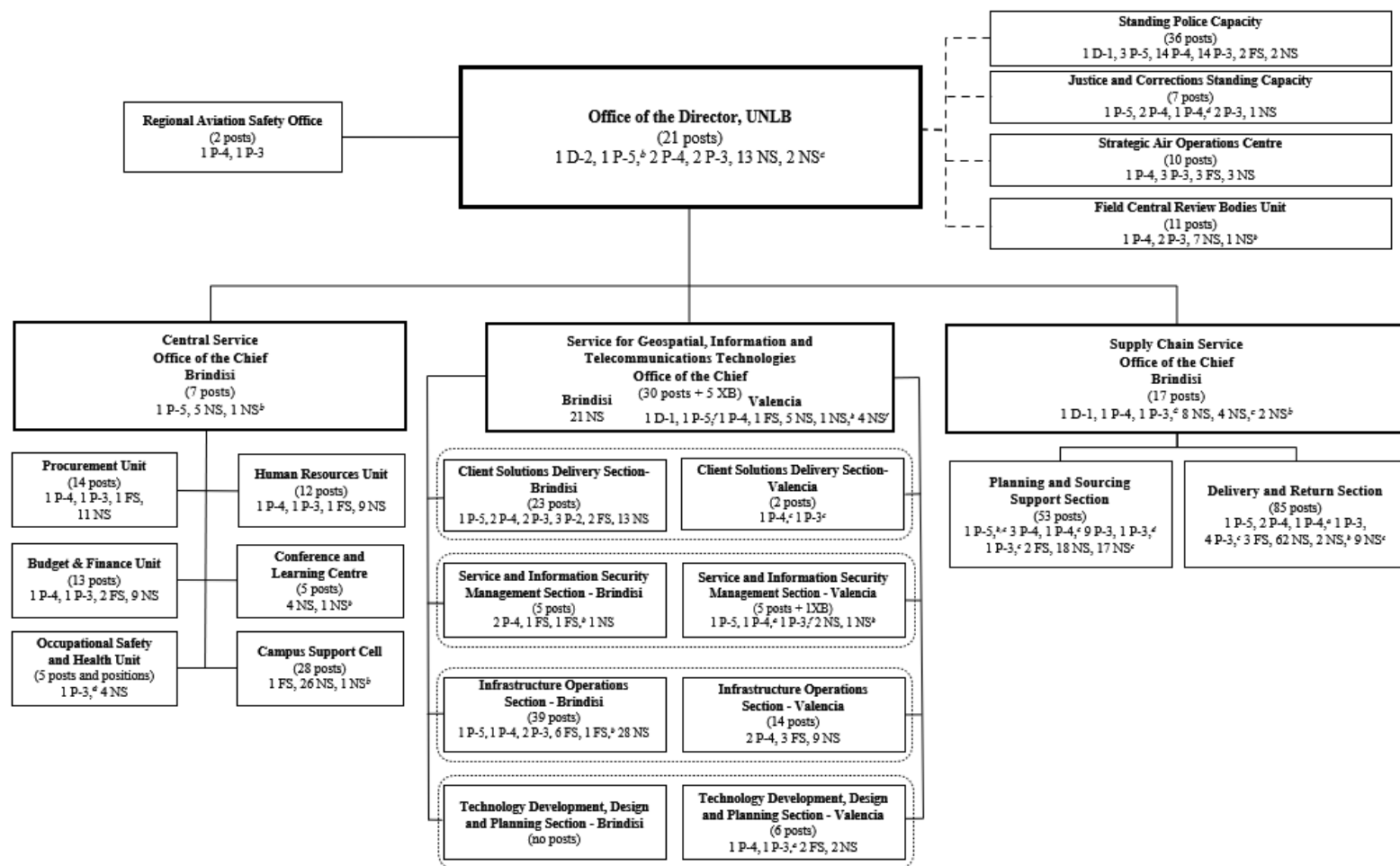
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **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 chart



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

^a New post.

^b Reclassified/reassigned post.

^c Redeployed post.

^d Converted post.

^e Funded under general temporary assistance.

^f Financed through extrabudgetary mechanism.

Annex III

Report on strategic deployment stocks

I. Background

1. The concept of developing a strategic reserve of stocks to enable the rapid deployment of United Nations capabilities was proposed to the General Assembly in March 2002 (see [A/56/870](#)) and endorsed by the Assembly in the same year in its resolution [56/292](#). Since the establishment of the strategic deployment stocks at the United Nations Global Service Centre (UNGSC) at Brindisi, Italy, materials worth over \$645 million have been deployed in support of peace operations (96.8 per cent) and other activities. While the benefits provided by the stocks have long been recognized, the planning assumptions behind the original mandate are outdated, and numerous internal and external reviews have highlighted opportunities for improving the efficiency of operations, the scope of offerings, and the responsiveness of delivery.

Figure I

Annual releases from strategic deployment stocks since inception

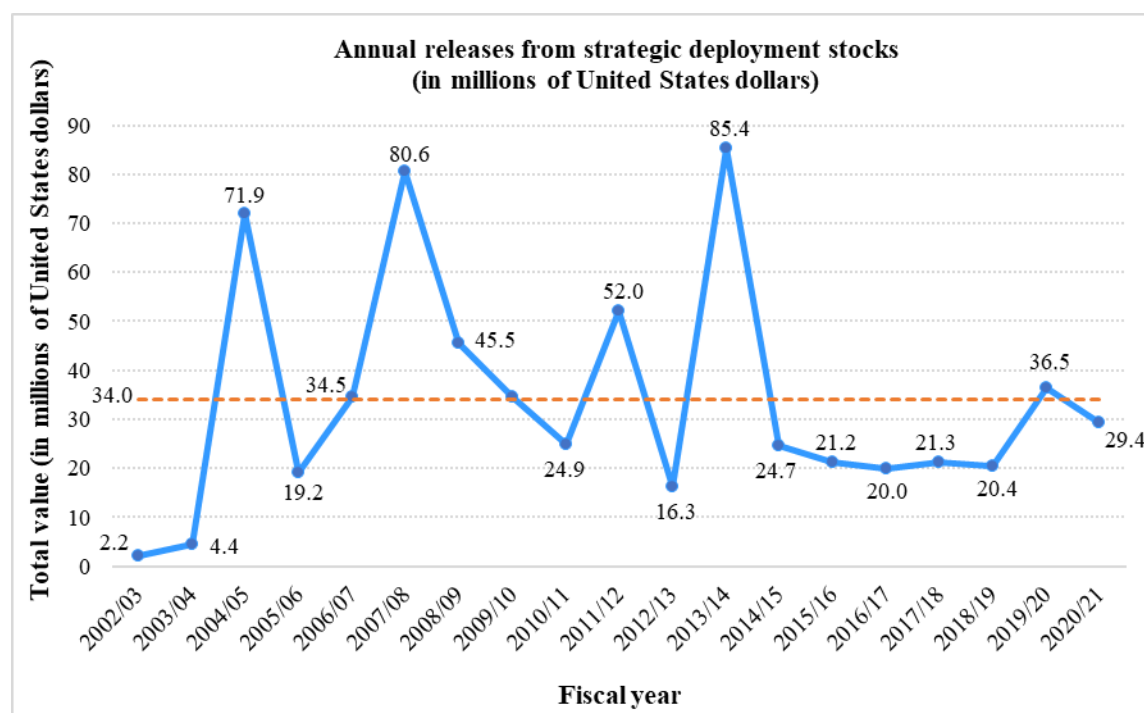


Figure II
Breakdown of releases from strategic deployment stocks since their inception

Historical releases by client category

Client category	Value (in millions of United States dollars)	Percentage of value
PKO	528.3	81.89
SPM	95.9	14.87
Regional-led Forces	12.4	1.92
Security Council	4.0	0.62
Secretariat Dept/Office	2.1	0.33
Service Centre	1.4	0.21
Agency, Fund, Programme	0.7	0.11
Regional Commission	0.3	0.05
Total	645.1	100.00

2. The review of the original concept and the analysis of the management and performance of the strategic deployment stocks, combined with the continuing implementation of supply chain management across the Secretariat, prompted the revision and expansion into the new concept of strategic deployment solutions as part of the wider global supply network.¹ The new concept is detailed in annex IV.² It is derived from the vision of providing a more responsive, reliable and resilient supply of goods, related services, proficiency and expertise as integrated solutions to support current and emerging United Nations requirements. It serves to address problems that peacekeeping missions and other entities routinely experience regarding the timely receipt of goods, whether from the strategic stocks or directly from vendors and suppliers.

3. The new concept is based on current strategic deployment stock funding and the previously endorsed and implemented replenishment mechanisms. Where new facilities are indicated, for example to store the regional deployment stocks, they are exclusively within existing entities and associated infrastructure.

II. Recognized benefits

4. There has been general satisfaction across the entities with the level of service provided by the strategic deployment stocks when compared with the period before the establishment of the stocks. In its 2017 audit (A/71/798), OIOS highlighted that stakeholders had been more positive about the performance of support provided with strategic deployment stocks than they had been in the period before the establishment of the solutions. Strategic deployment stocks have effectively provided the entities with an insurance buffer against the emergence of any urgent new requirements. Items from the stocks can be delivered rapidly, and in past critical situations, the stocks have proved their value by enabling the rapid delivery of items by air to missions that urgently required them.

¹ The global supply network consists of global systems contracts, strategic deployment stocks, mission surplus (clearing house), regional systems contracts, local procurement, low-value acquisitions and letters of assist. From a stock location perspective, it consists of the United Nations Global Service Centre at Brindisi, Italy, holding central strategic deployment stocks; hubs holding regional deployment stocks; vendor locations holding vendor-managed inventory; and entity warehouses holding local stocks.

² The preparation of a new concept of operations for the strategic deployment stocks satisfies recommendation 1 of the report of the Office of Internal Oversight Services (OIOS) on the review and evaluation of strategic deployment stocks as part of the activities of OIOS (A/71/798).

5. The global pandemic, declared in early 2020, has most recently highlighted the effectiveness of strategic deployment stocks for quickly responding to specific requirements in the field, not only by providing commercially unavailable items out of the regular stock composition but also by leveraging existing facilities, infrastructure, skills, processes and means to support the deployment of medical consumables, pharmaceuticals and specialized equipment as part of the rapid response mechanism of the Office of Supply Chain Management. From the start of the pandemic until February 2022, strategic deployment stocks provided medical equipment and supplies worth approximately \$14.7 million that entities were unable to source locally or regionally. The coronavirus disease (COVID-19) pandemic devastated commercial transport networks, and typically efficient and reliable passenger aircraft cargo capacity was no longer available, disrupting the receipt of incoming commodities and the dispatch of strategic deployment stock cargoes around the globe. In close coordination with logistic and procurement divisions of the Office, UNGSC at Brindisi worked around the clock to manage the physical shipments and the flow of information between freight forwarders and destination entities, and to process the administrative and financial transactions. Strategic deployment stocks are the operational component of the overall supply chain approach of the Office, located within the Department of Operational Support. The stocks comprise a buffer of stock, a depository of knowledge, a set of skills and an agile multipurpose tool utilized flexibly in dynamic environments.

6. Similar quick-reaction events included the devastating earthquake of 2010 in Haiti and the Ebola crisis of 2014 in West Africa. The Department of Operational Support (then the Department of Field Support) was able to respond quickly and professionally with emergency relief equipment from strategic deployment stocks as well as mission support teams deployed from UNGSC to support the response efforts coordinated both in situ and from Headquarters. The strategic deployment stocks proved both critical and essential during these crisis situations, and while not specifically within the original scope and designation of a complex mission, quick management decisions could be taken and equipment and funds made available to save lives and protect staff and population alike.

7. It is advantageous that strategic deployment stock materials are received, inspected, and maintained at UNGSC at Brindisi, as this ensures that they pass quality controls. They can also be delivered with testing certification to confirm that the goods are fit for purpose upon arrival. Specialized assets with long manufacturing lead times are customized and made fit for general as well as specific mission purposes. This approach can help to avoid significant issues that can arise for entities when purchasing and receiving goods directly from vendors.

8. Furthermore, the strategic deployment stocks serve several additional purposes in addition to the provision of goods sourced directly from vendors. In certain cases, as in the case of assets such as vehicles, the stocks not only serve to store these items but can be used to tailor or upgrade them as required to meet the end-user needs or adapt them to accommodate the environment in which they are to be utilized (such as through the conversion of conventional all-terrain vehicles into United Nations police vehicles, colour adjustments for special operations and the installation of car tracking devices).

9. The critical role of UNGSC at Brindisi in acting as the custodian of the strategic stocks has been highly lauded in the various reviews and assessments as well as in client feedback. In addition, the availability of liquid funds for procuring additional inventory when required has been recognized as providing flexibility, assurance and stability in a rapidly changing world.

10. Brindisi has proved to be a highly strategic location for accommodating strategic deployment stocks and related services. The facilities, and even more importantly the availability of a well-established network of vendors, service providers, original equipment manufacturers and spare parts suppliers, as well as a cost-effective and well-trained local workforce for workshop- and warehouse-related activities, offer a major advantage over other locations. Not all categories and commodities held in strategic deployment stocks require the same support infrastructure, and all of these types of support infrastructure are addressed in the proposal for the new stocks, including a component of regional deployment stocks. Nevertheless, for a prime category – configurable equipment – it remains a prime location.

III. Summary of the original concept analysis

11. The original concept has been reviewed, audited and analysed extensively in the past by internal as well as external entities. The resulting information, enhanced with updated performance data and input from current stakeholders, was further reviewed, analysed and dissected to extract lessons learned and identify opportunities for improvement on the basis of a root cause analysis. The results are summarized in table 1 below, and several issues are highlighted, including the current one-size-fits-all business model, a rigid strategic deployment stock composition that contains slow-moving stock, and the ordering of strategic stocks by entities during the peak period at the end of the fiscal year. Moreover, with no new peacekeeping missions opening in the past seven years, essential stock rotations have been competing against new products available through the replenishment global system contracts concluded for that purpose, but the rotated stocks offer depreciated materials. Many of the original policies governing and safeguarding financial aspects of the release and replenishment of the strategic deployment stocks now pose obstacles to their release; for example, restricting materials to those with a procurement lead time of less than 90 days can result in unattractive partial systems being available rather than more attractive full solutions. Overshadowing many of these issues is the fact that missions are often in geographically remote locations, in which case they resort to holding excessive stocks to counter unpredictability and avoid potentially experiencing shortages.

12. The benefits have been highlighted in section II above. In addition, the new concept serves to address the following features of the original concept and the resulting impact or the symptoms for which improvements can be achieved:

Table 1
Summary of the root causes of performance issues concerning strategic deployment stocks

<i>Concept features</i>	<i>Impact or symptoms</i>
One-size-fits-all model (all strategic deployment solution items are handled in the same way)	The impact varies for the different types of materials, as the characteristics and performance requirements vary. This leads to unnecessarily long lead times for some materials, high costs, unreliable delivery, and inflexibility against demand for other materials. No distinction is made, and all strategic deployment stocks items are sourced under their respective global contracts, delivered to the United Nations Global Service Centre and eventually supplied to clients according to demand.

<i>Concept features</i>	<i>Impact or symptoms</i>
Planning assumption/purpose	Strategic deployment stocks are currently held for the sole purpose of rapid deployment at mission start-up. This results in the limited rotation of inventory and consequently the obsolescence of some of the materials held in stock, depreciation, and increased holding costs.
Materials only (strategic deployment stocks do not include any services or enabling capacities)	Without required enabling capacities to install, build, assemble, commission, test and even operate strategic deployment stock equipment, the rapid deployment aspect is often challenging. Some equipment also requires specialized enabling capacity that is often unavailable in deployment areas. While the equipment is deployed rapidly, it cannot be utilized for its intended purpose.
Like-for-like replenishment (items being replenished with identical or more advanced models)	Stock levels are driven by the original concept policy and composition rather than by demand and evolving composition requirements. This causes the overstocking of low-demand items and potential stock-outs of materials for which demand is increasing.
Modules, plug-in solutions and critical items	Modules within the strategic deployment stock composition need to be reviewed and redesigned to include all supplementary and auxiliary items required for successful deployment and installation in theatre. Excluding any item with procurement lead times of less than 90 days may have a significantly negative impact. Individual critical items with shorter lead times result in significant delays and duplication of effort if obtained from sources other than the strategic deployment stocks.
Composition review	There is a need for increased frequency of composition review to make adjustments for avoiding misalignments with changing and dynamic demand and the availability of suppliers and contracts, and for avoiding the unpredictability of support scenarios.
One-way concept	Historically, the full life cycle of major equipment that is issued has not been considered in the releases from the stocks. The absence of a controlled process for returning materials, and particularly assets, to stock causes excess stockholding by missions, surplus capacity, asset underutilization and depreciation.

IV. Overview of the new concept

13. The strategic deployment stocks are currently used to supply multiple product types for different customer needs, but the products are stored, managed and shipped in the same manner from the same location. When considered holistically with other issues faced by missions in procuring goods from external vendors, this suboptimal

business model supports the argument for the introduction of a new concept of operations that envisions more tailored solutions as part of a higher-performing, client-centric supply network, strategically designed to deliver according to client needs. It is proposed that the new concept be operationalized through the global hub at UNGSC at Brindisi and a limited number of regional hubs holding pre-positioned inventories of particular product types to support proximity entities. This approach proved effective during the East Africa corridor project managed by the Regional Service Centre in Entebbe, Uganda, in 2017 and 2018, when orders and shipments for several missions in the region were consolidated at the supplier's location and shipped to Mombasa, Kenya. The bulk order was then divided up and distributed to the individual missions, which resulted in reduced delivery lead times³ and considerable cost savings⁴ for the missions and hence the Organization. This concept will also open up the opportunity for regional and local markets to supply goods to the regional stocks rather than the goods being sourced from far away. The proposed changes to the original concept and mandate will entail implementation over multiple years following a phased operationalization of the new concept incorporating the following elements:

- (a) Expansion of client support from peacekeeping operations to all peace operations; general Secretariat activities; activities of United Nations agencies,⁵ funds and programmes under the "One United Nations" initiative; and partners under service-level agreements⁶ that provide specific items available under the strategic deployment stock composition;
- (b) Creation of a more client-oriented offering of strategic deployment stocks by:
 - (i) Increasing the frequency of composition review;
 - (ii) Expanding the range of supplementary products and services currently offered from strategic deployment stocks in order to create plug-in solutions;
 - (iii) Removing restrictive like-for-like replenishment clauses;
 - (iv) Removing the 90-day lead time restrictions to allow for the creation of a portfolio of pre-configured kits, modules and support including other critical individual items that entities can order, thus offering convenience and economies of scale on consolidated deliveries to clients;
- (c) Provision of at-cost surge support services and contracts to clients that include the related labour and tooling to overcome the lack of enabling services;
- (d) Creation of a more sustainable, circular supply chain model, thereby avoiding the repetitive indirect costs of global equipment inventory. Equipment usage will be better tracked, and the ability for expensive assets to be returned, refurbished and reused will be provided. This measure will also help to align United Nations

³ Delivery lead times to Entebbe, Uganda, and Mogadishu from the port of Qingdao, China, were reduced by 30 per cent.

⁴ Total cost savings of \$235,000 for the shipment of 72 twenty-foot sea containers to Juba, South Sudan.

⁵ Support for the activities of non-Secretariat entities will be limited to specific support requirements within the portfolio and composition of the strategic deployment solutions. It will not cover programme-specific requirements beyond the strategic deployment stock composition, such as humanitarian relief items. Examples might include armoured vehicles, accommodation units, and heavy plant and equipment.

⁶ Such activities will be supported on a case-by-case basis if their priorities do not conflict with support activities for peace operations.

reserve stock (stock returned from liquidating missions) with, and incorporate it into, the overall supply network and concept;

(e) Incorporation of vendor-managed inventory to replenish items that are rapidly evolving or require specialist technical support or enabling capacity;

(f) Increased access to infrastructure, facilities and capabilities through closer partnerships with Governments and other organizations;

(g) Development of a more user-friendly ordering system to improve the willingness of entities to engage with the strategic deployment solutions, removing inconveniences and barriers to value;

(h) Creation of a Strategic Deployment Solutions Board, chaired by the Assistant Secretary-General of the Office of Supply Chain Management, to ensure that the new supply network continually evolves and incorporates the right capabilities in order to succeed.

14. The principal component of the new concept to connect, align and enable changes is the creation of a top-down, client-centric supply network combining strategic deployment stocks with a series of different fulfilment nodes devised to provide a responsive, reliable and resilient service network. The new concept has been developed strategically using performance rather than policy as its guiding principle and is designed to provide entities with a high level of service that they use by choice. The proposal does not alter, encroach upon or challenge the delegated authority currently held by the missions.

15. Unlike the original concept, which catered for a complex peacekeeping start-up, four distinct yet encompassing needs will be served by this new supply network, namely:

(a) Mission start-up and support;

(b) Support for man-made and natural disasters;

(c) Medical surges and health crises;

(d) Mission sustainment and operations on the basis of annual demand and forecasting.

16. Each of these needs requires a variety of goods and services at different stages, some unique and some cross-cutting, ranging from medical consumables to power generation. Required material types span from fixed assets to consumables: some require regular maintenance, support and controlled disposal, while others require and environmental protection during movement and storage, and yet others need minimal maintenance and can be stored anywhere. Therefore, it was imperative that the new concept be designed to ensure that the right products were in the right place at the right time in the correct condition and quantities; the expanded proposal in annex IV details the way in which that aim can be achieved.

17. Following a preliminary segmentation of the overall materials solution portfolio, four distinct supply chains were identified around which the new concept was designed. Three supply chains are to be managed under strategic deployment solutions: configurable materials, such as vehicles; frequently required, standardized, low-maintenance materials, such as prefabricated buildings and field defence stores; and specialized materials, such as power generators and medical consumables. The fourth, procure-to-order materials such as basic construction materials, are obtained through the wider supply network of the Office of Supply Chain Management rather than as part of the strategic deployment stocks concept.

18. By analysing the strategic priorities of each supply chain, the difference between the level of performance achieved using the current strategic deployment stock network and the level of performance that clients require was determined, giving rise to the vision that the new network will be used to identify the optimal locations for holding inventory and, crucially, who should manage the inventory. Each of the supply chains was assessed on the basis of the following strategic attributes:

- (a) **Reliability.** The ability to deliver products on time, in full, without damage and with the correct documentation;
- (b) **Responsiveness.** The ability to deliver goods to clients at speed;
- (c) **Agility.** The ability to adapt to large-scale, sustained increases or decreases in unplanned demand;
- (d) **Cost.** The ability to reduce the costs of the total supply chain, including the cost of planning, sourcing, storing, delivering and returning products;
- (e) **Assets and inventory.** The ability to manage supply chain assets, namely, working capital (inventory), fixed assets and cash.

19. The four supply chains below, defined in terms of strategic attributes, serve to guide the overall management of the supply network:

- (a) **Configurable materials** (such as vehicles). The focus here is on reliability, with responsiveness and cost subordinate. The proposed target for these items within the new network is delivery within 90 days, with 95 per cent reliability. Owing to configuration requirements, these items will be stored, enhanced and maintained centrally;

- (b) **Frequently required, standardized, low-maintenance materials** (such as prefabricated buildings and security). The focus here is on responsiveness, with reliability and cost subordinate. The proposed target for these items is cost-effective delivery within 30 days, with 90 per cent reliability. These low-maintenance items will be located at regional hubs under strategic deployment stock or regional deployment stock management;

- (c) **Specialized materials** (such as power generation items, blood, and pharmaceuticals). These present varied challenges, with different solutions and supply chain networks required. The focus here is on reliability, with agility and assets/inventory subordinate. The ability to quickly scale up supply is important. Partnering with key suppliers in a contractual vendor-managed inventory relationship will often help to avoid buffer stocks and obsolescence;

- (d) **Direct procurement materials** (such as construction materials that can be acquired from anywhere). Given their commodified nature and ubiquitous availability, there is little benefit to be gained by the United Nations managing these items centrally. The materials will be acquired as required from local or regional suppliers and are obtained through the wider supply network of the Office of Supply Chain Management rather than as part of the strategic deployment stocks concept.

20. The continuing implementation of supply chain planning at all levels and entities of the Secretariat, enhanced by the recently introduced Umoja supply chain planning tool, has enabled greater visibility of the global demand for peacekeeping missions, special political missions and other Secretariat entities, including all offices away from headquarters and regional commissions. The aggregated annual global supply chain plans, already reviewed by the cross-functional working groups of the Office of Supply Chain Management, will be further analysed from the perspective of strategic deployment solutions to identify the materials and services considered

appropriate for incorporation into the network supply chains as central and/or regional stocks according to their strategic attributes.

21. The supply network will be monitored and controlled using an industry-practiced central supply chain “control tower” that will work with the supplying nodes to ensure that the right inventory is held at the right quantities at the right location and that any supply issues are resolved. The control tower will be located in UNGSC and will utilize existing resources. Its main task will be to ensure an optimized balance between demand and supply, and hence the highest possible service level for the clients of the network. The demand information will be the essential output from the Supply Chain Planning Service of the Office of Supply Chain Management, where global demand is consolidated. Supply will be managed from the Centre through the four supplying nodes – strategic deployment stocks, regional deployment stocks, vendor-managed inventory replenishment and direct procurement – which will work together to supply entities with materials and services. The Sourcing Support Service of the Office will provide sourcing coverage for demand, ensuring that sourcing options such as global or regional systems contracts have been established for the requirements. In the future, this concept will be linked to other operational support centres, creating an integrated network of operational facilities rather than a series of operations silos; the Regional Service Centre in Entebbe and the Global Procurement Support Section are current examples of elements of this combined and developing network under the auspices of the Office, geographically situated to support the regional deployment stocks in Entebbe but supporting and complementing the operational central control tower in UNGSC.

22. Furthermore, having the right materials available and ready for rapid delivery is only part of the overall solution; it is completed with the provision of enabling services to assemble, install, build, commission, test and train operators. These requirements can, in time, be achieved or advanced by ensuring the availability of core materials and strategic individual items, by identifying, gathering and making available supplementary and auxiliary items, and by making available contracted or in-house support teams (such as mission support teams of UNGSC). Procurement for surge support services, which will be a generic and flexible way for clients to source required enabling capacity in addition to strategic deployment stock equipment, has already been initiated and will address a variety of requirements and shortcomings.

23. A segmented supply chain can be used to convert the United Nations supply chain from the single one-size-fits-all approach that causes documented issues to a more strategically tailored system in which the correct relationships, networks, processes, performance metrics and skills are in place. The downstream creation of regional hubs, vendor-managed inventory partnerships, and relationships with local suppliers operating alongside the strategic deployment stocks will help to improve lead times and avoid geographical location singularity of stocks while allowing the United Nations to focus on areas in which it has core competency and to outsource areas in which it does not. Being able to acquire frequently required items from a regional hub will reduce projected lead times and the level of supply uncertainty (standard deviation). This will improve the ability of missions to plan for stock arrivals and schedule mandated activities while removing the need to hold buffer stock, thereby further reducing stock obsolescence and potential write-offs at the mission level. A key performance target of the new concept is the dramatic improvement of responsiveness to client needs through predictability and forecasting, plus the combination of different supply solutions according to client needs and product category.

24. The transition to a fully operational United Nations global supply network is a continuous process with no finite end point. As global industries progress and evolve, associated supply chains and supply chain practices continually develop, providing

new solutions for meeting challenges and demands. The new concept provides a flexible solutions framework to be operationalized through phased implementation. In 2021, the regional deployment stocks were introduced and accepted by the Member States and are already being operationalized with physical stocks on the basis of forecasted client demand. Enabling services are being gradually introduced by amending and creating global and regional systems contracts, including after-sales services, as an outcome of the category management initiative of the Office of Supply Chain Management. A new series of contracts for surge support services is currently being developed and will be made available globally to clients in 2022. Similarly, the acceptance of an extended client base, with caveats prioritizing peace operations, will serve to further operationalize the new concept and advance the overall supply network. The new concept cannot be instituted overnight through sweeping changes but can and will be developed steadily through planned changes based on the completed analysis and proposals or recommendations described above and in the full report. There have already been many tangible supply chain advancements since the management reform and the creation of the Office. The new concept will build upon that progress.

25. The proposed approach addresses the root causes of issues identified in various audits and reviews of the strategic deployment stocks. It is designed to establish a strong supply chain foundation for the future that can be developed and built upon as the United Nations and its needs evolve. The creation of a return, refurbishment and reuse capability will lead the United Nations towards a more sustainable, circular supply chain model and will align the United Nations reserve with the overall strategic deployment stocks concept rather than operating independently. While the deployment of strategic stocks traditionally served to define new materials, the new strategic deployment solutions will encompass both materials with a full service-life expectancy and used equipment of high acquisition value and low utilization that is reintegrated into the appropriate supply chain. It will enable the fulfilment of planned and unplanned demand through different sourcing channels, improving the responsiveness to clients through reliability of supply. It will furthermore result in significant cost avoidance when the overall utilization rates of already purchased equipment are improved instead of purchasing new equipment.

26. The approach in the new strategic deployment solution concept is to provide more flexibility in its use, resulting in more benefits for clients and the Organization overall. Some limitations, such as highly specific business areas or uses, are to be eased. The clients are at the centre of the new concept and will determine the stock composition and material types included. Allowing the proposed controlled return process to drive a circular supply chain approach will result in cost avoidance by utilizing existing resources more effectively at the same or other operating theatres. It is proposed to hold stocks at locations that are closer to clients for categories in which benefits can be achieved, such as for standardized, low-maintenance, fast-moving commodities. A summary of the changes is contained in table 2 below.

Table 2
Table of changes between the original and new concepts

<i>Concept feature</i>	<i>Original strategic deployment stock concept</i>	<i>New strategic deployment stock concept</i>
Business area	Peacekeeping	All Secretariat activities Agencies, funds, programmes Partners
Specific use	Rapid deployment	Mission start-up and support Medical surges, pandemics and epidemics Support for man-made and natural disasters Day-to-day mission operations
Planning assumptions	Purpose-focused	Client-focused
Responsiveness	30 days for traditional missions 90 days for complex missions	90 days (configurable materials) 45 days (specialized items from vendor-managed inventory) 30 days (standardized, low-maintenance, fast moving materials) 15 days (short-shelf-life items)
Composition	Fixed, annual review	Dynamic, quarterly review
Material types	Lead times of more than 90 days	Client-driven
Replenishment	Immediate, like-for-like	Dynamic, demand-driven
Stock location	United Nations Global Service Centre	United Nations Global Service Centre, regional hubs, vendors
Sourcing	Global system contracts	Global and regional contracts
Process	Linear	Circular
Management	Assistant Secretary-General	Strategic Deployment Solutions Board, chaired by Assistant Secretary-General

27. Historical, non-critical, slowly rotating stocks will be phased out because of the more frequent and elaborate composition reviews and replaced by the establishment of different supply chains that source according to material type, which are all part of the global supply network that includes the use of partners to provide select inventory and services to clients. The issue of stock sources located far from end users has been substantially addressed by the introduction of regional hubs, vendor-managed inventory partnerships, and relationships with commodity-specific local and regional suppliers. Critical and frequently required enabling services have also been addressed through the new surge support services contract and similar instruments for providing skilled labour and specialized tools.

28. The removal of restrictive barriers, such as limiting strategic deployment stock support to United Nations peacekeeping operations, requiring like-for-like replenishment, and only stocking materials that have a procurement lead time of less than 90 days, will enable the strategic deployment stocks to grow. Furthermore, the

creation of an overall return, refurbishment and reuse capability will lead towards a more sustainable, circular supply chain model, saving money on new acquisitions and supporting environmental sustainability. The financial depreciation of strategic deployment stock assets in unit stock and in mission stock and the low utilization rates of high value assets are a considerable financial risk to the Organization. The introduction of a circular approach to the United Nations supply chain will mitigate both risk factors to a large extent and achieve substantial cost avoidance.

29. The new concept will bring improved responsiveness and greater predictability for clients through the segmentation of commodities according to their strategic attributes, resulting in the optimized sourcing of materials by location, whether from the United Nations inventory (strategic deployment stocks, regional deployment stocks), from vendor-managed inventory or through procurement on demand. For example, projected lead times for items replenished from the regional deployment stocks should decrease from their current average, massively improving the ability of entities to plan for the arrival of goods and schedule activities, removing the need to hold excessive buffer stock. In turn, this will reduce the amount of excess stock held by the missions and other entities, resulting in a decrease in stock obsolescence and write-offs.

30. Once established, this new approach should lead to noticeable reductions in respective in-theatre inventories as entities gain confidence in the ability of the global supply network to reliably deliver goods and services, reducing the need to hold buffer stocks on the basis of the historical uncertainty and unpredictability of supply. The centralized monitoring and control of the supply chains will also give rise to financial benefits, from leveraging economies of scale from the procurement power of the United Nations to making procurement and vendor selection decisions based on the support strategy for each particular supply chain.

Enhanced capabilities

31. As well as improving the simplicity and performance of the United Nations supply chain, the new proposal serves to deliver a series of new capabilities currently unavailable to entities:

(a) Instead of the previous static portfolio of products, the new approach will provide an evolving and constantly updated stock composition designed specifically to meet client requirements. The review of the strategic deployment stock composition was part of recommendation 2 of the OIOS report (see [A/71/798](#)) to ensure that the level and size of the composition were commensurate with start-up needs and aligned with modularization and that they excluded items with procurement lead times of less than 90 days. In the new concept, all of these issues are addressed within the overall concept of operations from which the composition is derived;

(b) Already under development as part of the new concept, the regional deployment stocks will provide stocks from a nearby regional location to entities, producing efficiencies including reduced delivery time;

(c) A greatly increased focus on sustainability will be ensured through the provision of an easy process for returning items to any hub, with refurbishment and reuse capabilities;

(d) Standby enabling capacity is to be established for many technical areas, either from the regional hubs or directly from the vendors contracted to manage the replenishment of the inventory and its installation, maintenance and disposal;

(e) A key benefit of the procurement process that has been highlighted since the first strategic deployment stock review in 2010 is the provision of specialist enablers for specialized equipment and materials in terms of both skills and tools.

Adding enabling services as strategic deployment solutions is indicative of the client-centric aim pursued through the new concept.

32. The proposal represents a dramatic shift from the current one-size-fits-all model and utilizes well-established supply-chain best practices from commercial industries in which inventory is strategically located on the basis of its categorization and the needs of the end users. To enable this new network to operate effectively, new mindsets, processes and procedures will be developed, but these will ultimately simplify the overall supply of products and services. Technology will be used to automate and enhance the processes as much as possible, and policies should be developed to widen rather than restrict the scope of available services. Overall, the concept proposal has been designed to develop the United Nations supply chain of the twenty-first century; one that meets client needs by being responsive, reliable, resilient, transparent, and simple to navigate.

Benefits for clients

33. The development of the new concept has been a detailed and extended exercise because of multiple factors, including changes resulting from the management reform, the impact of the delegation of authority, changes to peace operations in the past decade, the pandemic, lessons learned from providing support related to the pandemic, and disruptions to global commercial supply chains. The resulting product, which is the new concept of operations proposed herein, is the culmination of hours of analysis, many fruitful interviews and discussions with the leadership of the Office of Supply Chain Management and other stakeholders, extensive research and investigation, individual and group discussions with Directors and Chiefs of Mission Support, the formulation of new proposals, the elimination of ideas, and deeper analysis. The concept will ultimately serve end clients, which have been engaged throughout the assessment and development stages. The Directors and Chiefs of Mission Support have expressed their full support for the new concept and consider it an essential improvement towards their efforts in serving the clients. After an initial transition period, clients can expect improvements in responsiveness through the speed of service for a wide variety of equipment, reliability through the quality of service provided, reduced effort through the limitation to stock transfer orders, and convenience through the inclusion of supplementary materials and enabling capacities. The expected benefits to missions and entities are summarized below.

- Strategic deployment stock composition covering a broad range of requirements (goods and services)
- Centralized emergency stocks and inventory of critical items
- Optimal order fulfilment from strategic deployment stocks, regional hub/ deployment stocks or vendor-managed inventory
- Reduced need for buffer stocks and inventory in theatre
- Reduced local requisitioning and procurement activity for a specific assortment of materials and services
- Easier-to-use business-to-business ordering system
- Stock transfer orders and expedited cost recovery from clients
- Reduced sourcing and engagement with freight forwarders
- Improved usage and benefit from SAP/Umoja modules
- Reduced efforts regarding non-value-added activities
- Greater visibility of order progression

- Lead times reduced from months to weeks/days
- Improved door-to-door delivery
- New equipment acquisitions eliminate ageing stocks
- Advice and support available for asset and category management
- Easy process for returning any materials to any hub
- Standby enabling capacity for a wide range of technical areas
- Financial benefits of true economies of scale in ordering and delivery

Annex IV

Revised concept of strategic deployment stocks¹

Summary

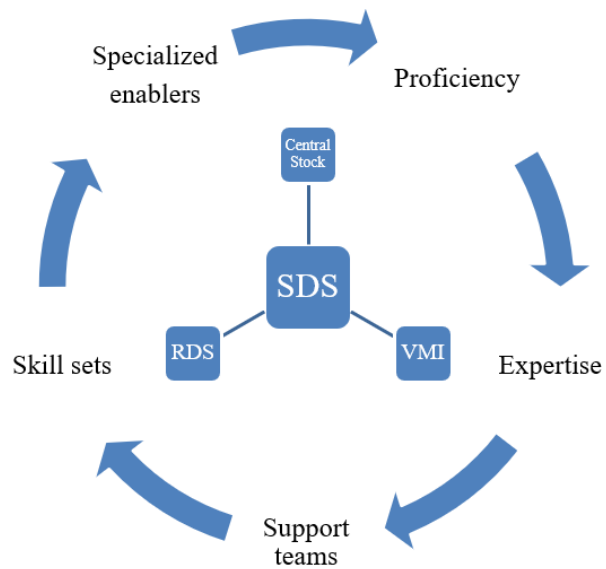
The present document contains the revised and expanded concept of strategic deployment stocks (see General Assembly resolution [56/292](#)), detailing strategic deployment solutions designed to provide a more responsive, reliable and resilient supply of goods, related services, knowledge and expertise as integrated solutions to support current and emerging United Nations supply chain requirements. The concept has been updated and invigorated with a strategically designed, innovative approach to delivering goods from the strategic deployment stocks in a timely manner, whether for peacekeeping missions or other entities.

The new concept consists of a global hub at the United Nations Global Service Centre (UNGSC) with a limited number of regional hubs (the first of which is located at the Regional Service Centre in Entebbe, Uganda) designed to supply regional entities with regionally pre-positioned inventory on the basis of the suitability and unique characteristics of the product types. The new strategically designed concept provides the entities with new options that are built around three pillars of the new concept of strategic deployment stocks – centrally supplied inventory held at UNGSC; regional inventory hubs, which will hold regional deployment stocks; and vendor-managed inventory – as well as a fourth pillar that is not part of the concept, namely, the management of directly procured stock. Together, the four pillars will enable entities to access the strategically designed supply network of the Office of Supply Chain Management without compromising their delegated authority or autonomy.

The new concept entails a change from holding strategic stock to utilizing a catalogue of strategic solutions composed of materials from any of the three pillars (central strategic deployment stocks, regional deployment stocks and vendor-managed inventory) and specialized enabling capacities from specifically designed support service contracts, mission support teams of UNGSC, or from equipment suppliers offering after-sales and enabling support services under their contracts. The concept also covers knowledge, expertise and skill sets from the Office of Supply Chain Management and third parties that are made available to clients as part of the solutions (see figure I).

¹ The new concept is proposed in the form of strategic deployment solutions as explained in the summary.

Figure I
Framework of the new strategic deployment solutions



Abbreviations: RDS, regional deployment stocks; SDS, strategic deployment stocks; VMI, vendor-managed inventory.

I. The new concept of strategic deployment solutions and its implementation

A. Introduction

1. The concept of developing a strategic reserve of stock to enable the rapid deployment of United Nations capabilities was first endorsed by the General Assembly in July 2002 (see Assembly resolution [56/292](#)). The lack of rapid deployment capability had been repeatedly identified as a major weakness in the United Nations peacekeeping operations, and the original strategic reserve concept was designed to address that issue by ensuring minimum operational capability within 90 days of the approval of the Security Council for one complex peacekeeping mission.

2. A strategic reserve of materials was established at the United Nations Global Service Centre at Brindisi, Italy, comprising items with long production, procurement and deployment times. The initial size and composition of the strategic deployment stock materials were based on a series of planning assumptions derived from mission profiles for traditional and complex missions, with the composition of stocks reviewed annually.

3. Since its establishment, the United Nations Global Service Centre (UNGSC) has successfully provided over strategic stocks worth \$645 million as material support predominantly to missions and is deemed a critical supply source for all United Nations peacekeeping operations. However, while the benefit provided by the strategic deployment stocks has long been recognized, the fundamental assumptions behind the original mandate are no longer entirely valid, and numerous internal and external reviews have highlighted opportunities for improving the efficiency of operation, the scope of offerings and the responsiveness of delivery. Owing to developments in peace operations and the impact of the management reform of the Secretary-General, there are opportunities for adjustments and improvements that will greatly enhance the service provided to missions and other entities in the future.

4. While the original strategic deployment stocks mandate was to provide start-up support for missions within 90 days, it is acknowledged that no new large peacekeeping missions have been initiated since 2014. Instead, strategic deployment stocks have been used for special political missions or as releases for rotation to meet ongoing operations. This may result in depreciated stocks and, in some cases, technological obsolescence, and when supplied for purposes other than start-up missions, it involves multiple ad hoc shipments of smaller selections of products. This approach has shifted the challenge from ensuring the general availability of stock to avoiding stock depreciation or making stock available at the right location, and all of the associated logistical difficulties.

5. To date, orders have been handled separately and independently irrespective of the source or location of the goods ordered, resulting in a missed opportunity to consolidate demand, leverage any economies of scale and benefit from pre-positioning the goods closer to the source of operations.

6. When goods arrived at a mission at start-up or during its sustainment, there was often a lack of critical enabling items or specialist skills required for the assets to be operationalized, resulting in unfulfilled requirements that the missions had to source from elsewhere.

7. Since 2010, there have been several external reviews and internal audits of the strategic deployment stock concept and its performance, all of which identified numerous issues and opportunities for improvements. The Office of Internal

Oversight Services (OIOS) carried out a review and evaluation of strategic deployment stocks (A/71/798) and the extent to which they contributed to fast mission start-up and expansion. OIOS found that, although stakeholder satisfaction levels were satisfactory and strategic deployment stocks had been used to successfully support numerous missions, delivery lead times were too long, the composition of strategic deployment stocks was not fully aligned with start-up needs and modularization requirements, and there was a tension between the difficulty of predicting when new missions would start and the costs of maintaining permanent stock.

8. The net result of these issues and observations is reflected in the revised new strategic deployment solutions concept. There is now a new opportunity to rethink and redesign the strategic deployment stock concept of the Office of Supply Chain Management to meet the current reality and future requirements. As the global requirements of the United Nations have evolved beyond peacekeeping into other types of operations such as providing support for medical emergencies (such as pandemics) and natural disasters, it is deemed essential to operate a more aligned and coordinated supply chain that is designed to meet future rather than historical challenges and connects the strategic deployment solutions, regional initiatives, vendors and entities. A strategically designed, client-centric concept that is driven by outcome and performance and delivers what the field entities need, when they need it, while maintaining their delegated authority. One that is flexible and simple to use, but also fast, agile and reliable.

B. Rapid deployment and strategic support

9. The objective of the strategic solutions is still to provide the Organization with the capability to deploy peacekeeping missions within the rapid deployment time frames. However, as the global requirements change, and as the Department of Operations supports a broader portfolio of operations, it is deemed necessary to adjust all available tools accordingly.

10. In this regard, the Office of Supply Chain Management in the Department of Operational Support has identified the following four main support areas for which strategic deployment solutions will be used:

- (a) Mission start-up and surge support;
- (b) Medical surges and health crises;
- (c) Support for man-made and natural disasters;
- (d) Mission sustainment and operations.

C. Planning assumptions

11. The new concept for strategic deployment solutions is based on the premise that there is no “one-size-fits-all” manner of achieving the most effective support results for clients within any of the four support areas, as a result of which a segmentation approach is followed.

12. The portfolio of strategic support solutions is therefore categorized into four main supply chains:

- (a) Configurable materials (such as vehicles);
- (b) Standardized, low-maintenance materials (such as field defence stores);

- (c) Specialized materials (such as pharmaceuticals and high-tech equipment);
- (d) Procure-to-order materials² (such as cement).

13. The following planning parameters from the concept of strategic deployment stocks approved in 2002 remain valid for strategic deployment solution requirements in support of mission start-up:

- (a) Military contingents provide 100 per cent of contingent-owned equipment (including weapons; combat vehicles; second-, third- and fourth-line maintenance and spare parts; and lower-level communications equipment) under wet-lease arrangements;
- (b) The Secretariat provides second- and third-line communications, transport, and engineering equipment;
- (c) Combat support elements are mission-dependent and provided under wet-lease arrangements;
- (d) Contingents are self-sustaining for at least 50 per cent of equipment and material.

14. Strategic deployment solutions will provide the minimum operational capability to enable the missions or supported programmes to perform their basic core tasks upon deployment or respond to a requirement in the principal theatre within 30 to 90 days. The operations conducted³ may be related to peace operations activities, general Secretariat activities and programmes, activities of United Nations agencies, funds and programmes under the “One United Nations”⁴ initiative, or partners⁵ under service level agreements.

D. Composition of strategic deployment solutions and circular approach

15. The strategic deployment solutions are crucial for ensuring operational readiness for the rapid deployment of peace operations, supporting emerging requirements and sustaining operations as part of the overall support network of the Office of Supply Chain Management.

² Procure-to-order materials are not provided under the concept of strategic deployment stocks but represent a substantial category in the global supply network.

³ The existing concept of strategic deployment stocks only addresses force configuration in its planning assumptions. This change is based on recommendation 1 of the report of the Office of Internal Oversight Services (OIOS) on its activities concerning the review and evaluation of strategic deployment stocks (see [A/71/798](#)): “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.” It is proposed to include the broad application and use of strategic deployment solutions beyond force generation on the basis of the supply chain concept of rapid inventory turnover and increased cash-to-cash cycle times.

⁴ Such activities will be supported on a case-by-case basis if priorities do not conflict with support activities for peace operations. Only items carried to support Secretariat activities can be provided. The strategic deployment stock composition will not be adjusted for the sole purpose of support for other such entities.

⁵ Such activities will be supported on a case-by-case basis if priorities do not conflict with internal United Nations activities.

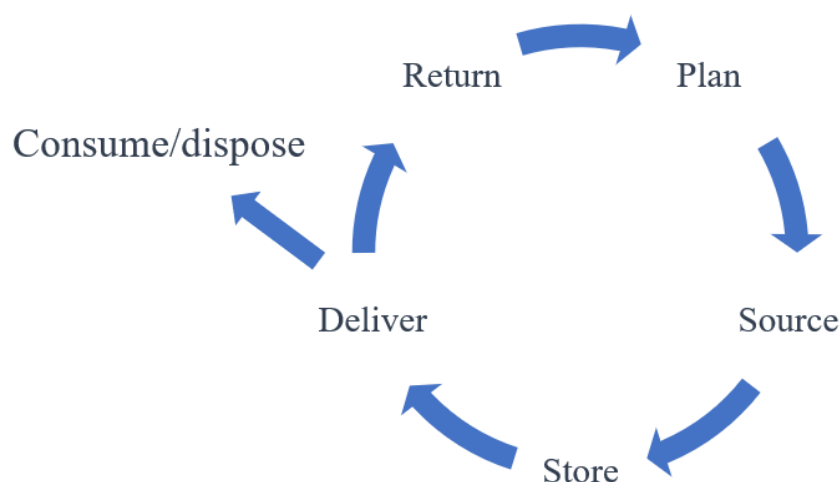
16. The composition⁶ of strategic deployment solutions will be dynamic and flexible, and aligned with the requirements of current and forthcoming activities, areas and environments of operations; technological advances; and solutions proposed under a sound and continuous category management approach. The composition will be focused on outcomes – offering complete and integrated solutions, including products, enabling capacity, expertise and knowledge rather than goods alone.

17. Strategic deployment solutions are intended to meet operational requirements for supporting operations as defined above. In general, the solutions should consist of new equipment with a full service-life expectancy. While new materials are traditionally defined in the deployment of strategic stocks, pre-used equipment of high acquisition value and low utilization that is repatriated from operations can be reintegrated into strategic deployment stocks in the appropriate supply chain exceptionally if that is considered economical, responsible and sustainable by the Organization or if the equipment is provided from the current United Nations reserve inventory.

18. Strategic deployment solutions will be a circular⁷ rather than linear concept and include material returns if financially or operationally beneficial to the Organization.

Figure II

Circular supply chain process for strategic deployment stocks



⁶ The existing strategic deployment concept includes a fixed composition that is revised once per year. This change is based on recommendation 2 of the report of OIOS on its activities concerning the review and evaluation of strategic deployment stocks: “The Department of Field Support should review the current composition of the strategic deployment stocks to ensure that: (i) their level and size are based on start-up needs; (ii) they are aligned with the concept of modularization; and (iii) items with procurement lead times shorter than 90 days that are not components of modules are excluded and procured through contractual arrangements.” The composition is to be driven by clients rather than policy. Lead times are arbitrary and will not be a driving factor in the determination of strategic solutions.

⁷ In accordance with recommendation 1 of the report of OIOS on its activities concerning the review and evaluation of strategic deployment stocks, “the Department of Field Support should update and revise the strategic deployment stocks concept in the context of supply chain management and ongoing initiatives affecting mission start-up to ensure rapid deployment”.

E. Operation and management of strategic deployment solutions

19. The responsibilities for the management of the strategic deployment solutions are assigned as follows:

(a) The Assistant Secretary-General for Supply Chain Management will provide strategic guidance on the management of strategic deployment solutions, chair the Strategic Deployment Solutions Board, and authorize general policies;

(b) The Strategic Deployment Solutions Board will meet quarterly and as required to review the performance of the strategic deployment solutions on the basis of key performance indicators (responsiveness, reliability, efficiency and inventory) and to decide on composition adjustments, the introduction of new solutions, support for non-Secretariat requests and other operational matters. It is composed of the following members:

- (i) Assistant Secretary-General for Supply Chain Management (chair);
- (ii) Director of UNGSC;
- (iii) Director of the Logistics Division;
- (iv) Director of the Procurement Division;
- (v) Chief of the Supply Chain Planning Service, Logistics Division;
- (vi) Chief of Supply Chain Service, United Nations Global Service Centre;
- (vii) Senior Category Management Lead;
- (viii) Two Directors of Mission Support (rotational);
- (ix) Two Chiefs of Mission Support (rotational);
- (x) Director of Administration for offices away from Headquarters (rotational);

(c) The Director of UNGSC will oversee the overall management of strategic deployment solutions, including planning, policy development, procedures and monitoring, on the basis of guidance provided by the Strategic Deployment Solutions Board. The Director will also oversee the establishment, replenishment and rotation of the solutions;

(d) The Chief of Supply Chain Service of UNGSC will implement the replenishment and rotation of strategic deployment solutions, oversee day-to-day management activities and serve as the custodian of the physical inventory of strategic deployment solutions. More specifically, the Chief will maintain the operational readiness of the solutions; receive, inspect, store and maintain commodities; replace commodities as directed by the Director of the Centre; prepare stocks for shipment; maintain inventory records and life data history for commodities; and manage the budget allocation for the maintenance of strategic deployment solutions of the Centre.

20. The Office of Supply Chain Management will procure and store materials at the most suitable location (United Nations Global Service Centre, regional hubs or suppliers) and ensure that strategic deployment solutions are current and serviceable. To this end, the Centre will rotate certain items of a strategic and critical but slow or non-moving nature either to missions and supported entities or to commercial sale if that is most beneficial to the Organization, so that the items do not become obsolete or depreciate to such an extent that they lose their economic value. The Office also oversees activities at regional hubs related to particular strategic deployment solutions (regional deployment stocks) in close coordination with and under the control of the Planning and Sourcing Support Section of the Centre.

F. Use of contractual services

21. Providing a responsive, reliable, agile and efficient solution requires the reduction of many existing time frames for the sourcing and delivery of key equipment. The supply chain lead time involves acquisition, production, delivery, receipt and other associated tasks. Strategic deployment stocks will include many individual key items, but solutions consist of a combination of physical materials as well as enabling services to assemble, install, build, commission, test and perform other related tasks. These solutions include:

- (a) Materials – strategic individual items;
- (b) Modules – a combination of strategic items, and supplementary and auxiliary items, to maintain the benefits of rapid deployment, inclusiveness and convenience;
- (c) Enabling services, specialist expertise, knowledge and skill sets;
- (d) Capacity and capability provided by mission support teams of UNGSC.

22. The Secretariat will procure the items and services using the following arrangements:

- (a) Global and regional systems contracts;
- (b) Letters of assist with Governments;
- (c) Service level agreements with other United Nations agencies, funds and programmes;
- (d) Memorandums of understanding with other organizations;
- (e) Retainer contracts for specialized materials based on detailed cost/benefit analyses.

G. The United Nations Global Service Centre and strategic deployment solutions

23. UNGSC and existing regional hubs (such as the Regional Service Centre in Entebbe, Uganda) need to further expand their roles in the management of strategic deployment solutions and the development of augmenting capacities such as enabling service resources and the performance of detailed cost/benefit analyses for items marked for return, refurbishment or reuse and for vendor-managed inventory solutions. The budget proposal for the Centre for 2022/23 includes a summary of the evolving operations, the requirements for their maintenance and the current operating expenses for strategic deployment solutions. The implementation of the concept of strategic deployment solutions will require the comprehensive planning of all aspects. A number of tasks are already under way, such as the preparation of a “solution factory” to develop, prototype and test suitable equipment and solutions for use by clients in the field; the initial preparations for the receipt of the first batch of regional deployment stocks⁸ at the Regional Service Centre; and the procurement for surge support services arrangements as enabling capacity for a broad range of equipment in field locations.

⁸ Items pre-positioned as part of the regional deployment stocks fall under the materials described in para. 12 (b) of section C above, on planning assumptions, and are characterized as standardized, low-maintenance, continuously required items with no special storage requirements. Pre-positioning the items will considerably improve their rapid deployment and therefore the responsiveness to clients or missions and their needs.

II. Budgetary requirements

24. The budgetary requirements for the implementation of the new strategic deployment solutions concept do not include any non-recurrent costs such as capital investments.

25. Other costs, such as those relating to retainer fees for vendor-managed inventory, shipping costs for returning equipment and materials, the refurbishment of equipment under the return, refurbishment and reuse approach, and the enabling capacities for the solutions provided, will be met through the mission budgets.

III. Staffing requirements

26. One new post (P-4, Chief of Unit, Movement Control) is required for the implementation of the new strategic deployment solutions concept to manage the increased throughput volume of inventory and the proposed digital transformation activities related to inbound and outbound operations. A total of 4 posts (3 international and 1 local) are dedicated to implementing and operating the regional deployment stocks pillar of the concept and are located in Entebbe. Those posts already exist in the Forward Support and Deployment Hub under the Regional Service Centre budget. The staff will report to the Planning and Sourcing Support Section in UNGSC and oversee and manage all forward operations related to regional deployment stocks, including logistics, movement, stock control and property management.

IV. Financing modalities

A. Replenishment of the strategic deployment solutions

27. Every release of equipment from the strategic deployment solutions inventory will trigger an immediate cost recovery action from the receiving entity to UNGSC, which will be initiated by the Director of the Centre and coordinated by the strategic deployment solutions desk officer. The recovered costs will be taken from the budgets of receiving entities and will include the following:

- (a) Acquisition value of the received items;
- (b) Cost of the enabling capacity, technical assistance and specialized contractual expertise received;
- (c) Shipping and freight forwarding costs from the stock location to the theatre of operation;
- (d) Estimated shipping and freight forwarding costs of stock replenishment items;
- (e) Potential price difference between received items and replenishment items;
- (f) Other indirect costs (non-peacekeeping entities only).

28. To ensure that the stockpile is always technologically current, replenishment items may occasionally be more advanced models, replacing those that have become functionally obsolete, with the result that the composition of the strategic deployment stocks will evolve and be updated continuously.

29. The replenishment of inventory will be managed by UNGSC in a dynamic and proactive manner on the basis of recognized supply chain principles. Stock levels will be constantly monitored and maintained against demand forecasts and contingencies. Orders will be placed periodically and organized to achieve the most value for the Organization through economies of scale, opportunities and consolidation.

30. The costs associated with the preparations for the storage and shipment of strategic deployment solutions commodities will be met through the UNGSC budget. Operating and maintenance costs and items that must be replaced because of expiration or obsolescence of stocks, in addition to preparation costs, will also be met through the UNGSC budget. The costs pertaining to reverse logistics and refurbishment costs for returned items, including shipment, will be recovered from the receiving missions.

31. Income gained from the sale of items declared surplus as a result of operational reasons or technical obsolescence or on the basis of a cost/benefit analysis will be used to replenish stocks as part of the strategic deployment solutions fund.
