



General Assembly

Distr.: General
22 February 2022

Original: English

Seventy-sixth session

Agenda item 150

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

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2020 to 30 June 2021 and budget for the period from 1 July 2022 to 30 June 2023

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution [59/296](#), the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2020 to 30 June 2021, the budget proposals for the period from 1 July 2022 to 30 June 2023 and the status of the Peacekeeping Reserve Fund, pursuant to resolution [49/233](#) A.

The General Assembly did not adopt a resolution on cross-cutting issues during its seventy-fifth session, at which the Secretary-General presented his previous report on the overview of the financing of the United Nations peacekeeping operations ([A/75/786](#)). However, the present report provides information on some cross-cutting decisions and requests contained in General Assembly resolutions on the financing of individual peacekeeping operations from the seventy-fifth session, including in section XVII.

For the period from 1 July 2020 to 30 June 2021, total expenditure amounted to \$6,610.3 million against an approved budget of \$6,822.0 million, exclusive of budgeted voluntary contributions in kind, as summarized below.

Financial resource performance

(Millions of United States dollars)

Peacekeeping component	1 July 2020 to 30 June 2021		Variance ^a	
	Apportionment ^b	Expenditure	Amount	Percentage
Missions	6 367.1	6 156.5	210.6	3.3
Regional Service Centre in Entebbe, Uganda ^c	37.2	36.3	0.9	2.4
United Nations Logistics Base at Brindisi, Italy	62.1	62.1	—	—
Support account for peacekeeping operations	355.7	355.5	0.2	0.1
Subtotal^a	6 822.0	6 610.3	211.7	3.1
Voluntary contributions in kind (budgeted)	1.0	0.6	0.4	39.8
Total^a	6 823.1	6 610.9	212.1	3.1

^a Variance in subtotal, total and variance calculations is due to rounding in millions.

^b Inclusive of the three authorities to enter into commitments received for UNAMID: \$240.2 million, \$199.8 million and \$45.7 million, approved by the General Assembly in its resolutions [74/261](#) C, [75/251](#) A and [75/251](#) B, respectively.

^c Inclusive of requirements of \$1,412,400 to be charged against the appropriation for the programme budget for 2021 under section 3, Political affairs, approved by the General Assembly in its resolution [75/253](#).

Financial resources for peacekeeping operations for the period from 1 July 2022 to 30 June 2023 are estimated at \$6,512.4 million. The approved level of resources for the 2021/22 period is \$6,377.8 million.

Financial resource requirements

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>1 July 2021 to 30 June 2022 apportionment^b</i>	<i>1 July 2022 to 30 June 2023 cost estimates</i>	<i>Variance^a</i>	
			<i>Amount</i>	<i>Percentage</i>
Missions	5 915.4	6 029.3	113.8	1.9
Regional Service Centre in Entebbe ^c	40.3	43.2	2.9	7.2
United Nations Logistics Base at Brindisi	65.7	66.3	0.6	1.0
Support account for peacekeeping operations ^d	356.4	373.6	17.2	4.8
Subtotal^a	6 377.8	6 512.4	134.5	2.1
Voluntary contributions in kind (budgeted)	1.0	0.8	(0.1)	(14.0)
Total	6 378.8	6 513.2	134.4	2.1

^a Variance in variance calculation and subtotals is due to rounding in millions.

^b Exclusive of the authority to enter into commitments in the amount of \$67.5 million for UNISFA for the 2021/22 period approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2022.

^c Inclusive of \$1,820,200 to be charged against the appropriation for the programme budget for 2022 under section 3, Political affairs, approved by the General Assembly in its resolution [76/246](#).

^d Inclusive of requirements for the period from 1 July 2022 to 30 June 2023 for: the Enterprise Resource Planning Solution Division (\$17.2 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$18.6 million).

The General Assembly is requested to take note of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
BINUH	United Nations Integrated Office in Haiti
ICSC	International Civil Service Commission
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Observer Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OMA	Office of Military Affairs
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNIIMOG	United Nations Iran-Iraq Military Observer Group
UNISFA	United Nations Interim Security Force for Abyei
UNITAMS	United Nations Integrated Transition Assistance Mission in the Sudan
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea

UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNPREDEP	United Nations Preventive Deployment Force
UNPROFOR	United Nations Protection Force
UNSOS (formerly UNSOA)	United Nations Support Office in Somalia (formerly, United Nations Support Office for the African Union Mission in Somalia)
UNTAC	United Nations Transitional Authority in Cambodia
UNTSO	United Nations Truce Supervision Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organization

I. Introduction

1. Pursuant to General Assembly resolution [59/296](#), the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations.

2. Sections III to X of the present report are structured in line with the eight thematic areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations and address relevant developments in peacekeeping operations; efforts to improve the management and functioning of peacekeeping operations; priorities for the coming 2022/23 period; and actions taken to implement the requests by the General Assembly, including those contained in its latest cross-cutting resolution [70/286](#), as well as cross-cutting aspects highlighted in individual peacekeeping operations' financing resolutions adopted at the seventy-fifth session of the Assembly. Responses to requests of the Assembly have also been included in section XVII of the report. Figure I below illustrates these substantive narrative sections of the report.

Figure I
Substantive narrative sections of the report



3. Peacekeeping operations remain one of the most effective multilateral tools available to help to prevent the outbreak of or relapse into conflict and pave the way for sustainable peace. However, peacekeeping operations continue to face increasing

challenges, including increasingly complex political and security environments and threats that are targeted at United Nations personnel, and growing transnational threats across regions that continue to affect stability in some host countries. At the same time, the missions are requested to implement wide-ranging mandates with reduced resources. To address this, the Secretary-General launched the Action for Peacekeeping initiative in March 2018 to renew the collective engagement of all stakeholders with United Nations peacekeeping. Three years on, in early 2021, the Secretary-General determined that the moment was appropriate to take stock and assess achievements, challenges and gaps. On the basis of that analysis, the United Nations Secretariat has developed an updated implementation strategy for Action for Peacekeeping for 2021–2023, entitled Action for Peacekeeping Plus.

4. Sections XI through XVI and the annexes present information about budget preparation and the management of resources; multi-year trends in peacekeeping; consolidated information on the budget proposals for the period from 1 July 2022 to 30 June 2023; the budget performance for the period from 1 July 2020 to 30 June 2021; a cash liquidity analysis; and information on the Peacekeeping Reserve Fund as at 30 June 2021, in accordance with General Assembly resolution 49/233 A. The annexes provide additional detailed information and supporting information related to various important aspects of peacekeeping. Figure II below illustrates these budgetary and financial sections of the report.

Figure II
Budgetary and financial sections of the report

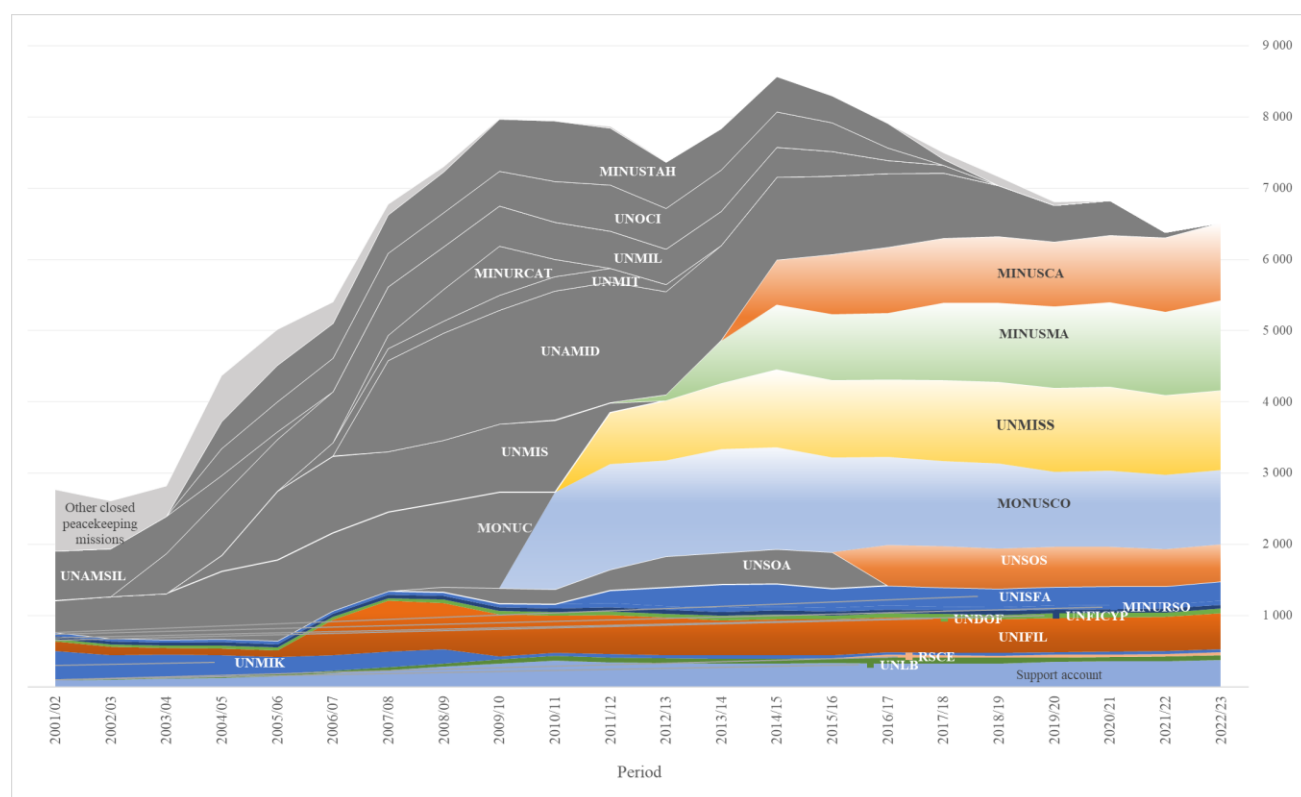


5. The overall requirements for United Nations peacekeeping operations, in the proposed amount of \$6,512.4 million for the 2022/23 period,¹ are \$134.5 million higher than the level approved for the 2021/22 period and \$309.7 million lower than that approved for the 2020/21 period.²

6. Figure III below illustrates the evolution of the financing of peacekeeping operations over the past 20 years and the proposed budgets for the 2022/23 period. The grey-shaded areas depict peacekeeping operations that closed before the 2022/23 period, while the coloured areas on the right-hand side of the chart represent active peacekeeping operations, including support entities.

Figure III
Approved budgets of peacekeeping operations for the periods from 2001/02 to 2021/22 and proposed budgets for the 2022/23 period

(Millions of United States dollars)



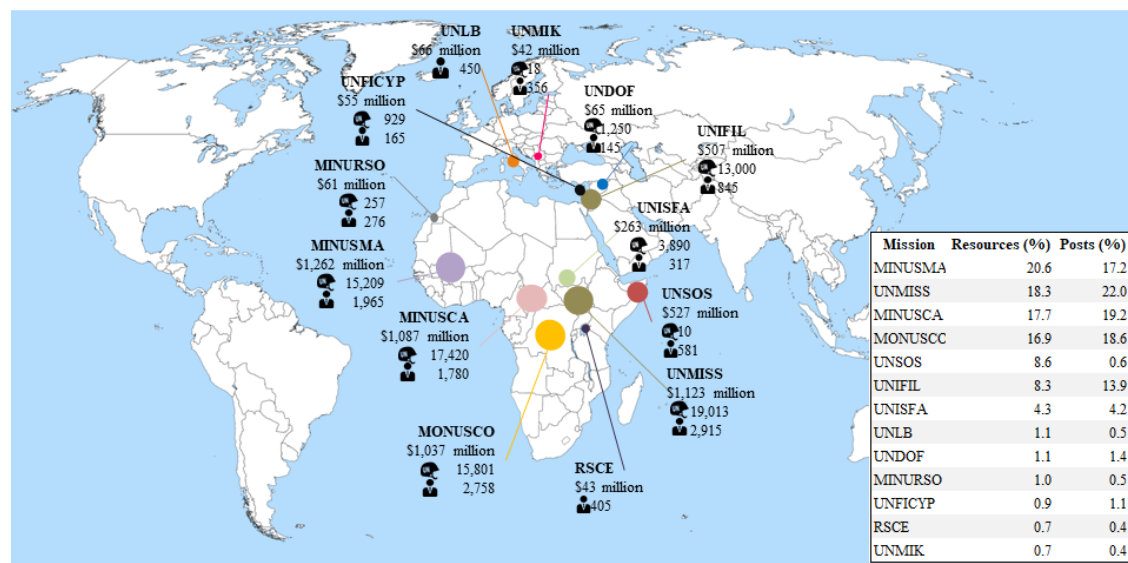
7. For the 2022/23 period, the geographical focus of United Nations peacekeeping is expected to remain on Africa and the Middle East, where difficult and volatile regional, political, operational and security environments will require a high intensity of operational and political engagement, as well as sufficient, well-equipped and capable military and police components.

8. The geographic distribution of peacekeeping operations and the proposed budgets for the 2022/23 period and the related number of uniformed personnel and civilian personnel, are shown in figure IV.

¹ For further information, see section XIII, Proposed resources for the period from 1 July 2022 to 30 June 2023, which is explained in detail in annex I to the present report.

² For further information, see section XIV, Budget performance for the period from 1 July 2020 to 30 June 2021, which is explained in detail in annex II to the present report.

Figure IV
Geographic distribution of peacekeeping operations



Coronavirus disease pandemic and lessons learned

9. The current pandemic caused by the coronavirus disease (COVID-19) adds complexity to the implementation of the Security Council mandates of peacekeeping operations and to ensuring the safety of personnel on the ground. The information below provides an overview of the impact of, response to and lessons learned from the COVID-19 pandemic in the peacekeeping context. To ensure business continuity and the delivery of critical mandated activities, the Department of Management Strategy, Policy and Compliance has provided policy support to missions, enabling them to take quick and decisive action. This included making modifications in the areas of human resources, finance, travel and mission support with maximum flexibility, adapting policies and ensuring the provision of all necessary administrative support. More detailed mission-specific information on the impact of COVID-19 has been provided under the relevant subheadings in the reports of the individual peacekeeping missions on the budget performance for the 2020/21 period and the budget proposals for the 2022/23 period.

10. Despite the challenges posed by COVID-19, peacekeeping operations continue to find innovative and proactive ways to implement their mandates. Efforts to respond to the pandemic have included immediate prevention and containment of the infection while more substantive measures were being put in place, strengthened medical capacities and other precautions, and the sustainment of mandated operations.

Immediate prevention and containment

11. In the effort to slow the spread of the virus among United Nations personnel and to minimize the risks of transmission to vulnerable communities, the Department of Operational Support, in partnership with the United Nations Medical Directors' Network, provided guidelines and protocols to all field missions on preventive public health measures, isolation and quarantine, contact tracing, personal protective equipment, clinical diagnosis and management, testing and vaccination. The Department organized a series of webinars to provide regular briefings and trainings to medical and non-medical United Nations personnel which included the latest information and guidelines in their areas of practice, and sessions on pandemic-

related mental health issues. The Department of Management Strategy, Policy and Compliance worked to address the demand for online psychosocial support by ensuring expanded insurance coverage and providing guidance and tools as part of a Secretariat-wide mental health strategy. One of the lessons learned from this experience is that guidelines and protocols need to be tailored to the specific context of each field operation or peacekeeping operation. In that regard, the Department of Operational Support will continue to deliver regular webinars for field-based health-care personnel on the latest evidence-based medical updates and on epidemiological outbreaks to assist in ensuring that field missions are ready for the next public health emergency.

12. The measures that the peacekeeping operations have implemented under the guidance and support of United Nations Headquarters have helped to contain the spread of the virus among field personnel at relatively low levels. As at 31 December 2021, altogether 5,288 cumulative cases, with 28 deaths, had been recorded across all peacekeeping missions, which numbered more than 85,000 personnel in total.

Strengthened medical capacities and other precautions

13. A new disease surveillance and tracking system was put in place for monitoring COVID-19 cases and death trends among United Nations personnel, including uniformed personnel. Comprehensive preparedness and response checklists and surveys of existing medical capacities of missions were conducted and used to identify gaps in the response systems of the United Nations. A COVID-19 risk mitigation plan was developed in conjunction with the United Nations Medical Directors' Network to provide senior managers and personnel in the United Nations system with critical information on navigating risks associated with the COVID-19 pandemic in peacekeeping missions. A medical portal was created to allow United Nations staff in missions to report COVID-19 test results, vaccination status and clinical illness, thereby contributing to improved contact tracing and evidence-based policy development and implementation. One of the lessons learned was that it was critical to engage senior mission leadership in pandemic preparedness for the identification of risks, a proactive and timely response, and compliance with guidelines and standards.

14. Virtual walkthroughs were conducted in 21 field mission hospitals to ensure that they met the WHO requirements regarding hospitals' preparedness to respond to COVID-19. In addition, public health experts completed virtual walkthroughs of contingent level I clinics and contingent camps in five peacekeeping missions (MINUSMA, MINUSCA, MONUSCO, UNMISS and UNSOS) to investigate the circumstances contributing to COVID-19 outbreaks in those missions; this effort resulted in a number of technical recommendations and in public health guidance on the prevention and reduction of COVID-19 transmission provided to mission leadership. The lesson learned from these efforts was that, while it is possible to conduct some verification and service activities remotely, investments in technology and training are required to maximize the effectiveness of the use of this methodology in the context of COVID-19 and other public health and infectious disease threats.

15. While the precautionary measures and medical capabilities commonly deployed to peacekeeping missions have provided a solid first line of defence, medical evacuation remains essential for more complex cases of COVID-19 among United Nations personnel. The pandemic posed serious challenges, in particular border closures, which renewed the urgency of putting in place sufficient medical evacuation arrangements. In response to those challenges, a single integrated medical evacuation mechanism has been in place across the United Nations system since May 2020, enabling the use of high-level diplomatic channels in order to gain access to countries and hospitals that would otherwise have been closed to United Nations personnel.

16. Since the early stages of the pandemic, the Department of Operational Support has proactively engaged with peacekeeping missions. It has conducted a supply chain impact analysis to guide missions in the early ordering of goods and services and the replenishment of stocks to mitigate the potential impacts of the airspace and border closures while also ensuring cost-effective solutions. The medical supplies and equipment required to respond to the pandemic were sourced and delivered through collaboration between logistics, procurement, UNLB and other stakeholders.

17. One of the lessons learned from these efforts is that it is important to establish partnerships and maintain institutional contracts for such goods and services in advance of or at the first indication of an international health emergency, given the challenges of establishing such arrangements once a pandemic has been declared. A top priority is to explore a way to maintain such partnerships and continuing institutional contracts. In addition, the experience of the COVID-19 pandemic has shown that investments in public health infrastructure, case and outbreak tracking systems, and training for health-care personnel in epidemic response will be of critical importance in future pandemics. Since the start of the pandemic, lessons learned about mental health and the effective management of staff have included that the New York-based Staff Counsellor's Office needs to provide services beyond traditional counselling, including the development of pandemic-related workshops and online activities to address topics such as grief, building resilience, domestic violence and the psychosocial dimensions of the pandemic. Activities were offered daily, up to five times per day. In addition, COVID-19-related support groups were offered and pre-recorded sessions were created for the COVID-19 website, which staff could access at any time.

Sustainment of mandated operations

18. Peacekeeping operations have continued to prevent and respond to threats to civilians, which have unfortunately not decreased despite the call of the Secretary-General for a global ceasefire, in March 2020. While the COVID-19 pandemic and measures imposed by Governments to contain its spread affected the delivery of mandated activities, missions have adapted and ensured the continuation of their efforts in accordance with their respective mandates, including by diverting projects to support the COVID-19 pandemic response, using radio communication for advocacy and switching to virtual meetings where possible.

19. Temporary guidance for the COVID-19 environment was developed by the troop and police rotation support group led by the Departments of Peace Operations and the Department of Operational Support and is being followed by peacekeeping operations, troop- and police-contributing countries and host country authorities. Active political engagement and community outreach were maintained in most peacekeeping operations, mainly through a combination of socially distant in-person meetings and virtual meetings. Thus, public diplomacy initiatives to urge political unity and respect for human rights in response to inter-ethnic incidents continued to be possible in most contexts. For example, while COVID-19 constrained MINUSMA field missions, the office in Mopti continued to support mediation and reconciliation initiatives through local partners. The consistency of those efforts helped to rebuild mutual trust and advance the community-owned reconciliation dynamics, the settling of disputes and the establishment of liaison mechanisms among the communities.

20. To help to mitigate the impact of COVID-19 in the prison and justice sectors, the Department of Peace Operations supported the implementation of its guidance issued in April 2020 on the decongestion of prisons and access to justice. The Department issued a new tool to assist national authorities in organizing virtual court hearings in conflict or other fragile settings. With regard to policing, innovative

hybrid in-person and virtual predeployment operational readiness assistance visits were conducted in Member States at their request.

21. Likewise, to ensure that already fragile disarmament processes were not hampered by the COVID-19 pandemic, the Department of Peace Operations developed guidance to ensure that those processes could be maintained and conducted safely. The Mine Action Service adapted its delivery of risk education by using radio broadcasting in Mali and by incorporating WHO COVID-19 guidance into risk education delivery in Somalia and Western Sahara. Nevertheless, COVID-19 has contributed to delays in a number of ongoing processes, which may have significant long-term effects on mandate implementation.

22. Measures imposed by Governments to contain the spread of COVID-19 have continued to have an impact on the capacity of various actors to address conflict-related sexual violence. This has, at times, led to the postponement of monitoring and investigation missions and a reduction in psychosocial and socioeconomic activities to prevent the risk of infection.

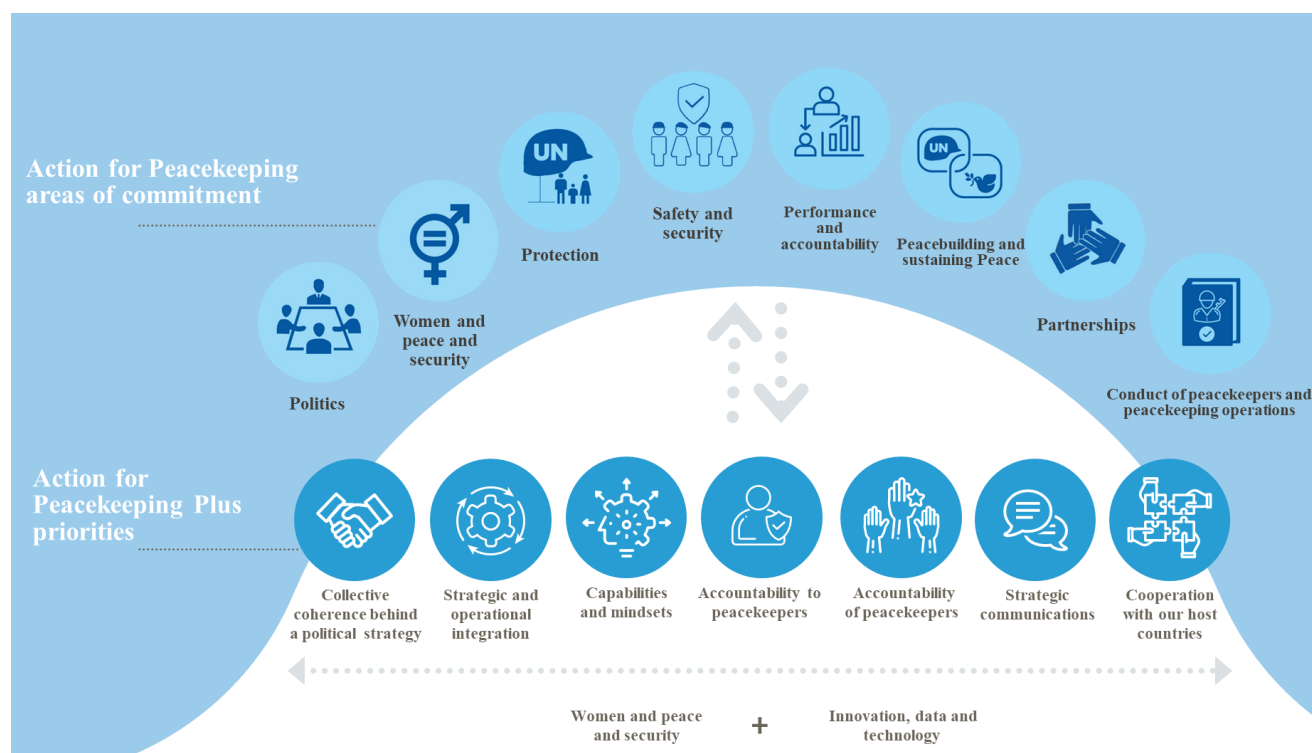
II. Action for Peacekeeping and Action for Peacekeeping Plus: direction for future operations

23. Since its launch in March 2018, the Action for Peacekeeping initiative has been intended to refocus peacekeeping with realistic expectations, reinforce the security and performance of United Nations peacekeepers, enhance their capacity to protect civilians and mobilize greater support for political solutions and for well-structured, well-equipped and well-trained forces.

24. The Declaration of Shared Commitments on United Nations Peacekeeping Operations continued to be the core agenda for all peacekeeping-related work. The priorities for peacekeeping for the 2022/23 period therefore reflect the commitments set out in the eight thematic areas of that Declaration (see fig. V). Following an assessment of achievements, gaps and challenges facing peacekeeping operations, the Secretary-General introduced, at a high-level event marking the third anniversary of Action for Peacekeeping held in March 2021, Action for Peacekeeping Plus as the implementation strategy for Action for Peacekeeping for the period 2021–2023. Action for Peacekeeping Plus is designed to strengthen the impact and effectiveness of peacekeeping operations in seven key peacekeeping priority areas: (a) collective coherence behind a political strategy; (b) strategic and operational integration; (c) capabilities and mindsets; (d) accountability to peacekeepers; (e) accountability of peacekeepers; (f) strategic communications; and (g) cooperation with host countries. In addition, it has two cross-cutting themes integrated throughout, namely: (a) data driven, technology-enabled peacekeeping; and (b) women and peace and security. Peacekeeping operations are integrating Action for Peacekeeping Plus into their day-to-day work. The Secretariat developed an Action for Peacekeeping Plus plan and is establishing a monitoring framework to assess progress achieving the priorities.

Figure V

Eight thematic areas of commitment of Action for Peacekeeping and priority areas of Action for Peacekeeping Plus implementation strategy



2021 United Nations Peacekeeping Ministerial Conference

25. The 2021 United Nations Peacekeeping Ministerial Conference was held in Seoul in December 2021. Seventy-five Member States and two international organizations expressed their collective commitment to United Nations peacekeeping by participating in the Ministerial Conference. Sixty-two Member States announced pledges to help to enhance the performance and impact of peacekeeping operations in line with the Secretary-General's Action for Peacekeeping initiative, specifically within the seven priority areas presented by the Secretary-General as part of Action for Peacekeeping Plus. In consideration of the impact of medical support and technology on enhancing peacekeeping, the Ministerial Conference highlighted medical capacity-building and technology in peacekeeping as important cross-cutting issues. The Department of Peace Operations supported preparations for the 2021 Conference and its four preparatory conferences held ahead of the Ministerial Conference virtually, owing to COVID-19 pandemic.

Peace and security reform progress

26. Since the roll-out of the Secretary-General's benefits management framework for system-wide reform, progress has been made across all nine benefit initiatives of the peace and security reform stream: (a) prioritizing prevention and sustaining peace; (b) tailored, politically driven peacekeeping operations; (c) integrated approaches to mission transitions; (d) integrated regional strategies for prevention and sustaining peace; (e) closer alignment with the United Nations development system; (f) greater impact of the Peacebuilding Commission; (g) strengthened partnership with the World Bank; (h) greater impact of the Peacebuilding Fund; and (i) mainstreaming a whole-of-pillar approach into the work of the Department of Political and Peacebuilding

Affairs and the Department of Peace Operations. A tracker indicating progress for each goal is publicly available at <https://reform.un.org>; it includes a dashboard displaying indicators and targets. The Department of Peace Operations works in collaboration with the Department of Political and Peacebuilding Affairs to update the indicators in the benefits tracker on a regular basis and continues to monitor progress against the reform objectives with a view to continuous improvement.

27. Notably, progress has been made towards the goal of enhanced effectiveness of peacekeeping, in line with Action for Peacekeeping. Reform has enabled more effective collaboration and integrated analysis within the regional divisions and between teams focused on peacekeeping and those focused on prevention, political engagement and peacebuilding, including in the development of system-wide regional strategies in the Western Balkans, the Great Lakes region and the Horn of Africa.

III. Advancing political solutions to conflict

28. Peacekeeping missions, with guidance and support from backstopping teams at United Nations Headquarters, sought to advance political solutions as a primary peacekeeping objective during the 2020/21 period. Creating space or ensuring support for political processes has been underpinned by robust political and conflict analysis, with the Secretary-General's reforms helping to deepen and streamline the engagement of peacekeeping with the rest of the United Nations system and expand the understanding of regional contexts in which peacekeeping missions operate. Given the frequent regionalization of conflict and its drivers, regional organizations remained key partners in political efforts by peacekeeping operations, which underscored the importance and value of coherent and complementary political action and leverage for effective international engagement in peace and security settings.

29. During the reporting period, peacekeeping operations implemented a political approach and strategy tailored to their mandates, making optimal use of the tools and capacities at their disposal. In some cases, the advancement of political solutions by missions continued to be faced with weak political agreements, weak institutions and stalled peace processes. The COVID-19 pandemic and related containment measures during the reporting period compounded challenges with regard to advancing political solutions. Going forward, in line with the Action for Peacekeeping Plus priority of ensuring collective coherence behind a political strategy, efforts will be made to back political processes with coherent and effective partnerships with partners that bring critical resources and leverage to bear upon a country's political trajectory. More information about the partnerships and the efforts for their enhancement is included in section IX of the present report.

30. In the Democratic Republic of the Congo, MONUSCO provided its good offices to maintain dialogue among political actors and civil society organizations to encourage a consensual electoral process that would ensure peaceful, free, fair, inclusive and more gender-balanced elections in 2023. The Mission continued to support the strengthening of national institutions and the adoption and implementation of key governance and security reforms. The Mission supported the efforts of national and provincial authorities to resolve recurring intercommunal violence through dialogue, particularly in the provinces of Ituri and South Kivu. In the 2022/23 period, while the posture of MONUSCO may be adjusted following the expected closure of its presence in Tanganyika Province in mid-2022 in accordance with the transition plan, the Mission will continue to employ its good offices to support the strengthening of State institutions and enable an environment conducive to peaceful elections, while implementing its stabilization and protection of civilians mandate in the provinces of Ituri, North Kivu and South Kivu. More information

about the transition plan for MONUSCO is included in section VII of the present report.

31. In South Sudan, UNMISS supported the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan. Following a series of delays, the transition period eventually started in February 2020, although outstanding issues remain. A Government of national unity was formed and members of the Transitional National Legislative Assembly have been appointed, but the progress on the transitional security arrangements has been slow, posing a major risk to the peace process. With the overall progress being slow and uneven, the ceasefire has held at the national level while local intercommunal violence has been on the rise; in that context, UNMISS has stepped up efforts in the area of local reconciliation and the protection of civilians. In the 2022/23 period, UNMISS will continue to implement its mandate, which is focused on advancing the strategic vision set out in Security Council resolution [2567 \(2021\)](#) so as to prevent a return to civil war in South Sudan, build durable peace at the local and national levels, and support inclusive and accountable governance and free, fair and peaceful elections in accordance with the Revitalized Peace Agreement.

32. In the Central African Republic, MINUSCA supported the organization of presidential and legislative elections during the 2020/21 and early in the 2021/22 periods in an environment marked by a resurgence of violence by armed groups. The Mission coupled its good offices with a robust posture to safeguard democratic order, including in the capital Bangui, and to ensure the holding of general elections within the constitutional timeframe, protect the civilian population and create the conditions for a continuing political process and the revitalization of the 2019 Political Agreement for Peace and Reconciliation. At the same time, COVID-19 directly affected the functioning of government institutions at a crucial time in the peace and electoral process and efforts to advance the implementation of the Political Agreement through the established follow-up mechanisms. In that context, the United Nations continued to utilize its strategic partnerships with the African Union, the Economic Community of Central African States and the European Union in support of the political process through a combination of joint high-level visits to Bangui and joint high-level virtual engagements with the President and authorities of the Central African Republic. In the 2022/23 period, the Mission's robust presence and mandate will remain indispensable to creating the conditions for an inclusive peace and reconciliation process as well as for the local elections scheduled for September 2022 by protecting civilians and facilitating humanitarian access, while deepening national ownership of and progress with regard to an inclusive political process and the fight against impunity as the only viable path towards sustainable peace and stability in the Central African Republic.

33. In Mali, in the aftermath of the August 2020 coup and the launch of the political transition, MINUSMA has been supporting the local committee for monitoring the transition together with the Economic Community of West African States and the African Union. The Mission continued to support the implementation of the peace agreement. After a three-month hiatus owing to political upheavals in Bamako, the Monitoring Committee of the Agreement on Peace and Reconciliation resumed its monthly meetings in November 2020. For the first time since the signature of the Agreement in 2015, the Committee held meetings outside Bamako, including in the northern town of Kidal. MINUSMA further pursued its reconciliation efforts in central Mali. Months of integrated efforts in the cercle of Koro culminated in intercommunity forums held on 20 and 21 September 2020, at which community leaders signed peace agreements that were subsequently co-signed by the State authorities of Mali. In the 2022/23 period, MINUSMA will continue to advance its

two mandated strategic priorities, which include supporting the political transition, and complete the implementation of the Mission's adaptation plan.

34. In Darfur, the UNAMID mandate ended on 31 December 2020, in accordance with Security Council resolution [2559 \(2020\)](#). During the drawdown period, from 1 January to 30 June 2021, all uniformed and civilian personnel were repatriated with the exception of those required for the liquidation, in line with the Council's resolution. A framework agreement for the handover of team sites and assets exclusively for civilian use was signed between UNAMID and the Government of the Sudan on 4 March 2021. Both before and after the end of the UNAMID mandate, the operation worked closely with UNITAMS and the United Nations country team to transfer useful assets, facilitate knowledge-sharing and coordinate the transfer of priority activities.

35. In Abyei, UNISFA continued to support intercommunity dialogue at the grassroots level, aiming to address the existing tensions between communities. The mission focused on security for prevention, including through the continued promotion of community-oriented policing, on strengthening community protection committees, supporting small arms control mechanisms and assisting in the destruction of confiscated weapons. Recent political developments between the Sudan and South Sudan have created a positive environment for addressing outstanding political issues, including those related to the Comprehensive Peace Agreement between the Government of the Republic of the Sudan and the Sudan People's Liberation Movement/Sudan People's Liberation Army and the final status of Abyei, although regional developments, such as border tensions between the Sudan and Ethiopia have had a significant impact on the Force's ability to carry out its mandate. In its resolution [2609 \(2021\)](#) of 15 December, the Security Council noted the detailed recommendations of the Secretary-General for the reconfiguration of the mission and expressed its intention to keep under review the recommendations contained therein, including a reduction of the authorized troop ceiling to 3,250.

36. In Kosovo,³ UNMIK adapted, in the face of the pandemic, its inter-community trust-building work to ensure continued impact. In Cyprus, in addition to having a considerable impact on the interaction between the communities, the COVID-19 pandemic affected UNFICYP operations owing mostly to movement restrictions at the crossing points. In June 2021, the Force's regular engagement proved critical to fostering an agreement on the reopening of the three remaining crossing points and on the harmonization of the pandemic-related procedures for all crossings.

37. Peacekeeping mandates in the Middle East and Western Sahara continued to contribute to stability and prevent escalation. UNTSO, UNDOF and MINURSO carried out observation and liaison functions, defusing tensions and building trust between the sides pending a lasting resolution of the underlying conflicts. In southern Lebanon, UNIFIL monitored the cessation of hostilities and carried out liaison, coordination and confidence-building activities to prevent conflict. UNIFIL continued to work with the parties to facilitate the demarcation of the Blue Line. Regional security developments and the COVID-19 pandemic continued to have an impact on the mandated activities of UNIFIL, UNDOF and UNTSO. Several violations of the 1974 Agreement on Disengagement between Israeli and Syrian Forces heightened tension.

38. Where mandated, peacekeeping missions will continue to support and facilitate the full implementation of political agreements, particularly in the Central African Republic, Mali and South Sudan. Going forward, more focus will be placed on

³ References to Kosovo shall be understood to be in the context of Security Council resolution [1244 \(1999\)](#).

supporting inclusive peace processes and agreements that address the root causes of conflicts at the local as well as national level, including through community-level conflict prevention and management. Concerns regarding political and economic marginalization and governance, whether at the national or the local level, remained at the centre of popular grievances and continued to be a driver of conflict, sometimes accentuated by the impact of the pandemic.

IV. Implementing the women and peace and security agenda

39. The General Assembly has stressed the need for enhanced efforts to implement the women and peace and security agenda, noting that the full, equal and meaningful participation of women at all levels is key to the operational effectiveness, success and sustainability of peace processes and peacebuilding efforts. The Department of Peace Operations continued to implement and strengthen accountability with regard to priority commitments for women and peace and security under the Action for Peacekeeping initiative. The initiative has proved to be an effective framework for accelerating efforts to: (a) ensure the full, equal and meaningful participation of women at all stages of the peace process; (b) systematically integrate a gender perspective into all stages of analysis, planning, implementation and reporting; and (c) increase the number of civilian and uniformed women in peacekeeping at all levels and in key positions.

Ensuring the full, equal and meaningful participation of women at all stages of the peace process

40. Missions have supported women in continuing their peacebuilding efforts and engagements in peace and political processes. In the Central African Republic, MINUSCA support included voter registration, the establishment of 16 women's situation rooms and a hotline to strengthen women's protection during the electoral period. In Mali, MINUSMA support was instrumental in increasing women's participation in the Agreement Monitoring Committee. Women's representation increased from 3 per cent in the period from 2015 to 2019, to 31 per cent in 2020. Missions focused on strengthening women's participation in shaping a protective environment. In the Democratic Republic of the Congo, the mission supported women's groups in mapping out security threats and hotspots for women and girls to inform interventions by protection actors. In the Central African Republic, 50 per cent of the early warning efforts supported by MINUSCA included at least 30 per cent women's participation by June 2021.

41. Political advocacy and strategic communications efforts by the Department of Peace Operations promoted women's leadership and increased the visibility of women's roles and women's contributions to peace and security in peacekeeping contexts. In view of the twentieth anniversary of the adoption of Security Council resolution [1325 \(2000\)](#), the Department organized a series of initiatives to promote women's participation in strategic political spaces, and the Department's senior leadership engaged in high-level political advocacy. In October 2020, the Secretary-General published "Call to action: women transforming peace and security", in which he urged peacekeeping partners to embrace feminist approaches to reinvigorate the implementation of commitments related to women and peace and security. Input for the call to action was provided by women leaders during a high-level round-table discussion.

42. In May 2021, women leaders from Mali engaged with the Department's senior leadership, including at the mission level, and with Security Council members in a high-level event resulting in recommendations in the area of women and peace and

security being integrated into the renewed MINUSMA mandate. Data-driven storytelling, products such as the annual report entitled “Leaders and changemakers: women transforming peace and security amidst the COVID-19 pandemic” and digital content demonstrated the progress made. However, gaps remain in the effective implementation of the women and peace and security agenda. Women continue to be underrepresented in peace and political processes and are largely excluded from governance and other decision-making spaces. For example, in the Central African Republic, although women’s representation in the parliament did increase from 8 per cent in 2020 to 12 per cent in 2021, it still remains below the legal quota of 35 per cent. In South Sudan, only 2 of the 5 implementation mechanisms for the Revitalized Agreement meet the quota of 35 per cent. In Mali, only 26.4 per cent of the members of the National Transition Council are women.

Systematic integration of gender perspectives into all stages of analysis, planning, implementation and reporting

43. The Department of Peace Operations continued to focus on enhancing accountability for the implementation of women and peace and security commitments through stronger leadership, the generation of data and evidence, and capacity strengthening for peacekeepers. The systematic institutionalization of the accountability measures in the area of women and peace and security to strengthen data-driven, evidence-based decision-making remains on track. Strategic, technical and operational support and consultations have been ongoing with the eight peacekeeping missions with a women and peace and security mandate (UNMISS, UNISFA, MONUSCO, UNMIK, UNFICYP, MINUSCA, MINUSMA and UNIFIL). Data collected and analysed have informed decision-making through, for example, briefings to the Special Committee on Peacekeeping Operations and the Informal Expert Group on Women, Peace and Security established by the Security Council. The Department continued to enhance coherence on capacity-strengthening efforts on women and peace and security. The interactive online version of the “Gender equality and women and peace and security” resource package⁴ was developed to provide guidance on the implementation of the women and peace and security agenda through digital tools.

44. The Department of Peace Operations is accelerating its efforts to implement the women and peace and security agenda. During the 2021/22 and 2022/23 periods, efforts will continue to focus on the implementation of the recommendations of the Secretary-General made in his reports on women and peace and security in 2019 (S/2019/800), 2020 (S/2020/946) and 2021 (S/2021/827); the Secretary-General’s “Call to action: women transforming peace and security”, the commitments of the Department of Peace Operations to the Compact on Women, Peace and Security and Humanitarian Action and Action for Peacekeeping Plus. Specifically, the focus will be on the following actions: investing and prioritizing field-focused partnerships with women’s organizations and diverse peacekeeping stakeholders; accelerating data-driven analysis in line with the Secretary-General’s data strategy; investing in strategic communications and political advocacy relating to women’s participation; and protection and strengthening capacity-building and collaboration across peacekeeping operations to ensure that women and peace and security, as a cross-cutting theme of Action for Peacekeeping Plus, is integrated into all peacekeeping priorities.

⁴ Available in English and French at, respectively, <https://indd.adobe.com/view/0548b544-729a-4cde-920b-1ce2ff6d8256> and <https://indd.adobe.com/view/7f3350d2-c400-417d-8884-126949d3bb16>.

Increasing the number of civilian and uniformed women in peacekeeping

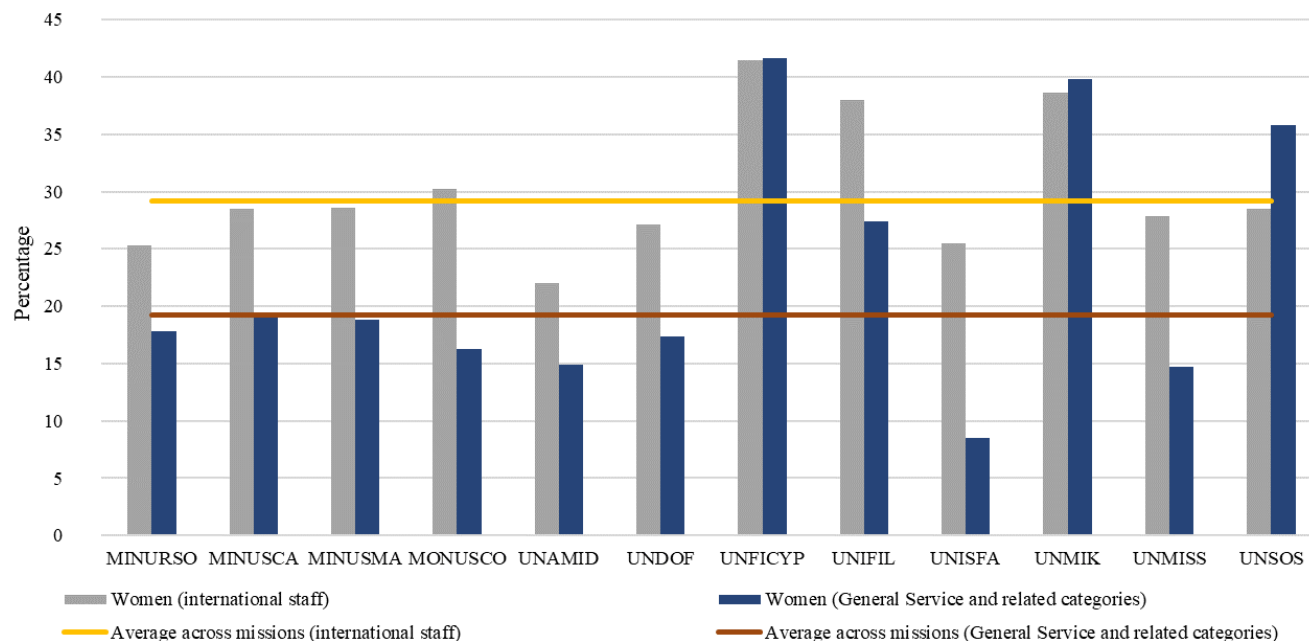
45. The Secretary-General has achieved gender parity among the senior leadership of the Secretariat, and while the United Nations is, overall, on a positive trajectory towards gender parity, challenges remain, especially in the field, where progress has been slower. That is also why gender parity remains a priority of the Secretary-General and why continuous efforts are made to support increased appointments of women to positions in the United Nations, including in the field.

46. Actions to improve the representation of civilian women in peacekeeping operations are taken in the context of the working group on emergency measures to achieve gender parity in field operations, which was established by the Secretary-General in 2018 to boost the recruitment, selection and retention of women in field locations and is co-chaired by the Executive Office of the Secretary-General and the Department of Management Strategy, Policy and Compliance. In addition, the Department seeks to increase the representation of civilian women in senior leadership positions in peacekeeping operations through proactive and tailored outreach to Member States and to national networks of women professionals and academics. These efforts include making rosters more gender-balanced by adding more qualified female candidates to improve gender parity, preparing entity-specific action plans to support entities in achieving their gender parity and geographic diversity goals, and promulgating the updated policy on temporary special measures for the achievement of gender parity ([ST/AI/2020/5](#)) in order to create greater accountability from entities on recruitment. The Department of Management Strategy, Policy and Compliance has been conducting outreach meetings with heads of entities to introduce the action plans, support their implementation and monitor progress.

47. The senior women talent pipeline under the Department of Operational Support supports the recruitment of more women among civilian staff at senior levels. Through its dedicated services to a geographically diverse talent pool of about 260 preassessed candidates, the pipeline provides critical support to women candidates as they apply for and go through the recruitment process for senior level vacancies in United Nations peace operations. The pipeline provides a series of tailored training and development opportunities to support candidates. Since 2014, altogether 51 appointments have been made of candidates from the pipeline for positions at the P-5 to USG levels. About 80 per cent of those positions have been for United Nations peace operations. In that regard, the pipeline has made considerable contributions to the gender parity and women and peace and security agendas, supporting the active and meaningful participation of women in decision-making and in peace and security.

48. The representation of civilian women among international staff in the field reached 29 per cent in July 2021, including in the professional and higher categories and among field service staff holding fixed-term, continuing and permanent appointments. Measures adopted by the Office of Human Resources to support this progress include launching a new United Nations system-wide outreach tool, the United Nations talent pool initiative, in December 2020; leveraging retirements; cleaning up and revitalizing job rosters; preparing action plans for specific entities; and gender mainstreaming and raising awareness of unconscious bias through webinars and training sessions for staff and hiring managers. In the General Service and related categories, the representation of civilian women reached 19 per cent in July 2021. The breakdown by peacekeeping mission is presented in figure VI below.

Figure VI

Proportion of women civilian personnel among civilian staff across peacekeeping missions

49. At the senior leadership level, there continues to be a commitment to appoint women. As at February 2022, the percentage of women heads and deputy heads of peacekeeping operations was 33 per cent, with two Head of Mission and five Deputy Head of Mission positions out of 21 being occupied by women. The third edition of the Secretary-General's "Global call" campaign, which was aimed at increasing and diversifying the pool of potential candidates for Special Representative and Deputy Special Representative of the Secretary-General positions, was launched in October 2021. Nominating entities were required to submit lists of candidates with a number of female nominees equal to or higher than the number of male nominees.

50. Regarding uniformed personnel, as of September 2021, the Secretariat had met all targets of the uniformed gender parity strategy for 2021, except for military contingents, which have traditionally had very few women members. For police, the largest increase since October 2020 has been in the percentage of women in professional posts at Headquarters, from 31 per cent to 40 per cent. The proportion of women deployed as justice and corrections government-provided personnel increased from 32.5 per cent in October 2020 to 41 per cent in September 2021.

51. A comparison between uniformed gender parity strategy targets for 2021 and the actual proportions of women personnel as of September 2021 is presented in figures VII and VIII below.

Figure VII
Proportion of women personnel among United Nations military as of September 2021

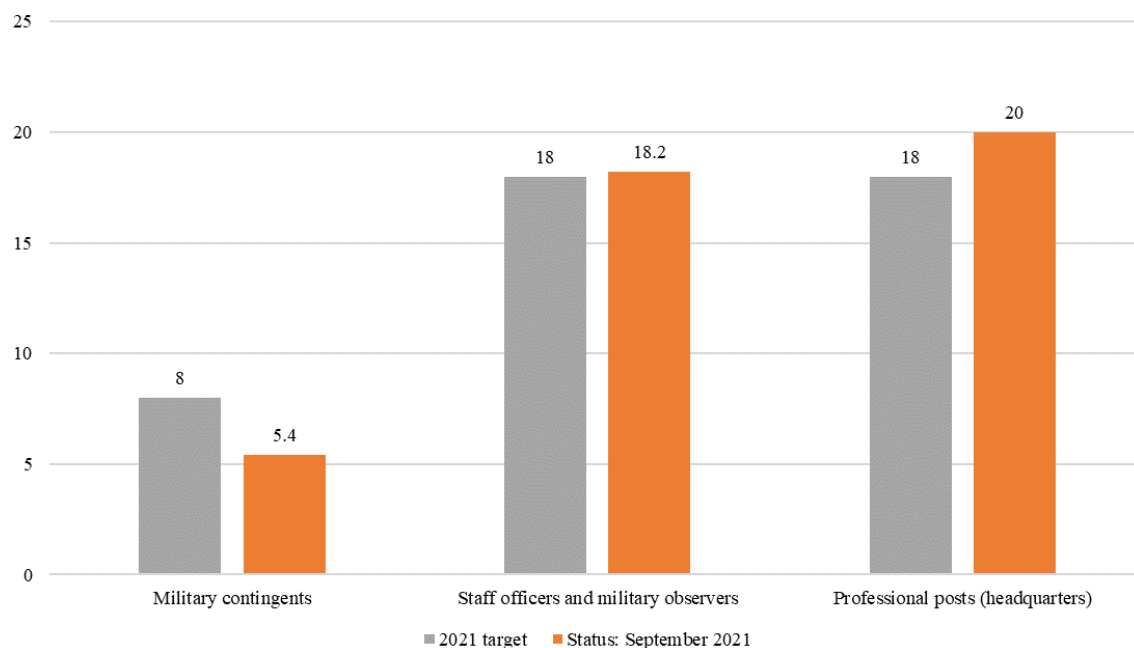
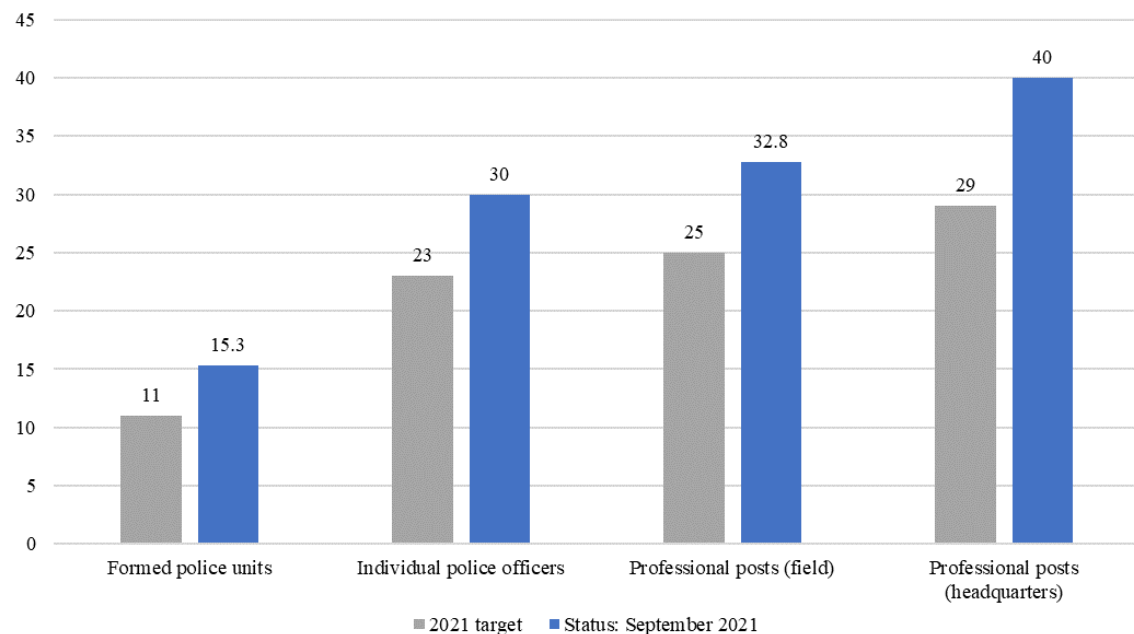


Figure VIII
Proportion of women personnel among United Nations police as of September 2021



52. There has been significant progress in the number of women in uniformed leadership positions. For the military, there are currently one woman Force Commander and two women Deputy Force Commanders; for the police, five out of nine police components of peacekeeping operations are headed by women and one is deputized by a woman.

53. The representation of women in all uniformed components remains dependent on troop-contributing and police-contributing countries as well as on countries that contribute corrections officers. The United Nations continues to encourage countries to deploy more uniformed women to peacekeeping operations.

54. In addition, the Department of Peace Operations has taken measures to create an enabling environment to support uniformed women's meaningful participation in peacekeeping. For example, it has launched new gender parity reports for the military to increase transparency and allow troop- and police-contributing countries to better assess their progress against the uniformed gender parity strategy targets. In addition, it is working to launch a voluntary compact on increasing the number of policewomen in United Nations policing. A United Nations women corrections officers network and the police division women network have been established, and corrections predeployment training materials have been reviewed to ensure gender-responsiveness. In collaboration with the Department of Operational Support, the Department of Peace Operations has worked to incorporate a gender perspective into the design of a 200-person camp conceptual layout for police and military units.

55. Furthermore, the Department of Operational Support is prioritizing a training programme on women's health for the 2022/23 period in order to improve the provision of gender-sensitive health care for female uniformed and civilian personnel in the field. The capacities of health-care workers will be reinforced and their clinical capabilities and skills in the area of quality gender-sensitive care will be improved. It is expected that this initiative will contribute to better gender-sensitive services being provided to female peacekeepers, thus contributing to the enhancement of women's readiness and roles in mandate implementation and peace functions.

V. Strengthening the protection provided by peacekeeping operations

56. The Department of Peace Operations continues to support peacekeeping missions in implementing whole-of-mission, integrated and comprehensive approaches to protect civilians through dialogue and engagement, the provision of physical protection and the establishment of a protective environment. To strengthen this comprehensive approach by leveraging all the tools available to missions, the Department conducted a study on unarmed approaches to the protection of civilians in United Nations peacekeeping, including those followed by civilian and uniformed personnel. The best practices and lessons learned may be particularly beneficial in the context of peacekeeping drawdowns or transitions, in which unarmed approaches to protection can form a bridge between peacekeeping and peacebuilding. To aid in the dissemination, roll-out and implementation of a protection of civilians policy and guidance, the Department has developed a suite of new products particularly suited to the constraints of the COVID-19 pandemic. The Department of Peace Operations protection of civilians policy is now available in the six official languages of the United Nations. Member States can access all language versions through the Peacekeeping Resource Hub; peacekeeping personnel can access all language versions through the Policy and Practice Database. The Department also developed supplementary guidance materials related to performance and impact assessment and protection during transitions.

57. Following a review of the validity of existing protection of civilians indicators for performance and impact, guidance was developed on the integration of protection of civilians objectives and indicators in the Comprehensive Planning and Performance Assessment System.

58. Continuing efforts on protection during transitions led to the development of guidance on the transfer of protection data, networks and functions during United Nations peacekeeping transition processes. The package of materials covers the protection of civilians, conflict-related sexual violence and child protection mandates. Finally, although the pandemic prevented the delivery of in-person protection of civilians training, context-specific materials and scenario-based exercises for integrated trainings were developed for UNMISS, MONUSCO and MINUSMA.

59. The Department of Peace Operations continued to focus on the provision of specialized guidance and technical support to four peacekeeping operations mandated to protect children and prevent and respond to conflict-related sexual violence (MINUSCA, MINUSMA, MONUSCO and UNMISS).

60. In the area of protection of children, special emphasis has been placed on optimizing and updating specialized training for United Nations military and police, measuring the impact of the child protection mandate in United Nations peacekeeping operations and strengthening the capacity of United Nations peacekeeping operations to identify dynamics and early warning signs of recruitment and use of children and to take prompt action to prevent its occurrence. These priorities contribute to the Department's ongoing efforts to foster an increasing harmonization of policy, evaluation and training standards, reaffirm the whole-of-mission nature of the child protection mandate in peacekeeping operations across civilian and uniformed components, and support continuity in mandate implementation in the face of the challenges posed by the COVID-19 pandemic.

61. In the area of preventing and responding to conflict-related sexual violence, to support the ongoing implementation of the *Handbook for United Nations Field Missions on Preventing and Responding to Conflict-Related Sexual Violence* and to showcase the achievements of peacekeeping missions in this area, the Department of Peace Operations released "Peacekeeping operations: preventing and responding to conflict-related sexual violence – 2020 summary of activities and good practices", the first of its kind.

62. Missions continued to adapt their approaches to the protection of civilians to respond to evolving contexts. In South Sudan, as a result of a change in conflict dynamics, all but one of the UNMISS protection of civilians sites were redesignated as conventional camps for internally displaced persons. As a result, UNMISS has shifted to a more mobile posture enabling increased outreach and more proactive operations to deter subnational violence. In Mali, MINUSMA has developed an early warning and rapid response system for the protection of civilians and continued to innovate with data-driven approaches and the use of technology for the protection of civilians. A new early warning response cell was created at the field level, under the leadership of the Head of Field Office. A mobile app was developed that allows for the quick dissemination of early warnings as well as the submission of data on subsequent mission actions taken in response to the early warning. This information is updated and relayed in real time to all stakeholders to facilitate an integrated, rapid response.

63. United Nations police continued to play a key role in the protection of civilians across the three tiers: (a) dialogue and engagement; (b) physical protection; and (c) the establishment of a protective environment. For example, in the Democratic Republic of the Congo, United Nations police continued to support the Congolese national police through various training courses, including on community-oriented policing, public order management and human rights, as well as through the vetting and recruitment of 6,000 new officers in line with the 2020–2024 plan for the reform of the Congolese national police. Through the Mission's transition, MONUSCO Police will continue to assist with the implementation of the reform plan, including

by supporting capacity-building of the Congolese national police and through development efforts. In Mali, MINUSMA police are preparing a modified adaptation plan for the physical protection of civilians that is aimed at adjusting the Mission's footprint in the centre and in the north, in line with redeployment of the Malian security forces to those regions. In South Sudan, UNMISS police continued to expand their outward protection posture and footprint beyond the protection of civilians sites, focusing on deterring and mitigating violence against civilians and building confidence through trust-building, short-duration, long-duration, dynamic air and high-visibility patrols, a majority of which included women police personnel.

64. The Mine Action Service continued to support a protective environment, adjusting its response to emerging explosive ordnance threats. Responding to a spike in the number of improvised explosive device incidents in the Central African Republic and the Democratic Republic of the Congo, mine action teams in MINUSCA and MONUSCO reprioritized interventions to support the safety and security of United Nations personnel and local populations by raising awareness of the risks posed by improvised explosive devices. Efforts to tackle the threat posed by these devices continued in Mali and Somalia, where training and mentoring delivered by the Mine Action Service enhanced the safety and the mobility of United Nations and African Union peacekeepers and national forces. In Darfur, the Mine Action Service supported the UNAMID drawdown and liquidation efforts, verifying that vacated mission sites were free of unexploded ordnance and disposing of weapons and ammunition belonging to repatriating contingents.

65. In the 2022/23 period, the Department of Peace Operations will continue to strengthen the normative, training and evaluation architecture underpinning the protection mandates in peacekeeping operations and leverage synergies and partnerships within and outside peacekeeping operations. The Department of Peace Operations will support the periodic review of Force Commander directives on child protection and will oversee a global evaluation of their implementation in close coordination with the relevant peacekeeping operations. Under the United Nations police training architecture programme, a job-specific training course on the protection of civilians will be completed for United Nations police, and three sets of job-specific training materials – on, respectively, community-oriented policing; police capacity-building and development; and monitoring, mentoring and advising – will be finalized, with corresponding train-the-trainers courses to be initiated in 2022.

VI. Supporting effective performance and accountability

Strengthening accountability

66. After the full roll-out of the new decentralized system of delegation of authority to all peacekeeping missions in the 2019/20 period, the 2020/21 period was focused on the strengthening of accountability in the missions' exercise of their delegated authorities. The Department of Management Strategy, Policy and Compliance launched and enriched a new section of the management dashboard on accountability indicator monitoring, which provides heads of mission with easy access to a more dynamic quarterly monitoring report for each key performance indicator of the delegation of authority accountability framework and with greater insight into business data.

67. The provision of guidance and training along with an ongoing review by the Department of Management Strategy, Policy and Compliance with regard to the reporting of exceptions in the area of human resources led to significant improvements in the missions' compliance with General Assembly resolutions and the Staff Regulations and Rules. For example, the compliance of all missions with the

729-day limit for temporary appointments in the first two quarters of 2021 for the first time since the roll-out of the new delegation of authority framework is a key example of this progress. Increased support from the Department of Management Strategy, Policy and Compliance for the missions' leadership through induction sessions not only on delegation of authority but also on the wider accountability framework, senior management compacts and management dashboards, will continue to strengthen managerial accountability.

68. Progress has also been made with the adoption of a more robust risk management approach with a focus on the impact on mandate delivery. The Secretariat-wide risk register, which provides a detailed assessment of risks, has been revised, including to reflect the risks identified as a result of the COVID-19 pandemic. Since the 2020/21 period, the enterprise risk management implementation in peacekeeping operations has continued to make significant progress and has helped peacekeeping operations to improve the alignment of enterprise risk management into their strategic planning and operational processes. All heads of peacekeeping operations are responsible for the development and regular update of their entity-specific risk registers and for implementing their response plans, ensuring that the risks identified through that process are aligned with the corporate risk register. Therefore, capacity-building in each entity has been strengthened through the training of focal points. As of December 2021, seven peacekeeping missions have updated their risk registers and/or developed mitigation measures for high risks, demonstrating the progress made. The remaining four missions (MINURSO, MINUSCA, MONUSCO and UNMISS) are continuing to work on their assessments, which are expected to be finalized in 2022.

69. The first statement of internal control was signed by the Secretary-General on 26 May 2021 and published at <https://reform.un.org>. The statement provides assurance to Member States of the effective and efficient implementation of mandated activities, the reliability of financial reporting and compliance with the regulatory framework of 2020 operations. The implementation of the statement of internal control acts as a key component of the International Public Sector Accounting Standards sustainability plan and stems from a complex system-wide consultation and coordination exercise that resulted in the development of a comprehensive internal control framework. The framework outlines possible risks to the Organization along with entity- and process-level controls to mitigate those risks. All entities of the Secretariat, including peacekeeping operations, reviewed the internal control framework and undertook a self-assessment exercise to assess the existence and functioning of internal controls in each entity. From the inception to the conclusion of the 2020 statement of internal control process, the Internal Control Advisory Group assisted with technical advice in the implementation of the statement of internal control across the Secretariat so as to ensure technical compliance with the requirements of the Internal Control – Integrated Framework of the Committee of Sponsoring Organizations of the Treadway Commission, as adapted to the United Nations, at all times.

70. On the basis of best practices and lessons learned from the 2020 exercise, as well as recommendations made by the Board of Auditors, the Independent Audit Advisory Committee, OIOS and the Internal Control Advisory Group, a revised version of internal control framework was issued to all Secretariat entities in June 2021. During the second half of 2021, all missions reviewed and tailored the internal control framework to their entity. The self-assessment questionnaire which will be used to assess the existence and functioning of 2021 operations is planned to be circulated to heads of entities during the first quarter of 2022. The statement of internal control process contributes to strengthening the Organization's accountability framework and is an integral part of enterprise risk management.

Performance measurement and management

71. During the reporting period, significant progress was sustained in enhancing performance and accountability throughout United Nations peacekeeping operations. The Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance continued the implementation of the integrated peacekeeping performance and accountability framework, which is reviewed and shared with Member States on a regular basis. The framework brings all the available performance evaluation tools together to improve coherence, identify gaps and make further progress in 15 priority areas. The framework includes measures for all categories of personnel, both uniformed and civilian, at Headquarters and in the field, including senior managers. It has an objective methodology based on benchmarks and includes ongoing work to improve accountability measures for underperformance and to give recognition for outstanding performance.

72. With regard to performance management, the pilot launched by the Department of Management Strategy, Policy and Compliance in 2019 provided an opportunity to test agile concepts and reflect on staff opinions about a new approach to performance management. The pilot explored ways to increase feedback practices by: (a) encouraging ongoing conversations between first reporting officers and direct reports; and (b) implementing 360-degree feedback among teams. Overall, there were promising trends toward potential growth and development as a result of feedback practices. The pilot demonstrated an increased awareness and ease of receiving feedback about one's performance and leveraging constructive feedback as an opportunity for development.

73. The outcome of the agile pilots was reviewed in tandem with the Secretary-General's performance management reform agenda and enhancements have been made to performance management to shift it from a compliance-driven process to one focused on accountability for results, to foster a culture of ongoing dialogue between managers and staff and to promote collaboration. The new approach, launched for the 2021–2022 performance cycle, has streamlined the process for establishing work plans, encourages performance conversations between managers and staff and provides the opportunity for upward feedback using a multi-rater/360-degree feedback mechanism.

74. As part of Umoja Extension 2, the strategic planning, budgeting and performance management suite of tools, comprising both the strategic management application and the integrated planning, management and reporting solution, is now providing managers and staff with the capability to develop and capture their results-based budgeting frameworks in a more collaborative way and regularly record performance data to aid in creating drafts of the peacekeeping missions' performance reports. The integrated planning, management and reporting solution, released in December 2020, extends the functionality of the strategic planning, budgeting and performance management suite. Through the roll-out, programme and project planning and management capabilities have been added to Umoja; as a result, managers now have robust and flexible tools to comprehensively plan, manage and monitor their programmes of work and to link multiple frameworks where required. The integrated planning, management and reporting solution is being used, on a trial basis, in peacekeeping missions in the 2021/22 period to support planning and programme management, so as to derive lessons that can influence its best adaptation for peacekeeping missions.

75. The General Assembly, in its resolutions on the financing of individual peacekeeping operations adopted during its seventy-fifth session, requested information on how indicators of the Comprehensive Planning and Performance

Assessment System will measure the performance by peacekeeping missions of mandated tasks and an execution plan for the implementation of that System (see, for example, Assembly resolution [75/304](#) on the financing of UNMISS, paras. 30 and 31). The paragraphs below provide information in that regard. Additional information is provided in section XI, “Budget preparation and management of resources”.

76. The System is actively being used at eight peacekeeping operations (MINURSO, MINUSCA, MINUSMA, MONUSCO, UNFICYP, UNIFIL, UNMIK and UNMISS) to regularly plan, assess, adapt and strengthen operations to enhance mandate delivery. The System has also been launched at UNDOF and UNISFA, where full implementation is under way and expected to be completed during the 2021/22 period.

77. All missions at which the System has been launched have developed or are developing integrated military-police-civilian plans for mandate delivery. The System is therefore the first tool that brings together civilian and uniformed capacities to: (a) jointly assess the operating environment; (b) develop a whole-of-mission plan for mandate delivery; (c) use data to assess progress towards that plan and the effectiveness and impact of missions’ work; and (d) use these assessments to inform planning, decision-making and reporting. Missions use the data and analysis to identify best practices and areas in which operations can be strengthened, and to better illustrate to Member States how each mission is contributing to change over time and where it faces challenges. For example, the System’s data and analysis are increasingly being used to inform reports of the Secretary-General, and Security Council briefings.

78. The System is also used to inform the development of results-based budgeting frameworks for the 2022/23 period in those missions at which it has been rolled out, helping to strengthen: (a) the focus on the highest priorities of the mission, based on regular analysis of the operating environment; (b) the targeting of stakeholders identified in the analysis as crucial to promoting change and achieving mandated tasks; (c) responsiveness to past assessments of mission performance and impact, drawing on the System’s indicator data; and (d) monitoring and demonstrating the impact of mission work, including by aligning budget indicators with impact-oriented System indicators.

79. The Department of Peace Operations works closely with all peacekeeping operations at which the System has been launched to identify lessons learned, best practices and the benefits of implementing the System’s pilot, and to continually strengthen and streamline the methodology to ensure that it remains an effective and efficient tool for peacekeeping operations. The analysis has shown that the System has helped peacekeeping operations to bring together integrated planning and assessments of performance in iterative cycles.

80. The analysis of implementing the System thus far has shown that its indicator data are contributing to assessments of mandate delivery. The System uses quantitative and qualitative indicators to assess progress towards mandated tasks at two levels: (a) desired change at the strategic level, such as improvements in the security situation or parties adhering to and implementing a peace agreement; and (b) desired change in the behaviour, attitude, knowledge, position or capacity of stakeholders identified as crucial to delivering that strategic change. Data on those indicators are the basis for in-depth assessments of the mission’s impact and performance, bringing together military, police and civilian staff to identify successes and obstacles, including those outside the sphere of influence of the mission, the extent to which progress has been made in mandated areas, the mission’s contribution towards that progress and the ways in which operations can be adapted to strengthen their impact.

Twenty-two data-based performance assessments have been conducted across these missions, resulting in over 300 recommendations for strengthening operations.

Advancing technology and innovation

81. The deployment of innovative technology solutions that address the requirements and challenges of peacekeeping operations is critical to supporting mandate implementation. The report of the Expert Panel on Technology and Innovation in United Nations Peacekeeping⁵ and the findings in the December 2017 report by Lieutenant General Santos Cruz, entitled “Improving security of United Nations peacekeepers”,⁶ detailed the areas of technology and innovation that needed to be advanced in peacekeeping. In August 2021, the Strategy for the Digital Transformation of United Nations Peacekeeping was launched with the overarching goal of enabling missions to implement their mandates more effectively over the next three years and to enhance the safety and security of peacekeepers by harnessing the potential of digital technologies and mitigating risks, while positioning peacekeeping to continue to evolve in its use of technology. The Strategy is aimed at delivering a framework for timely decision-making informed by integrated analysis, while empowering technology-aware, data literate and innovation-minded staff to monitor technology-related threats and opportunities.

82. The strategy is a part of the system-wide digital transformation and its aim is to capitalize on ongoing initiatives, especially the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, and to align with established systems in peacekeeping to avoid duplication, ensure coherence and promote the efficient and responsible use of resources. In parallel, in response to the Data Strategy, the Department of Peace Operations is taking steps to improve evidence-based analysis and reporting capabilities. A central data hub that draws upon improved data processes and makes data publicly available in modern and compelling ways, was launched in October 2021 and is available at <https://psdata.un.org>.

83. The Action for Peacekeeping Plus priorities for the period 2021–2023, as well as the Security Council and the Special Committee on Peacekeeping Operations acknowledged the need to better integrate the use of new technologies for the purposes of increasing safety and security, improving situational awareness, enhancing field support and facilitating substantive mandate implementation. While leveraging the opportunities that digital technologies offer to strengthen the effectiveness of peacekeeping, this strategy highlights that with greater use of digital technologies come greater vulnerabilities, and hence a strong focus is on building safeguards and protections to ensure the responsible use of digital technology.

84. The Department of Operational Support partnered with the Department of Peace Operations and OICT to leverage innovative technologies for personnel serving in missions and to facilitate a seamless integration between the existing peace and security policy and practice database and the newly-launched knowledge gateway to ensure that field-based personnel have easy access to relevant, well-curated administrative and operational support guidance and information on best practices.

85. The increased use of online meeting tools has enabled the conduct of regular webinars for field personnel in support of the promulgation and implementation of new peacekeeping guidance materials and to facilitate peer-to-peer learning and exchanges of best practices between missions.

⁵ Available at https://peacekeeping.un.org/sites/default/files/performance-peacekeeping_expert-panel-on-technology-and-innovation_report_2015.pdf.

⁶ Available at https://peacekeeping.un.org/sites/default/files/improving_security_of_united_nations_peacekeepers_report.pdf.

86. Following continuous attacks on United Nations peacekeeping camps, and as a result of lessons learned from MINUSMA camp security in Kidal and Gao, the Organization has mainstreamed a suite of technology solutions and has established commercial contracts for the supply of protection and early warning systems to protect camps in disparate field locations. Sense and warn systems have been installed in nine MINUSMA camps, providing that Mission with advance warning of incoming projectiles.

87. The Mine Action Service also continued to maintain and update the “Smart IED Threat Mitigation Technology Road Map” database with information on explosive ordnance threats, emerging technology and best practices to mitigate such threats, for reference by Member States and other international partners. Following pilot testing conducted in Darfur, the Mine Action Service expanded the use of a risk education talking device, a solar-powered and handheld device for the provision of risk education in remote locations in Somalia, reaching some 5,500 civilians in hard-to-access locations across South-Central Somalia. Harnessing new technologies, the Mine Action Service supported the national mine action centre in Lebanon in engaging 400 school children in virtual reality-based explosive ordnance risk education.

88. During the 2021/22 period, all peacekeeping missions will have counter-unmanned aerial systems available to respond to the new threats resulting from spoiler micro unmanned aerial vehicles carrying explosives or gathering intelligence in preparation of an attack on United Nations camps. The Department of Operational Support and OICT are also engaged in the delivery of emergency support and patient monitoring to care for battlefield casualties with remote medical support using telemedicine platforms. This project is ongoing, and the first devices will be in operation by the end of the 2021/22 period, while the completion of the project is expected during the 2022/23 period.

89. The radio mining and big data analysis project is aimed at strengthening the mission awareness of sentiment and information impact, including the detection of words indicating hate speech. The tool, which is currently in use at MINUSMA, recognizes speech and automatically makes transcripts of open, public and radio transmissions in several languages. During the 2022/23 period, additional languages needed by MINUSMA will be added and a contextual hate speech mechanism will be developed, with the goal of developing a set of tools that can be used broadly in Mali, including by all MINUSMA substantive components and the United Nations country team.

90. In 2021, the Partnership for Technology in Peacekeeping initiative was expanded; it welcomed new strategic and technical partners, thereby bolstering already existing partners. The sixth Partnership for Technology in Peacekeeping international symposium, initially planned to be held in South Africa in June 2020, was postponed owing to the COVID-19 pandemic. It is now tentatively planned for June 2022. The symposium’s theme is “Informed – Aware – Effective” and five priority peacekeeping challenges and thematic working groups will be defined in support of the event.

91. The Partnership for Technology in Peacekeeping and one of its major outcomes and deliverables, the United Nations C4ISR Academy for Peace Operations (formerly the United Nations Military Signals Academy) in Entebbe, Uganda, continue to be a key mechanism and enabler in realizing and driving the vision of the report of the Expert Panel on Technology and Innovation in United Nations Peacekeeping to deploy technology and innovative solutions and practices to help to strengthen peacekeeping. The goal of the United Nations C4ISR Academy for Peace Operations is to strengthen the capacity of uniformed personnel through specialized in-person

and online training sessions on command, control, communications and computers (“C4”); intelligence, surveillance and reconnaissance; and camp security technologies.

92. The application of technologies to address the environmental impact of peace operations is focused on strategic and high-impact issues. The Unite field remote infrastructure management system is centrally hosted at UNLB at the Department of Operational Support technology centres, with devices installed in remote locations and then connected and integrated into the platform; it is leveraged by RSCE to manage its local infrastructure. The system is part of the OICT portfolio of enterprise systems and is a core component of the Secretariat’s digital transformation efforts. It enables the connection of various infrastructure devices, sensors and systems, and has been rolled out across peacekeeping operations (MINUSCA, MINUSMA, UNFICYP, UNIFIL, UNISFA, UNMIK, UNMISS and UNMOGIP) while planning the roll-out to two additional peacekeeping missions in the 2022/23 period (MINURSO and MONUSCO). The system utilizes 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. The system now includes a management platform and a mobile application suite, and provides data to the enhanced environmental action planning and performance platform across peacekeeping operations

93. Accurate information, effective management of large amounts of data and variety of data remain critical assets of peacekeeping operations. This is enabled by a series of interconnected policies that support efforts in peacekeeping operations aimed at properly classifying the information and allowing the effective transmission of key information. The formulation of policies and guidance related to specific peacekeeping missions and monitoring of their implementation are critical to mitigating risks related to ineffective information management, including mitigating risks related to the increase in misinformation and disinformation affecting peacekeeping operations. Therefore, it is vital that the United Nations has the capacity to provide guidance and support for effective information management in peacekeeping operations.

Unmanned aircraft systems and airborne intelligence, surveillance and reconnaissance

94. The generation and deployment of unmanned aircraft systems for intelligence, surveillance and reconnaissance in missions continues to be an essential operational enabler of mission mandate implementation. Small, tactical and medium-altitude long-endurance unmanned aircraft systems are in use in several peacekeeping operations to protect peacekeepers, provide reconnaissance capability and maintain situational awareness.

95. All unmanned aircraft systems and airborne intelligence, surveillance and reconnaissance capabilities, regardless of their type, are coordinated and employed under the mission aviation regulatory framework. Building on previous experience, the generation and employment of unmanned aircraft systems and airborne intelligence, surveillance and reconnaissance for the United Nations are conducted through the unmanned aircraft systems joint cell consisting of the representatives of air transportation, aviation safety, procurement, military affairs, technology and counterterrorism with the skills and experience necessary in their respective areas. The publication of the 2020 edition of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions ([A/75/121](#)), which included additional guidance for the flexible deployment of micro and mini unmanned aircraft system capability, has facilitated the deployment of new and more effective unmanned aircraft system capability in support of the missions.

96. MONUSCO currently has a contract in place for the provision of medium-altitude long-endurance unmanned aircraft systems. While that arrangement will remain in effect until early 2023, the Secretariat is working to update the Mission's operational requirement for unmanned aircraft systems and airborne intelligence, surveillance and reconnaissance for the purpose of refining current services with a more efficient solution upon expiration of the current contract. MINUSCA continues to deploy micro and mini unmanned aircraft systems to improve situational awareness of the Mission's force and protect its personnel. In addition, MINUSCA, in coordination with the unmanned aircraft systems joint cell at Headquarters, has initiated a new request for proposals for the provision a new small tactical unmanned aircraft system intended to replace that currently in place and provide improved and cost-effective operational capability and technical performance in the area of unmanned aircraft systems, with deployment expected during the 2022/23 period. At MINUSMA, a manned fixed-wing airborne intelligence, surveillance and reconnaissance capability was deployed in December 2021 as a result of the comprehensive review of the requirements for intelligence, surveillance and reconnaissance capabilities to support the Mission's 2020 force adaptation plan, in line with Security Council resolution 2480 (2019). In addition, a medium altitude long endurance unmanned aircraft system is expected to be deployed in 2022. Finally, in coordination with the unmanned aircraft systems joint cell at Headquarters, MINUSMA is preparing to launch a new request for proposals for the provision of a small/tactical unmanned aircraft system for the purpose of providing intelligence, surveillance and reconnaissance capability and force protection in the Kidal region, with deployment expected by the end of the 2022/23 period.

97. Even though unmanned aircraft systems have so far been applied mainly in the area of intelligence, surveillance and reconnaissance, the Secretariat, as part of its efforts to develop a new and effective strategy for unmanned aircraft systems and airborne intelligence, surveillance and reconnaissance, is exploring and evaluating other potential uses, such as transportation and delivery of cargo and other logistics tasks, in coordination with humanitarian partners such as the World Food Programme and the International Civil Aviation Organization. This strategy includes a number of improvement opportunities in the areas of operations, logistic support, generation and procurement, security and safety, regulatory framework and partnerships.

98. Annex III to the present report provides details on the deployment of unmanned aircraft systems at MINUSCA, MONUSCO and MINUSMA.

Uniformed personnel: force generation, capabilities and performance

99. In addition to the work done by the performance task force of the Police Division and the Military Performance Evaluation Team, the Under-Secretary-General for Peace Operations continues to chair integrated meetings to discuss performance assessments and evaluations carried out by the mission, the Secretariat or the troop- or police-contributing country with regard to both outstanding performance and underperformance, and to discuss remedial and mitigation measures. This has resulted in decisions, for example, to provide training and capacity-building or to adjust rotation timelines to ensure the preparedness of units.

100. The Department of Peace Operations has maintained proactive interactions with troop- and police-contributing countries, including through integrated engagement meetings, to provide individual feedback on the performance of their military and formed police units, as well as to receive feedback on Secretariat support for those countries. The feedback is based on the analysis of performance data such as in-mission force commander evaluations, formed police unit evaluations, contingent-owned equipment, and conduct and discipline. This collaboration and information-sharing between the Secretariat and Member States has enhanced understanding of

performance issues and has been greatly appreciated by the troop- and police-contributing countries, which requested even more regular feedback. With regard to the United Nations police, the sixth training-of-trainers course for formed police unit coordinators and trainers, held in Ankara from July to September 2021, the sixth annual workshop for formed police unit coordinators, held in Kigali in July 2021, and the formed police unit commanders training, held in Cairo in November 2021, provided platforms for constructive exchanges.

101. The Department of Peace Operations, through the OMA Military Performance Evaluation Team, continued to refine and manage the military performance evaluation system. Together with the Member States, field missions and key Secretariat stakeholders, the Team has developed standardized criteria for the validation of infantry units and quick reaction forces in parallel with the development of a military performance evaluation tool. Initially, the Team tested the online tool on infantry units deployed at UNMISS and MINUSMA. The tests were intended to validate the applicability of the tasks, standards and indicators for in-mission evaluations and validate the functionality of the military performance evaluation tool (prototype) to further revise the in-mission evaluation process. Since June 2020, the tasks, standards and indicators developed for infantry units have been utilized during the conduct of military skill validations which are an integral part of pre-rotation and predeployment visits. The in-mission operational performance reporting tool, which includes the infantry tasks, standards and indicators, was rolled out to the first two missions (MINUSCA and UNMISS) in June 2021. In addition, specialized unit performance evaluation standards have been developed and included in United Nations manuals, such as the military aviation, engineer and explosive ordnance disposal unit manuals.

102. Performance evaluation standards for the United Nations military signal units and military intelligence, surveillance and reconnaissance units will be incorporated in the respective manuals in the 2022/23 period, during their revision process. These standards include capability-specific collective military skills and specific criteria for all functions and tasks that are essential to provide effective command and control. The standard operating procedures on the evaluation of deployed military headquarters were developed in the 2020/21 period in coordination with all missions. The final version is expected to be promulgated in early 2022, following a pilot force headquarters evaluation. Performance evaluation standards for force and sector/brigade headquarters and all other specialized units, including United Nations military aviation, logistics, engineer and explosive ordnance disposal units were also uploaded to the performance evaluation tool for in-mission evaluations. Testing of these standards will commence during the first quarter of 2022. During the review period, the Military Performance Evaluation Team conducted a total of 13 military skill validations for new units and for units with identified performance shortfalls. However, due to COVID-19-related travel restrictions, in-person military skill validations were suspended. Therefore, as a mitigation measure, from July to December 2020, the Military Performance Evaluation Team conducted five remote military skill validations with support from national military evaluators from troop-contributing countries and with support from strategic training partners. In-person military skill validations resumed in January 2021. Military skill validation reports were presented to the OMA/Department of Peace Operations leadership and actionable recommendations were communicated with the respective troop-contributing countries and force headquarters. The Military Performance Evaluation Team continued to monitor and analyse in-mission evaluation reports to track military units' performance and progress, with a special focus on units with performance shortfalls. This forms the basis of OMA interaction with the leadership of Department of Peace Operations during monthly and quarterly integrated performance meetings.

103. Generating qualified and geographically balanced police personnel with the required predeployment capabilities, operational readiness and skill sets at all levels remains a priority. Available guidance has been reviewed and developed to further enhance systematic predeployment assessments and validations for deploying individuals – for example, the standard operating procedures for performance reviews and appraisals of United Nations individual police officers (Ref. 2021.13) – and units in a COVID-19 environment, while hybrid in-person and virtual predeployment readiness assistance missions to support police-contributing countries continue to be undertaken. In addition, in close coordination with OMA, the Police Division has contributed to the development and roll-out of guidance on the generation and deployment of military and police units.

104. The Police Division is further refining its performance evaluation system for all categories of personnel from the predeployment to the post-deployment stage, building on existing processes and guidance initially developed in 2006, as well as on knowledge management products. To that end, the Police Division performance task force analyses and verifies the findings made during inspection visits to missions, as well as findings contained in quarterly, bimonthly and unit evaluations, including of contingent-owned equipment, and in semi-annual and annual reports. Those efforts contribute to the identification and certification of the constantly evolving United Nations policing capabilities and capacities required for deployment to specific contexts; the attainment of a nuanced understanding of changing safety and security risks; the adjustment of police levels in response to advanced mandates; and the verification of in-mission performance of police components through the validation of data in line with Security Council resolutions [2185 \(2014\)](#), [2378 \(2017\)](#), [2382 \(2017\)](#) and [2436 \(2018\)](#). Those efforts form the basis of close interactions with police-contributing countries as well as with United Nations senior leadership at monthly and quarterly integrated performance meetings. Efforts are underway to assess the performance of United Nations police against objective norms and standards based on the Strategic Guidance Framework for International Policing and supported by the United Nations police training architecture programme. This will include the further elaboration of the current set of indicators in line with the 13 categories of United Nations police personnel and 55 skill sets and expert profiles as determined under the United Nations police training architecture programme.

105. The Department of Peace Operations and the Department of Operational Support continued to work with Member States to maintain 12 military and police units at the rapid deployment level of the peacekeeping capability readiness system, with over 3,000 personnel ready for deployment within 60 days following a request from the Secretariat. The peacekeeping capability readiness system enabled the selection and more rapid deployment of uniformed peacekeeping critical capabilities that are known to meet United Nations standards of training and performance, as well as contingent-owned equipment requirements.

106. The Uniformed Capabilities Support Division supports OMA and the Police Division in ensuring that capabilities deployed in formed units under a memorandum of understanding remain aligned with the mandated tasks of field missions. The integrated peacekeeping performance and accountability framework continues to incorporate performance-related data and management processes for contingent-owned equipment deployed in formed units. Performance measures are assessed and reported against the standards for reimbursement agreed by the General Assembly in its resolutions [67/261](#) and [74/279](#). In resolution [67/261](#), the General Assembly endorsed the recommendation of the Senior Advisory Group that, once a new standard reimbursement rate for the common and essential additional costs of uniformed personnel deployments to peacekeeping operations had been approved, there be a full review, with data gathered from a newly selected sample, every four years. In line with

that, the third report of the Secretary-General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries conducted in the 2021/22 period (A/76/676) is expected to be taken up by the General Assembly during the second resumed part of its seventy-sixth session.

107. Preparations have commenced for the 2023 Working Group on Contingent-Owned Equipment. The 2023 meeting of the Working Group is scheduled for January 2023, during which it is to conduct its triennial review of reimbursement rates and to update the major equipment, self-sustainment and medical support services categories. A pre-session bureau will convene in November 2022. The report of the Working Group and the report of the Secretary-General are expected to be taken up by the General Assembly during the second resumed part of its seventy-seventh session. Annex V to the present report provides information on liabilities to troop- and police-contributing countries for services rendered by troops and formed police units and for contingent-owned equipment until 31 December 2021, as well as the status of memorandums of understanding for deployed units as at 31 December 2021.

108. The General Assembly is also expected to take up a report of the Secretary-General containing information on pending claims related to post-traumatic stress disorder (A/76/662) during the second resumed part of its seventy-sixth session. Details on death and disability compensation are provided in annex IV to the present report, including claims related to post-traumatic stress disorder.

109. Progress has been made in strengthening the engineering and medical capabilities of uniformed peacekeepers under a triangular partnership programme that brings together the United Nations, Member States with expertise and resources and troop-contributing countries. Between 2020 and 2021, the United Nations, with the support of Member States, trained 84 uniformed personnel from 16 troop-contributing countries in four engineering courses held in Kenya, Morocco and Viet Nam. While further on-site safety, engineering and medical courses planned for 2020/21 were cancelled owing to the COVID-19 pandemic, new remote and mixed-delivery training courses were developed for launch in late 2021 and in 2022.

Performance through training efforts

110. In the area of peacekeeping training, the Department of Peace Operations initiated the development of five new sets of predeployment training material during the 2020/21 budget period. They cover infantry battalions, logistics officers and individual police officers; all have been delivered to Member States trainers. A predeployment training on peacekeeping intelligence, surveillance and reconnaissance units and engineering units is being developed. In addition, work on a weapons and ammunition manual is under way. All these materials will be rolled out by the end of 2022. Furthermore, two new sets of training material were made available to Member States during the 2020/21 budget period, one on comprehensive protection of civilians for police and one on COVID-19 predeployment. A Member State working group on reinforcement training in the areas of intelligence, surveillance and reconnaissance was initiated in the 2020/21 period. There were multiple virtual engagements culminating in an in-person pilot course in September 21. In addition, training materials for military gender advisors are under development: the first phase of an on-line military gender adviser course was launched on 30 November 2021 and is available to Member States. The second phase, an in-person course concept, is under development.

111. The Department of Peace Operations continued the development of the United Nations police training architecture programme with support from Member States, relevant United Nations agencies, funds and programmes and regional organizations. The initiative encompasses new standardized training modules (the foundational

material required by all deploying United Nations police officers), trainer certification sessions and on-the-job training courses in six major areas of policing. All materials are based on the Strategic Guidance Framework for International Policing, international human rights norms, gender, and environmental standards. The Integrated Training Service convened a police-only meeting of the light coordination mechanism, held in November, in Brindisi.

112. During the reporting period, the Department of Peace Operations continued its support for the planning and delivery of training for mission personnel through the enhancement of the skills of mission trainers, including the organization and delivery of virtual learning. In order to strengthen mission preparedness to manage high-intensity operational activities and crises, training programmes for mission trainers were delivered on the conduct of mission exercises, including tabletop exercises, command post exercises and police-specific induction training. In further supporting trainers at both Headquarters and in peacekeeping missions, guidance material for the conduct of training needs assessments has been developed.

113. The development of a programme of enhanced training for high-level operational support, which will replace the senior mission administration and resource training programme, was completed in December 2021. The programme has been developed in collaboration between the Department of Peace Operations and the Department of Operational Support with technical support from the United Nations System Staff College. It consists of three complementary components: (a) three self-paced e-learning modules (foundation, planning and implementation); (b) interactive webinars; and (c) a final face-to-face workshop. The objectives of the programme – enhancing understanding of the new operational support framework, leveraging systems thinking and strengthening mandate delivery through empowerment, decentralization, integration and the simplification of rules and processes– are core to the principles of delivery. The delivery of the face-to-face component has been further delayed owing to the continued uncertainty regarding the health and safety requirements for non-essential travel and in-person meetings. However, this component continues to be crucial to the objectives of effective programme delivery and will resume at the earliest opportunity.

114. The Department of Peace Operations continues to integrate online delivery elements into training materials in order to leverage the benefits of online learning during the pandemic and to ensure the continuity of training services to Member States and field missions. In that regard, the Department, in collaboration with the Department of Operational Support, has invested in the development of an online training platform, the learning management system, procuring instructional design software and developing internal guidance for its use. While increased use of online learning is neither cost-free nor a replacement for face-to-face training, it allows for flexibility in delivering pre-course study material and pre-course testing. The use of the learning management system will increase gradually until the end of 2023 as new online elements are developed. Troop- and police-contributing countries and deployed personnel are the primary beneficiaries of training support provided by the Integrated Training Service. Despite the decline in the number of deployed personnel and the number of field missions, the number of troop- and police-contributing countries remains steady: over the preceding ten years it has fluctuated between 114 and 128. As at 31 October 2021, the number was 122.

115. In the 2021/22 period, among other activities in support of troop- and police-contributing countries, the Integrated Training Service of the Department of Peace Operations delivered two training-of-trainers programmes to a total of 50 participants from troop- and police-contributing countries. However, it will not be sustainable to do so in the 2022/23 period if the downward trend in the approved budget under the support account for training support for to troop- and police-contributing countries

and deployed personnel continues. The result will be a reduction in the number of troop- and police-contributing countries able to participate in Department of Peace Operations training programmes.

Development of leaders

116. During the 2020/21 period, the Organization continued to develop recruitment selection tools and processes with a view to ensuring that leaders were assessed in line with the requirements of the job and that peacekeeping missions operated to the highest ethical standards. At the same time, leadership support continued to be prioritized. During the 2020/21 period, the implementation of the leadership partnership initiative facilitated 16 partnerships between newly appointed heads or deputy heads of mission and a mentor (a former or currently serving senior leader).

117. In addition, once appointed, all new mission staff at the D-2 level and above are required to attend the senior leadership programme, which provides them with an in-depth orientation on key issues and challenges in field missions. Intensive orientation courses for newly appointed force commanders, deputy force commanders and heads of military components are usually conducted twice every year. Similarly, heads of police components and deputy heads of police components receive induction briefings and attend an annual conference, which is conducted in November of each year, to discuss challenges and best practices among police components in the field.

118. In addition, the Police Division has developed a senior police leadership roster and a women police command cadre to identify a pool of senior men and women police officers for deployment to address immediate gaps or fill any vacancies at field missions.

Supply chain management

119. Since its establishment in 2019, the Office of Supply Chain Management has made significant efforts to provide a more agile, responsive, efficient and effective client-oriented service, improving lead times between the identification of a requirement and the delivery of goods and services and strengthening the Secretariat's ability to measure and improve its services. The integration of procurement and logistics functions into a single entity that supports an integrated architecture across the global Secretariat has strengthened the end-to-end supply chain for the delivery of the right goods and services in the right place, at the right time and at the right cost.

120. During the COVID-19 pandemic, the United Nations supply chain faced a test of resilience and demonstrated an ability to effectively support sourcing and delivery of the goods and services that were needed. A supply chain impact analysis was conducted to guide missions with regard to the early ordering of goods and services and stock replenishment so as to mitigate the potential impacts of airspace and border closures. The required medical supplies and equipment were sourced and delivered in response to the pandemic in a timely manner while ensuring cost-effective solutions. UNLB played a key role, particularly in the delivery of strategic deployment stocks of personal protective equipment and newly sourced medical equipment and consumables in an extremely constrained and difficult transportation environment.

121. Process improvements to modernize the United Nations supply chain have continued, including through the leveraging of available information and communications technology and industry best practices. The planning framework now provides full visibility over the global demand of client entities, allowing for identification of optimum sourcing. Implementation of the category management approach is another critical enabler, which is on track to roll out all category strategies by the end of 2022; the performance management framework now provides a data-

driven measurement of the performance of the integrated supply chain based on five attributes: (a) responsiveness time taken to fulfil client orders; (b) reliability: “perfect order fulfilment”, which refers to the percentage of orders that fulfil the client’s requirements on time with quality and completeness and accuracy of documentation; (c) agility, which refers to the supply chain’s ability to respond to external influences and the marketplace; (d) cost; and (e) asset management. Peacekeeping operations now have the necessary information readily available on what to buy, how to buy it, where to buy it, when to buy it and at what cost to buy it. Through the dissemination of quarterly performance reports and follow-up outreach sessions, peacekeeping operations are now more aware of the inter-dependency of supply chain processes and the need to capture accurate information to improve the performance of their respective supply chains. In addition, peacekeeping operations are provided with more robust guidance and analysis tools for continuous improvement through supply chain operational guidance and dedicated reports on data quality checks.

122. Efforts will continue during the 2022/23 period to further modernize the supply chain through innovation and integration. Based on past consumption patterns, long-term demand forecasting will be established that will ensure the predictability of future requirements and facilitate informed decision-making. A comprehensive online catalogue of goods and services with a price list is to be developed and deployed progressively to peacekeeping operations to provide them with a modern online shopping experience from existing contract and strategic deployment stocks. A centralized supply chain database and dashboard will be established, integrating information and communications technology applications to enable visibility, measurement, analysis, performance management and decision-making.

123. Information regarding air operations, including the utilization of aircraft from January to December 2021, is contained in annex VI to the present report.

Programmatic activity

124. Missions carry out programmatic activities in a range of mandated areas. In accordance with the criteria outlined in existing policy guidance, programmatic activities are aimed at advancing missions’ mandates as outlined in resolutions of the Security Council and reflect the missions’ strategic priorities, as identified in strategic integrated frameworks, transition plans and other planning instruments. As a critical mandate delivery modality, the objectives and nature of programmatic activities are determined by the mission leadership based on context-specific needs and priorities, as highlighted in mission budget planning assumptions. The actual implementation is reported on in the context of the mission budget performance reports. Guidance provided to missions on programmatic activities is not prescriptive with regard to the type of activities to be performed. Frequently, missions use programmatic activities to create openings for engagement with national partners and build important national capacities. For example, programmatic funding lays the foundation for the delivery of longer-term outcomes, such as in the case of MINUSMA, where the ability of the Government of Mali to stabilize the centre is enhanced or collaboration and trust is being improved between civil society and national and local authorities.

125. When used strategically and embedded in the broader system-wide planning processes, a mission’s programmatic funding has proved to be an essential tool to better position the United Nations to advance a sustaining peace agenda. For example, in the Central African Republic, programmatic funds supported MINUSCA police training, rehabilitation of infrastructure and co-location efforts with the internal security forces, advanced efforts to promote and protect human rights, the rule of law and security sector reform processes, as well as augmented community stabilization and peace consolidation initiatives.

126. When programmatic activities are implemented through a partner on the basis of a context-specific comparative advantage, the mission and the implementing partner enter into a standard memorandum of understanding in accordance with United Nations rules and regulations, to specify the services to be provided by each party, the distribution of responsibilities, the financial arrangements and the reporting, audit and evaluation mechanisms, as well as other relevant aspects of joint programmatic activities. Decisions on the implementation modalities of programmatic activities are taken at the country level, in the context of mission delegated authority. Missions are required to report on the implementation of programmatic activities in the annual budget performance report, highlighting the impact of the programmatic activities on mandate implementation.

127. Further information on the proposed programmatic activities for the 2022/23 period is included in annex VIII to the present report.

VII. Strengthening the impact of peacekeeping on sustaining peace

Support for rule of law and security institutions

128. Peacekeeping operations work closely with host Governments to perform peacebuilding tasks and develop strategies to address the root causes of conflict. Given that professional, inclusive and accountable rule of law and security institutions are critical to conflict prevention and sustaining peace, the Office of Rule of Law and Security Institutions continues to provide strategic and technical expertise to support peacekeeping operations and advance political processes and institutional reforms. Its efforts help to create the conditions for sustainable peace by strengthening the rule of law, protecting civilians, contributing to the extension of State authority, combating impunity and addressing violent extremism.

129. United Nations police will, where mandated, continue to support host States in the reform, restructuring and development of their police and other law enforcement institutions and provide operational assistance, including with regard to the protection of civilians, electoral security, sexual and gender-based violence or serious and organized crime prevention and response efforts, including with the support of specialized police teams. Providing advisory services on United Nations policing, further developing guidance and advancing training, providing operational backstopping support and attaining the required geographically and gender-balanced policing capacities and capabilities through operational readiness, selection, recruitment, rotation, performance assessments and monitoring, as well as planning assistance to Member States from the predeployment to the post-deployment phase, will remain a priority.

130. Justice and corrections components, assisted by the Justice and Corrections Standing Capacity, support nationally led efforts to ensure accountability for crimes that fuel conflict, contribute to institution-building, strengthen prison security and support the re-establishment of inclusive justice and corrections institutions. MINUSMA will continue to support the Malian specialized judicial unit with jurisdiction over terrorism-related and other serious crimes and assist national authorities in their efforts for the continued operations of justice and corrections institutions in conflict-affected areas. In the Central African Republic, MINUSCA will continue to support criminal accountability for serious crimes, the functioning of the Special Criminal Court, the strengthening of the new prison service, the secure detention of high-risk prisoners, and the strengthening of the judiciary and the overall justice system. In the Democratic Republic of the Congo, MONUSCO will continue to support national efforts to investigate and prosecute war crimes and crimes against

humanity, the management of high-risk prisoners and the improvement of prison security and the conditions of detention. UNMISS will continue to support mobile court deployments and the establishment of permanent and semi-permanent rule of law institutions, including in areas of intercommunal conflict or areas of return for internally displaced persons, for purposes of accountability and protection of civilians.

131. Disarmament, demobilization and reintegration components in peacekeeping operations continue to work to address the threats posed by armed groups in increasingly complex settings. In the 2021/22 period, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration continued to develop and update the revised Integrated Disarmament, Demobilization and Reintegration Standards, responding to the need for cutting-edge policy to tackle drivers of conflict. MONUSCO supports authorities at the national and provincial levels in developing a new disarmament, demobilization and reintegration approach that is in line with the new Standards so as to comprehensively address the threats posed by armed groups, while simultaneously supporting the efforts regarding the resettlement and repatriation of ex-combatants of foreign armed groups. In the Central African Republic and Mali, disarmament, demobilization and reintegration processes continue to facilitate both the socioeconomic reintegration of ex-combatants and their integration into the national defence and security forces. Community violence reduction continues to take place in the Central African Republic, the Democratic Republic of the Congo and Mali. UNMISS, in partnership with WFP, WHO and two partner non-governmental organizations, launched its first community violence reduction project. During the 2020/21 period, 46,716 community members were supported through community violence reduction, with women representing 42 per cent of the beneficiaries across missions.

132. In line with Security Council resolution [2553 \(2020\)](#), security sector reform components in peacekeeping operations continued to provide tailored advice in support of good offices engagement so as to ensure that the transformation of security sectors is linked to broader political objectives and remains high on the national agenda. In Mali, during the 2021/22 period, MINUSMA, recognizing the urgent need to bolster national security sector governance in the aftermath of the coup d'état, assisted the internal oversight bodies of the Malian Armed Forces, police and gendarmerie, and continued to promote durable, conditions-based solutions for the integration of ex-combatants into the defence and security forces and long-term socioeconomic reinsertion programmes in coordination with United Nations entities and partners such as the World Bank. In the Central African Republic, with MINUSCA support, the ministries in charge of defence and security vetted candidates for enrolment in the defence and internal security forces, thus building the integrity of and popular trust in security delivery, while efforts continue to improve security sector governance, including through a robust follow-up on the recommendations of the mid-term review of the national security sector reform strategy. In the Democratic Republic of the Congo, injecting security sector reform expertise into the joint programme on police reform and partnering with the World Bank helped the Government to improve the accountability and performance of security institutions in a transition context while also generating policy options for financing the security sector reform process. In South Sudan, UNMISS continued to support the development of models for security sector transformation, including through advice on the unification of forces and community-centred approaches to security, thus enabling national progress towards the implementation of the peace agreement.

133. In the 2022/23 period, the Mine Action Service will continue to be the service provider for nine peacekeeping operations with mine action components (MINUSCA, MINUSMA, MONUSCO, UNISFA, UNMISS, UNFICYP, UNIFIL, MINURSO and

UNSOS) that build resilience to conflict and contribute to national and local capacities to reduce the effects of escalations in violence. In Abyei, route clearance and verification facilitate the deployment of the Joint Border Verification and Monitoring Mechanism, which is crucial to the political process. In the Central African Republic and the Democratic Republic of the Congo, support for national authorities in the area of weapons and ammunition management prevents the diversion of weapons and precursors to improvised explosive devices, helping to build trust in national authorities among local communities. In Mali, Somalia and South Sudan, risk education activities empower local communities to protect themselves from the threat posed by explosive ordnance.

134. The Global Focal Point for the Rule of Law has helped to advance better coordination and coherence in United Nations support for joint rule of law efforts in the field. Under the Global Focal Point umbrella, expert advice and seed funding have been provided to joint rule of law programmes and projects in the Central African Republic, the Democratic Republic of the Congo, Mali, South Sudan and the Sudan.

Drawdown and mission closure, including transitions

135. The importance of early and integrated planning of transitions of United Nations peace operations in close collaboration with national and international partners has remained evident in ongoing transitions processes. This was underscored by the Security Council during its annual thematic debate on peacekeeping held on 8 September 2021, and through its adoption of resolution [2594 \(2021\)](#), in which the Council recognized transitions of United Nations peace operations as a strategic process that builds towards a reconfiguration of the strategy, footprint and capacity of the United Nations in a way that supports peacebuilding objectives and the development of a sustainable peace, and highlighted the importance of national ownership and alignment with national plans to sustain peace and development gains.

136. In the Democratic Republic of the Congo, the transition planning process reached an important milestone with the submission of a transition plan to the Security Council in September 2021 (see [S/2021/807](#)). The transition plan was developed by MONUSCO and the United Nations country team in close collaboration with the national Government, building on Security Council resolution [2556 \(2020\)](#), in which the Council outlined the joint strategy on the progressive and phased drawdown of MONUSCO. In accordance with the resolution, MONUSCO withdrew from Kasai and Kasai Central Provinces on 30 June 2021 and plans to close its office in Tanganyika Province by 30 June 2022, while maintaining its headquarters in Kinshasa and a field presence concentrated in Ituri, North Kivu and South Kivu Provinces. The transition plan contains the joint vision for the phased withdrawal of MONUSCO and serves as a roadmap for collaboration between the United Nations and the Government on peacebuilding priorities by 2024. Best practices and lessons learned from recent transition processes helped to inform this work. To operationalize the plan, the United Nations system, in close partnership with the Government, will develop an implementation strategy that will outline, among other things, integrated mechanisms for delivery and financing strategies.

137. On 22 December 2020, the Security Council adopted resolution [2559 \(2020\)](#), in which it decided to terminate the mandate of UNAMID on 31 December 2020 and requested the Secretary-General to commence the drawdown of UNAMID personnel on 1 January 2021 and to complete the withdrawal of all uniformed and civilian UNAMID personnel by 30 June 2021, other than those required for the mission's liquidation.

138. The state liaison functions are a noteworthy innovation in the context of the transition of the United Nations peace operation in the Sudan. Introduced in 2018, the

state liaison functions are aimed at bridging the transition from peacekeeping to peacebuilding and contributing to the prevention of a relapse into armed conflict in Darfur. Enabled by financing from the assessed programmatic funding for UNAMID and supported through the co-location of UNAMID personnel with the United Nations country team, the state liaison functions enhanced joint analysis, and planning and delivery by UNAMID and the country team in cooperation with national actors in the areas of rule of law, human rights, durable solutions and service delivery for internally displaced persons across four Darfur states (North Darfur, South Darfur, West Darfur and East Darfur). Through the state liaison functions, the largest allocation to date of programmatic funding from the assessed peacekeeping budget has been made available for peacebuilding (circa \$45 million).

139. In the case of Darfur, the transition from peacekeeping to peacebuilding reflected both the fundamentally changed circumstances on the ground and the recognition that to address the needs of the Darfuris and the Sudanese people more widely, United Nations efforts needed to be responsive to national ownership and the changed political landscape in the Sudan. In that context, in June 2020, UNITAMS was established.

140. Upon the completion of the UNAMID drawdown and liquidation planning by 30 June 2021, the Operation started the closure of the remaining mission presence in El Fasher, as well as other activities. The Operation engaged with the Government at the federal, regional and state levels for agreeing on a Sudanese-owned plan for transfer of assets that were uneconomical to recover, and on a long-term plan for the utilization of the El Fasher logistics base for civilian end-use purposes as requested by the Security Council.

141. Taking into consideration the precarious security situation and the remaining workload, United Nations Headquarters instructed the Operation to plan for an accelerated departure from El Fasher. The events of 25 October 2021 further exacerbated the challenges already present in Port Sudan, where a lengthy closure of its operations coupled with delayed export and customs clearances significantly affected the shipment timelines of United Nations-owned and contingent-owned equipment.

142. On 24 December 2021, the General Assembly, in its resolution [76/244](#), approved the donation of assets of UNAMID, with an acquisition cost of \$145.5 million (net book value \$55.3 million), to the Government of the Sudan in line with the provisions of regulation 5.14 (e) of the Financial Regulations and Rules of the United Nations.

143. Learning from the looting incidences reported at Nyala, El Geneina and other team sites handed over to the Sudanese authorities in 2019 and 2020, UNAMID pursued a strategy of gradual and partial handover of custody of the logistics base in El Fasher in the hope that if local authorities and associated groups could establish a presence while UNAMID personnel remained nearby, that would limit looting and similar losses when former mission personnel departed. Despite adopting this preventative strategy, mass-scale looting and reported violence occurred around the logistics base in El Fasher during the period from 24 to 29 December 2021 in a part of the former base for which custody had been handed over to local Sudanese authorities on 21 December 2021. The security situation deteriorated to such an extent that the conditions for a smooth liquidation and further handover were compromised, and the decision was made, on 27 December 2021, to relocate all remaining civilian personnel and withdraw the guard unit. Despite such developments, efforts to recover the United Nations- and contingent-owned equipment, conduct environmental restoration, as well as the destruction of large quantities of expired ammunition and the departure of former military and police contingents, have been completed. UNAMID continues to finalize all location-independent liquidation tasks, including

remaining Umoja transactional tasks of asset disposal and other administrative liquidation activities during the remaining liquidation period until 30 June 2022.

144. In its resolution [2559 \(2020\)](#), the Security Council further requested an assessment on lessons learned from the experience of UNAMID. The assessment was completed and submitted to the Security Council in December 2021 (see [S/2021/1099](#)). The study, jointly commissioned and overseen by the African Union and the United Nations, contributes to the Action for Peacekeeping shared commitment to improving peacekeeping partnerships and strengthening collaboration between the United Nations and regional and subregional organizations.

VIII. Improving the safety and security of peacekeepers

Action plan for improving the security of United Nations peacekeepers

145. The action plan for improving the security of United Nations peacekeepers has been operational for more than three years and significant progress has been made, with the plan contributing to a sustained year-by-year decrease in uniformed peacekeeper fatalities that are due to acts of violence, from 27 fatalities in 2018 and 23 in 2019 to 12 in 2020. In 2021, there was a spike in fatalities among uniformed personnel due to malicious acts, particularly in MINUSCA and MINUSMA, resulting in 24 fatalities. Although fatalities due to malicious acts in 2021 exceeded those in 2020, the robust mitigation measures resulting from the action plan have proved successful in mitigating fatalities despite the increased frequency and sophistication of malicious attacks targeted at peacekeepers.

146. Responding to the increased attacks on peacekeepers in early 2021, the Department of Peace Operations took prompt action to implement measures to mitigate threats from improvised explosive devices in the two missions concerned, while renewing the fourth iteration of the action plan. Efforts by the peacekeeping operations to respond to threats from improvised explosive devices and improve tactical peacekeeping intelligence, situational awareness and early warning indicators were ramped up. In addition, consistent efforts were kept up by adopting measures that contributed to a decrease in fatalities, including increasing awareness by personnel of the need for their own safety and security in relation to the requirements of mandate implementation. Search-and-detect-related guidance for military, police and civil stakeholders in their respective roles is being developed to aid training in addressing improvised explosive devices. United Nations personnel are better prepared through improved situational awareness and through increased and targeted training, especially in terms of countering improvised explosive devices, and are generally more cognizant of the asymmetric environment that they operate in.

147. To improve the safety and security of peacekeepers in all field missions, OMA developed force protection guidelines for the military component. These guidelines contain overarching guidance, to be observed by military units while conducting military operations and military tasks and while in static positions, on planning, coordination and implementation of force protection measures. Implementation of the guidelines is ongoing to aid in ensuring coherent, comprehensive and effective force protection and improve the safety and security of troops during military operations, as well as that of other United Nations peacekeepers, facilities and operations.

148. In a landmark development, the Security Council adopted, on 18 August 2021, its resolution [2589 \(2021\)](#) on crimes against peacekeepers. In the resolution, the Council called upon Member States hosting or having hosted United Nations peacekeeping operations to promote accountability for the killing of, and all acts of violence against United Nations peacekeeping personnel, while also recognizing the

need to enhance support to help those countries to address impunity. In that context, the United Nations has continued to provide support in accordance with national and international criminal justice and human rights norms and standards, with a focus on the Central African Republic, the Democratic Republic of the Congo and Mali. An assessment of the implementation of Security Council resolution [2589 \(2021\)](#) is under way and is expected to be completed by March 2022.

149. Section VI of the present report demonstrates the importance of the Strategy for the Digital Transformation of United Nations Peacekeeping for enhancing the safety and security of peacekeepers and enabling more effective mandate implementation through the use of digital technologies.

Improving medical standards and support

150. During the reporting period, standards and capabilities were developed to improve the medical response and medical support in field missions, focused partially on alleviating the impact of COVID-19. Root cause analyses and death reviews of COVID-19 patients were conducted to identify and address system and process issues and to develop solutions to prevent future harm. Health risk assessments in missions are helping to develop medical support plans aligned with operational efficiencies. Furthermore, training in support of predeployment standards is ongoing. The completion of the second in-person pilot for the field medical assistant course is planned for June 2022, subject to COVID-19-related restrictions, and will be based on a trainers webinar on the implementation of the United Nations field assistance courses planned for March 2022.

151. A policy on United Nations standards for health-care quality and patient safety was promulgated in January 2020, and those standards were implemented across hospitals in peacekeeping missions. Training sessions were held for prospective hospital commanders from Member States on a new manual for health-care quality and patient safety standards. During 2020, an e-learning platform was developed to ensure the sustainability of this training, with the first e-course conducted in November 2020. In the future, the e-learning platform will be used for conducting trainings, planned to be held once a year, for all incoming hospital commanders in each hospital rotation. During the 2022/23 period, virtual and in-person assessments of compliance with the health-care quality and patient safety standards will be conducted for at least three field hospitals. Also, an e-learning health-care quality and patient safety assessors training has been developed, and currently many chief medical officers at the missions are on their way to becoming certified health-care quality and patient safety assessors. This will allow them to assess the hospitals in their missions, as well as regional referral hospitals, on a regular basis, thus exponentially increasing the capacity to assess field hospitals while contributing to a decrease in travel costs associated with hospital assessments.

152. Clinical pathways and clinical audit methodologies have been introduced to enable consistent standards of medical care and to ensure appropriate governance and monitoring. In the 2022/23 period, clinical audits will continue to be conducted to ensure compliance with the existing and new clinical pathways.

153. A hospital performance tool has been developed to monitor compliance with the health-care quality and patient safety standards and standards of medical care, supporting continuous efforts for improvement in field medical facilities. The tool will ensure that consistent and high-quality health care is delivered across all health-care facilities in peacekeeping missions. As part of the efforts to improve the United Nations standards for health-care quality and patient safety, the Department of Operational Support contributed to the process of credentialling of the medical workforce deployed to field duty stations. In addition, the Department conducted

weekly webinars and online trainings in different medical topics including COVID-19, tropical medicine, occupational health, cancer, public health and metabolic diseases.

Improving occupational safety and health

154. As the General Assembly has acknowledged, the COVID-19 pandemic has had a significant effect on the health and safety of peacekeeping personnel; however, COVID-19 is only one of many health and safety hazards faced by peacekeepers. Those health and safety hazards include infectious diseases, workplace stress and related mental health concerns, motor vehicle safety, weapons safety and exposure to hazardous chemicals or asbestos. The Organization has a non-waivable duty of care to specifically address hazards in the workplace and is developing an occupational safety and health management system to address accidents, injuries and illnesses that are due to work.

Improving trauma and emergency care

155. A critical component of decreasing peacekeeper fatalities is improving capacities for casualty evacuations, which are complex undertakings done under tight time pressure involving multiple actors within a mission. The Department of Peace Operations and the Department of Operational Support are working collaboratively with missions to strengthen their casualty evacuation procedures and improve casualty evacuation performance under the umbrella of the policy on casualty evacuation in the field. In February 2021, the two departments launched an online community of practice on casualty management to improve knowledge and information-sharing. The community's website has thus far received more than 30,000 visits, and a stakeholder survey has been launched with a view to improving its functionality. Moreover, advice and guidance has been provided to missions and Member States on the medical aspects of emergency preparedness and response issues, including casualty evacuation policy and support, pre-hospital trauma care standards, training and oversight, and preparedness for mass casualty incidents, including training and simulation exercises. Training materials related to medical emergency preparedness and response were provided for two training programmes for management and security.

156. To drive continuous improvement in clinical outcomes for personnel who sustain traumatic injuries, the Department of Operational Support has initiated implementation of a trauma database system. Systematic data collection will help to identify gaps in care and resources. It will facilitate the identification of quality improvement interventions, a better understanding of the health-related needs of United Nations personnel, and priority-setting and planning. The system is being piloted in UNMISS during the 2021/22 period and will be trialled in at least one other mission during the 2022/23 period. In addition, the Department of Political and Peacebuilding Affairs, the Department of Peace Operations and the Department of Operational Support will roll out a real-time casualty tracking system in the 2022/23 period.

IX. Improving peacekeeping partnerships

Strategic context

157. Under the Action for Peacekeeping initiative and the Declaration of Shared Commitments on United Nations Peacekeeping Operations, the United Nations undertook to strengthen peacekeeping partnerships with relevant international, regional and subregional organizations and arrangements, Member States and host

countries and with current and potential contributing countries. Regional organizations and mechanisms have deployed military or civilian missions before, during and after United Nations peacekeeping operations, requiring considerable coordination and coherence at the strategic and operational levels. Valuable coordination mechanisms to ensure regular communication and engagement between these partners on evolving issues has continued and, when required, has been adapted to a virtual format. In addition, the United Nations, the African Union and other partner organizations exchanged, in real time, lessons learned and best practices on the COVID-19 response, including strategies to safeguard not only mission personnel and operations, but also host populations.

158. The United Nations continued to strengthen its partnership on peacekeeping and crisis management with the European Union, its member States and its Common Security and Defence Policy missions in the field on a number of country and regional situations. In the Sahel, the United Nations and the European Union worked to coordinate their activities in the context of a new international coalition for the Sahel, launched in March 2020, and the operationalization of the Joint Force of the Group of Five for the Sahel.

159. In April 2020, foreign ministers of NATO approved a package of capacity-building support for United Nations peacekeeping training in the following four fields: military performance evaluation; medical care; countering improvised explosive devices; and signals and communications. In the spirit of the Action for Peacekeeping initiative, the expertise and best practices of NATO will serve to strengthen United Nations support for troop- and police-contributing countries, in particular those deployed to high-threat environments. Pursuant to the updated joint declaration on United Nations/NATO secretariat cooperation, the Mine Action Service and the Science and Technology Organization of NATO share information on explosive ordnance disposal technologies and conduct joint research projects. In addition to the provision of support for maintaining the “Smart IED Threat Mitigation Technology Road Map”, the Mine Action Service and the NATO Defence and Related Security Capacity Building Initiative have agreed to supplement the Service’s mobile training team in Entebbe with qualified explosive ordnance disposal and improvised explosive device trainers from diverse NATO training partners and allied nations to provide Member States with curriculum assessments and train-the-trainer courses in improvised explosive device threat mitigation.

160. The United Nations continues to engage with the Association of Southeast Asian Nations on ways to sustain and enhance peacekeeping partnership under the second four-year Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations, approved in October 2020, covering areas such as women and peace and security, the triangular partnership programme and training. Building on a visit of experts, the Collective Security Treaty Organization and the United Nations have established a joint working group to enable dialogue on policy frameworks, training and other measures in support of possible future contributions in the context of United Nations peacekeeping.

161. In a wider context, the Security Council, in its resolution [2594 \(2021\)](#) on transitions, reaffirmed its belief that United Nations peacekeeping was a unique global partnership that draws together the contributions and commitments of the entire United Nations system and reaffirmed its commitment to strengthening that partnership. The global operational support architecture will be focused on strengthening the engagement between peacekeeping operations and the rest of the United Nations system through the Secretary-General’s efficiency agenda, which is focused on integrated business operations strategies, common back-office functions

and common premises at the country level, in response to the request of the General Assembly in its resolution [72/279](#).

162. In the context of the United Nations-World Bank Partnership Framework for Crisis-Affected Situations signed in 2017 by the Secretary-General and the President of the World Bank Group, the partnership between the two organizations has continued to deepen. In line with its Strategy for Fragility, Conflict and Violence 2020–2025, the Bank is reviewing its engagement in several peacekeeping host countries to better support the prevention and transition strategies of their Governments and to build capacities to address conflict and fragility risks, including through dedicated financial allocations from the International Development Association. In Central African Republic, Mali and South Sudan, the World Bank has consulted the United Nations in the development of their new country engagement frameworks. In the Democratic Republic of the Congo, initiatives are ongoing to align World Bank support provided to the Government with the Joint Transition Plan. Operational collaboration with the World Bank continues in areas such as disarmament, demobilization and reintegration and social protection, as well as in the response to COVID-19.

Regional organizations: partnerships for peace and security on the African continent

163. The United Nations continues to deepen and optimize its strategic partnership with the African Union in advancing peace processes in Africa. The Department of Peace Operations will continue to partner with the African Union and its regional mechanisms to augment stabilization and peacekeeping efforts in countries of common interest, taking into account implications of the COVID-19 pandemic on peace, security and stability and guided by the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. Good offices and joint visits will continue to be conducted in close coordination with the African Union, the regional economic communities and regional mechanisms and the European Union, to ensure a unified approach and to facilitate political processes.

164. In coordination with UNOAU, the Department of Peace Operations and the Department of Operational Support will strive to improve interoperability with the African Union and a shared commitment to capacity development at the strategic and operational levels. This includes efforts to promote the primary role of the African Union Commission in the provision of integrated oversight and guidance to its peace support operations, while enabling coordinated and consistent support from the United Nations on both short-term operational matters and long-term institutional capacity-building. Building on that shared commitment, and in line with the evolution of the United Nations-African Union partnership from one focused on capacity-building to one based on interoperability, complementarity and comparative advantages in operational support matters, the Department of Operational Support intends to expand the knowledge and expertise exchange programme in areas such as supply chain management, mission planning and knowledge management. The expansion of the knowledge and expertise exchange programme will include introducing alternate modalities for online exchange and remote information-sharing and creating a collaborative network of practitioners committed to sharing knowledge, best practices and lessons learned between the two organizations.

165. Also in coordination with UNOAU, the United Nations will continue to support the African Union and the regional economic communities and regional mechanisms, in order to strengthen the African Standby Force and develop the Continental Logistics Base in the context of the road map for the African Peace and Security Architecture. It will also continue to provide support to the African Union in the review of its peace support operation training policies and directives and in the

design, development and implementation of training and capacity-development initiatives, including towards strengthening policing in and the civilian dimension of African Union peace support operations. With regard to support for AMISOM, the Department of Operational Support, in coordination with UNOAU, is committed to ensuring that UNSOS is equipped with the resources, capacities and capabilities required to uphold its role as a strategic enabler for the African Union, the United Nations and the international community in their efforts to establish peace and security in Somalia.

166. Meanwhile, the United Nations, led by OHCHR and UNOAU, will continue to support the African Union in mainstreaming international humanitarian law and human rights in the development of the policy and planning processes of its peace support operations, as well as in strengthening its training, monitoring and accountability capacities. On 31 December 2021, the United Nations signed a project to support the enhancement and operationalization of the African Union compliance and accountability framework for peace support operations, expected to be implemented over a three-year period.

X. Strengthening the conduct of peacekeeping operations and personnel

Prevention of misconduct and the enforcement of the United Nations standards of conduct in peacekeeping operations

167. The United Nations continues to implement measures to ensure that all its personnel continue to maintain the highest standards of conduct. The zero-tolerance policy for all forms of misconduct, including sexual exploitation and abuse, remains the core of the conduct and discipline function, with a focus on accountability. Senior leaders in peacekeeping missions are accountable for the conduct and discipline of their personnel. This is reflected through the submission of results of annual quality assurance exercises on the handling of all allegations of misconduct, as well as quarterly and annual electronic reporting on misconduct. Leadership accountability is also reflected in annual action plans on sexual exploitation and abuse submitted to the Secretary-General. In the exercise of the conduct and discipline function, peacekeeping missions continue to be supported through capacity-building sessions, which bring together the Secretariat-wide network of conduct and discipline practitioners.

168. As part of its prevention measures, the Organization continues to train all its personnel on the United Nations standards of conduct, on the obligation to report misconduct and on protection from retaliation. This has included engaging with troop- and police-contributing countries in the context of predeployment verification activities that have been conducted remotely over the past months. Prior to recruitment or deployment, the Organization continues to screen civilian and uniformed personnel for records of prior misconduct while serving with United Nations Secretariat entities.

169. Furthermore, ensuring effective follow-up to allegations of misconduct remains a priority in the enforcement of the United Nations standards of conduct. The Case Management Tracking System, a single global platform rolled out in early 2021 for use by conduct and discipline teams and focal points in all Secretariat entities, enhances the previous Misconduct Tracking System by integrating all parts of the case management process, from the reception of complaints to the management of disciplinary matters involving civilian staff. With data analytics tools rolled out in November 2021, System users have better visibility over data, enabling both trend

analysis and greater oversight and consistency in handling misconduct cases, for the benefit of the senior leadership in peacekeeping missions.

170. The Organization also supports system-wide efforts to implement ClearCheck, a system shared between the Secretariat and participating United Nations system entities for screening United Nations personnel who were subjects of substantiated allegations of sexual exploitation and abuse and sexual harassment.

171. The Department of Management Strategy, Policy and Compliance also rolled out the “United to respect” toolkit, which provides information and ideas to staff to help them to become more engaged and proactive in establishing and maintaining a harmonious and civil work environment. It also contains practical and user-friendly guidance to those affected by prohibited conduct.

172. Identifying and exchanging good practices in conduct and discipline to further strengthen the conduct of peacekeeping personnel are priorities within the scope of the Action for Peacekeeping Plus implementation strategy. A survey of good practices adopted by Member States was conducted, with 36 Member States submitting examples of such good practices that were later discussed during a high-level meeting, held in June 2021 and attended by 80 Member States. On that occasion, Member States and the Secretariat strengthened their commitment to addressing challenges, including by taking robust prevention measures, launching effective and timely investigations, ensuring that sanctions are commensurate with the gravity of misconduct established and supporting victims of sexual exploitation and abuse.

173. A full update on efforts to prevent and address sexual exploitation and abuse, including relevant data, is provided in the most recent report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/76/702). Current data on allegations of sexual exploitation and abuse, as well as on other forms of misconduct, may be found at <https://conduct.unmissions.org>.

Human rights due diligence policy on United Nations support to non-United Nations security forces

174. United Nations peacekeeping operations, including MINUSCA, MINUSMA, MONUSCO, UNMIK, UNSOS and UNMISS, continued efforts to promote the effective and coherent implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces with the support of the Department of Peace Operations, the Department of Operational Support and OHCHR. During the reporting period, efforts were focused on: (a) strengthening the human rights due diligence policy mechanisms and practices of peacekeeping missions; and (b) assessing the impact of the human rights due diligence policy on mitigating the risks of and preventing human rights violations and on building the human rights capacity of recipients of United Nations support. United Nations entities that support the African Union and ad hoc regional security forces, such as UNSOS (supporting AMISOM) and MINUSMA (supporting the Joint Force of the Group of Five for the Sahel), also continued their efforts to implement the policy in partnership with regional actors, in order to strengthen the human rights compliance and accountability of recipients of United Nations support. The Secretariat’s assessment of the support provided by MINUSMA to the Joint Force, conducted pursuant to Security Council resolution 2531 (2020), was an exemplary endeavour that integrated human rights factors, including the human rights due diligence policy, in considering the future of United Nations support to the Joint Force.

175. Under the umbrella of the Action for Peacekeeping initiative, work continues to advance a human rights readiness framework for military and police personnel to be deployed in peacekeeping operations, with the aim of enhancing the accountability and performance of uniformed components.

Environmental management

176. The Secretary-General continues to enhance measures, in accordance with conditions on the ground, for the implementation of the environment strategy for peace operations (2017–2023), in full compliance with the relevant rules and regulations. Implementation of phase two of the strategy, which covers the period from July 2020 to June 2023, maintains the emphasis on the five pillars: the environmental management system, waste, wastewater, energy and the wider impact. The 2020/21 period marked the fourth year of reporting on strategy-level indicators, and the progress made over the four periods is shown in table 1, following the establishment of baselines during the 2019/20 period. Data are influenced by a range of factors, in particular, the opening or closing of sites (e.g. the drawdown of UNAMID) and the number of personnel (e.g. the impact of COVID-19, in particular on the civilian component and office occupancy, which affect per capita figures). The trend overall continues to be positive, with environmental scores improving in the majority of missions, despite the operational challenges caused by COVID-19. The indicators continue to improve with both the proportion of data measured and the proportion of renewable energy increasing, while fuel use in generators per capita continues to decrease, owing primarily to generator efficiencies and reduced demand. The result is a downward trajectory in greenhouse gas emissions. Overall, the majority of indicators exhibit positive trends across the strategy period. Data for previous years, where relevant, have been recalculated using the most up-to-date methodology in place.

Table 1
Global strategy key performance indicators, 2017/18–2020/21

Indicator	2017/18	2018/19	2019/20 and baseline going forward	2020/21
1. Range of mission environmental management scores ^a	n/a–80	n/a–87	n/a–88	n/a–89
2. Proportion of data measured (not estimated) (percentage) ^b	46%	30%	65%	75%
3. Proportion of sites where environmental inspections were conducted (percentage)	50%	67%	91%	88%
4. Generator fuel consumption per capita per day (United Nations-owned and contingent-owned equipment) (litres)	4.51	4.88	4.46	3.95
5. Proportion of renewable energy (percentage)	3%	3%	3%	5%
6. Greenhouse gas emissions per capita per year (tons of CO ₂ equivalent)	7.8	8.3	7.8	7.4
7. Freshwater use per capita per day (litres)	121	127	146	124
8. Sites where wastewater is assessed as posing a minimum risk (percentage)	33%	47%	64%	70%
9. Sites that use some alternative water sources (e.g. treated wastewater, collected rainwater) (percentage)	8%	18%	27%	25%
10. Generation of solid waste per capita per day (kilograms)	1.70	1.60	1.64	1.70
11. Sites where waste is assessed as posing a minimum risk (percentage)	9%	20%	23%	16%
12. Share of waste disposed using preferred disposal methods (percentage)	20%	32%	40%	43%

Abbreviation: n/a, not applicable.

^a The lower end of the range, previously reported as a numerical value, has been updated to “n/a”, which reflects the rating given to missions with one or more instances of significant risk. One case of significant risk was identified as being present in one mission during the 2020/21 reporting cycle. Excluding the n/a rating, the ranges for the four periods presented in the table would be as follows: 43–80 (2017/18), 51–87 (2018/19), 58–88 (2019/20) and 51–89 (2020/21).

^b In the 2018/19 period, a number of new sites were added for which data was generally estimated rather than measured, resulting in the proportion of measured data dropping to 30 per cent, compared with 46 per cent in the 2017/18 period.

177. The data are drawn from site-level data collection across peacekeeping operations indicators covered by the strategy and reported through the online Environment Action Planning and Performance platform (known as “eApp”). The platform also generates annual scorecards for each mission, providing a bird’s eye view of performance and risk management, with a short narrative summary as well as key data. These scorecards are used to inform the results-based budgeting framework in performance reports and are available from peacekeeping missions, upon request. The General Assembly, in its resolutions on the financing of individual missions adopted during its seventy-fifth session (e.g. resolution 75/304, para. 32), requested that the Secretary-General enhance measures for the implementation of the environment strategy in all peacekeeping missions. In addition, the Special Committee on Peacekeeping, in paragraph 34 of its report on its 2020 substantive session (A/74/19), emphasized the importance of mission-wide environmental action plans as a tool for planning, budgeting and accountability. In response, the scorecards were enhanced during the 2020/21 period to include a brief overview of plans for the year ahead and are also used to inform the results-based budgeting framework of each peacekeeping operation.

178. Additional tools that the missions are using for analysis and planning include energy infrastructure management plans and waste management plans. These are multi-year plans that provide an overview of opportunities, programmes and current levels of ambition. There are currently 12 peacekeeping mission with energy infrastructure management plans (MINUSCA, MINUSMA, MONUSCO, UNDOF, UNFICYP, UNIFIL, UNISFA, UNMIK, UNMISS, UNSOS, as well as UNMOGIP and UNTSO) and 11 peacekeeping missions with waste management plans (MINURSO, MINUSCA, MINUSMA, MONUSCO, UNDOF, UNFICYP, UNIFIL, UNISFA, UNMIK, UNMISS and UNSOS) that are either signed or pending formalization. Their full implementation, at current levels of ambition, would result in up to 15 per cent penetration of renewables and raise disposal of waste by preferred methods up to 85 per cent (actions in MINUSCA, MONUSCO and UNMISS alone are anticipated to reduce waste to landfill by up to some 20,000 tons per annum). In the meantime, identifying and addressing wastewater and hazardous waste risk continues to be a major priority, owing to the potential gravity of impact in these areas on local populations, staff and the reputation of the United Nations.

179. The Department of Operational Support continues to provide support to field mission improvements by, inter alia, developing guidance and tools to further enable implementation, facilitating exchanges across missions in the pillar working groups and providing both on-the-ground and remote technical assistance. Technical assistance is coordinated by the UNLB Environmental Technical Support Unit, with support provided by the Rapid Environment and Climate Technical Assistance facility. Funds for the technical assistance project from the 2020/21 period, in the amount of \$1.5 million, were spent in accordance with the project objectives. For the 2022/23 budget proposals, a lower total amount of \$1.4 million is sought, reflecting the closure of UNAMID. Since February 2021, the facility has been provided directly by UNOPS, without technical input from the United Nations Environment Programme, although the latter continues to have a seat on the biannual steering committee in order to provide ongoing strategic input, where useful.

180. On-the-ground assistance ceased in the 2019/20 period, owing to COVID-19-related restrictions, and was temporarily replaced by virtual technical assistance from field operatives. Substantial remote technical assistance activities continued during the 2020/21 period, with 188 recorded instances across the three technical pillars: energy; water and wastewater; and solid waste. Examples include support for the development of energy and waste management plans; biannual assistance for and error-checking of environmental reporting; focused scoping, feasibility, financial

evaluation and project implementation support on a variety of energy projects; technical assistance on water quality monitoring and wastewater risk management and the preparation of scopes of work for outsourced wastewater management; technical advice on landfill remediation and hazardous waste management. On-the-ground assistance to peacekeeping missions resumed in June 2021, with a significant focus on field work to support implementation of the strategy within missions (e.g. renewable energy projects, waste management facilities and fixed-wall wastewater treatment systems) and support for downsizing and liquidation activities (i.e. a two-month deployment in UNAMID).

XI. Budget preparation and management of resources

Budget formulation and management

181. In line with the Secretary-General's vision for a more agile and decentralized Secretariat, in which responsibility for mandate implementation is aligned with the authority to manage resources, where decisions are made at the point of mandate delivery, the Office of Programme Planning, Finance and Budget has requested that peacekeeping operations strengthen the impact-orientation of their results-based budgeting frameworks and has aligned it with the prioritization and sequencing of mandated tasks and with changing opportunities and challenges. The aim is to enhance oversight, transparency and accountability in order to strengthen the internal management of the missions and better serve the intergovernmental and governance processes at Headquarters. By being accountable for both resource management and programme delivery, missions will be able to demonstrate the relationship between resources and results more clearly and to reflect that relationship in the budget performance and budget proposal reports they submit to governing bodies, in order to support strategic decision-making.

182. The Umoja strategic planning, budgeting and performance management solution and the enhancement described below support the planning for, management of and reporting on the utilization of resources and the implementation of mandates based on results-based budgeting frameworks. The regular monitoring of performance relating to mandate delivery using Umoja functionalities will increase transparency in the way resources are managed.

183. To drive improvement in both planning and reporting, peacekeeping missions could progressively draw upon the results framework developed as part of the Comprehensive Planning and Performance Assessment System to help to strengthen the impact-orientation of their results-based budgeting frameworks. The changes will be implemented, where applicable, in a gradual and incremental manner. For the 2022/23 period, the System will serve to inform the indicators of achievement and outputs in the results-based budgeting frameworks in order to strengthen how missions can track and show more impact. The outputs should reflect the current operating environment and take into account the assessments of mission performance and impact.

184. In addition, to strengthen managerial accountability in the context of authority delegated to the missions, policy guidelines on the management of budgets and the administration of allotments were issued to peacekeeping missions in March 2021. The guidelines are intended to establish a budgetary discipline mechanism, through the constant monitoring of budget utilization, especially in connection with financial year-end closing, oversight requirements, redeployment limitations and reporting requirements.

185. To provide guidance for peacekeeping operations on future capabilities, skills and roles needed for their workforce in the coming years, across a variety of operational contexts, strategic workforce planning considerations were, for the first time, integrated into the budget preparation process. The guidance served to highlight the increasing number of retirements over the next 5–10 years as opportunities to review, in terms of both profiles and levels, positions that are projected to become vacant. Both the preliminary strategic workforce planning demand analysis and the global learning needs assessment have pointed to specific workforce capabilities for which significant demand will be seen across a range of functions and that are relevant for delivering on the vision for peacekeeping in years to come. Peacekeeping operations were provided with relevant information on upcoming retirements to enable them to consider emerging functions and capabilities during their budget preparation process, through the reclassification, reconfiguration or designation of key roles dedicated to strengthening future workforce capabilities. That guidance was underpinned by advice and additional guidance to aid peacekeeping operations in their operational workforce planning.

Umoja

186. The Umoja project phase came to a successful completion at the end of 2020, and it was mainstreamed into the Secretariat using a sustainable business model aimed at ensuring that the solution remains fit for purpose and business-driven and that it continues to support the business case that drove its approval by the General Assembly. The Enterprise Resource Planning Solution Division was thus created on 1 January 2021, with a dual reporting line to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support.

187. Umoja has been essential in allowing the Secretariat, including peacekeeping operations, to maintain business continuity during the ongoing COVID-19 pandemic, having concluded the deployment of Umoja Extension 2 functionality, which includes six major subprojects, of which three are relevant for peacekeeping operations: uniformed capabilities management, supply chain management and strategic planning, budgeting and performance management. While ensuring business continuity, the Enterprise Resource Planning Solution Division, in conjunction with its business partners, has shifted its focus to continuous improvements and analytics.

188. Troop and formed police strength reporting and cost reimbursement functionality was delivered by the end of 2020, thereby concluding Umoja Extension 2 under that subproject. Peacekeeping missions use the uniformed capabilities management module to capture daily gains and losses for uniformed and other personnel categories and to generate mission summary reports, which are published for troop- and police-contributing countries. Monthly unit strength reports form the basis of subsequent claim and reimbursement processing for personnel. The Organization continues to review processes in force generation, planning and management, with the objective of identifying areas that could benefit from an enterprise solution and the foundation set by the module, such as location-based reporting, which has the potential to capture the movement of uniformed personnel within a mission to facilitate operational and logistical planning.

189. The delivery of the supply chain planning tool was completed by the end of 2020, and users were subsequently trained in the planning function beginning in March 2021. The solution was deployed to four peacekeeping operations (MINUSMA, UNMISS, UNSOS and UNLB) by the end of 2020. The deployment strategy is aligned with supply chain planning timeframes and budgetary cycles. All 13 peacekeeping entities will develop their budgets for the 2023/24 period using the new tool.

190. The strategic planning, budgeting and performance management solution was deployed to all Secretariat entities in 2020. A significant enhancement to that solution for integrated planning, management and reporting was deployed in the fourth quarter of 2020. Within the strategic management suite of application, an enhancement was delivered in February 2021, providing the ability to generate inputs for the annual budget performance reports for peacekeeping operations using monitoring data from the strategic management applications. Performance report generation is an impactful new feature that is expected to stimulate additional interest and incentive to utilize the full suite of strategic management applications for planning, monitoring and reporting. The budget planning and consolidation solution is the module that supports the formulation of the budgets of peacekeeping operations, and it was enhanced over the course of the reporting period to: (a) add the requesting office and the level and/or function of the traveller for travel budgets; (b) improve reconciliation between summary and detailed military and police models; (c) enable the rollover of the approved budget to the following cycle; (d) add budgeted voluntary contributions in kind; and (e) enable single sign-on for users of the solution.

191. “Umoja Analytics” blends a broader and deeper level of internal and external data using the latest available technology. Support provided to Member States, such as through the contributions portal and through further enhancements to the Member States’ portal, demonstrate the Organization’s commitment to transparency and to providing highly interactive and visually intuitive reporting. Further functionalities in the area of human resources and uniformed capabilities management through Umoja Analytics are expected to be rolled out in the short term.

192. In addition, the upgrade of Umoja business intelligence to the latest available technology represents the beginning of a multi-year phased transition that combines business intelligence, augmented and predictive analytics and planning capabilities into one enterprise-wide cloud environment. Benefits of these enhancements will include advanced data visualization; the ability to access analytics on mobile devices; access to both live data and geospatial analysis; and natural language processing and conversational analytics.

193. The new joint Umoja human resources support team, under the joint business ownership of the Department of Operational Support and the Department of Management Strategy, Policy and Compliance, is prioritizing and advancing over 100 identified Umoja human resources enhancements. The team is working to establish a global strategy for the Umoja human resources tiered support model and provide human resources production support. Key accomplishments include the roll-out of the new danger pay functionality in Umoja and the elimination of manual processing, while at the same time establishing robust monitoring and reporting capabilities to address concerns raised by oversight bodies.

Recruitment and management of staff in the field

194. The General Assembly, in its resolutions on the financing of individual peacekeeping operations adopted during its seventy-fifth session (e.g. resolution [75/304](#), para. 26), reiterated its concern about the high number of vacancies in civilian staffing. Recruitment from rosters enables timely recruitment, while giving due consideration to the Organizational imperatives of gender parity and geographic diversity, in the interest of having qualified and diverse candidates available to deploy quickly to achieve peacekeeping operation mandates. In 2020, the use of the “recruit from roster” modality to fill international vacancies continued to contribute significantly to swift recruitment in peacekeeping operations, leading to a recruitment timeline of 83 days for roster-based selections in peacekeeping missions.

195. Expert panels are an integral part of the roster-based recruitment system. Expert panels assess and recommend candidates who have applied against generic job openings for posts in field missions in order to reduce the administrative timeline for individual hiring managers. This enhances the quality, consistency and integrity of the recruitment process by centralizing assessments. Expert panels have traditionally been convened in person, which has involved having panel members and ex officio members travel to various locations to participate. By taking advantage of its in-person modality, an expert panel can interview a large pool of candidates in a short period of time, because all panel members are located in a central location within one time zone. The total approved expert panel budget for peacekeeping operations for the 2020/21 period was \$0.93 million, against which expenditures of \$0.67 million were incurred. Owing to the COVID-19 pandemic and the global restrictions on travel, the remaining unspent balance under the travel class, amounting to \$0.26 million, was rolled over to the 2020/21 period. Throughout 2020 and 2021, the Human Resources Services Division was unable to convene in-person expert panels and, instead, worked to quickly adapt the process to function virtually and reprioritized some of the funds to upgrade the available platforms to facilitate virtual interviews.

196. For the 2021/22 period, the total approved amount for peacekeeping missions to finance expert panel assessments was \$0.86 million. A total of 30 generic job openings continue to be managed, with a focus on establishing new rosters related to supply chain management; service delivery; risk management; demobilization, disarmament and reintegration; child protection; information and communications technology; and occupational health and safety. Attention is also paid to attracting bilingual candidates and women, in keeping with the Secretary-General's agenda to achieve gender parity in peace operations. Those resources cover costs related to the travel of expert panel members and occupational group managers to conduct competency-based interviews of applicants who are shortlisted and who pass the assessment exercises. Interviews by the expert panels are planned to be conducted in Brindisi, in Valencia, Spain, in Entebbe and in New York, including for the hiring of consultants, individual contractors and contractual services for test development and grading. The use of expert panels will continue in the 2022/23 period. With decreased travel restrictions in some regions, a new hybrid format will be followed, using a combination of both in-person and virtual expert panel interviews. Since all missions subsequently select from among the candidates that are rostered as a result of such global exercises, the approved amount of \$0.86 million is expected to be apportioned among the missions on a pro rata basis through a cost-sharing model, with each active peacekeeping mission contributing in accordance with its size.

197. The Department of Operational Support also continues to focus on providing operational support by driving process improvements in the areas of recruitment, the onboarding of staff, non-staff capacities and the modernization of processes to enable peacekeeping missions to manage their vacant positions more efficiently and facilitate business continuity in crisis situations and in support of a remote working environment. The Department's innovations are providing hiring managers with a seamless and technology-driven process that can reduce the lead times between the posting of a job opening and the entry on duty of the selected candidate.

XII. Multi-year overview of financial and human resources for peacekeeping operations

Analysis of trends in financial and human resources

198. An overview of the financial and human resources for peacekeeping operations over seven years for the periods from 2016/17 to 2022/23 is shown in table 2.

Table 2

Overview of financial and human resources for peacekeeping operations, 2016/17–2022/23

<i>Peacekeeping component</i>	<i>Actual</i>					<i>Approved</i>	<i>Projected</i>
	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>
Number of ongoing missions and support operations^a							
Funded by peacekeeping budgets	14	13	12	12	11	11	10
UNSOs	1	1	1	1	1	1	1
UNMOGIP and UNTSO	2	2	2	2	2	2	2
Total, active missions and support operations	17	16	15	15	14	14	13
Financial resources							
(gross, millions of United States dollars)							
Peacekeeping missions and UNSOs	7 354.6	6 984.1	6 678.8	6 263.9	6 156.5	5 915.4	6 029.3
RSCE	36.3	32.8	31.4	35.4	36.3	40.3	43.2
UNLB	82.2	80.2	82.1	63.3	62.1	65.7	66.3
Support account (includes corporate costs)	327.1	325.8	324.7	348.9	355.5	356.4	373.6
Subtotal, peacekeeping operations budgets^b	7 800.2	7 422.9	7 117.0	6 711.4	6 610.3	6 377.8	6 512.4
UNMOGIP and UNTSO	47.3	49.2	46.9	43.2	44.6	48.8	48.8
Total, financial resources	7 847.5	7 472.1	7 163.9	6 754.6	6 654.9	6 426.6	6 561.2
Number of personnel^c							
Uniformed personnel							
United Nations uniformed personnel	121 571	106 862	99 072	95 537	92 457	94 147	86 797
AMISOM uniformed personnel	21 586	21 586	21 626	20 626	19 626	19 626	19 626
Subtotal, peacekeeping operations budgets	143 157	128 448	120 698	116 163	112 083	113 773	106 423
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	143 354	128 645	120 895	116 360	112 280	113 970	106 620
Civilian personnel							
Civilian personnel in missions and UNSOs ^d	19 730	18 241	15 925	14 173	13 734	12 398	12 103
Civilian personnel at RSCE	421	427	406	404	404	424	405
Civilian personnel to support missions ^e	1 913	1 885	1 872	1 873	1 868	1 863	1 885
Subtotal, peacekeeping operations budgets	22 064	20 553	18 203	16 450	16 006	14 685	14 393
UNMOGIP and UNTSO	318	318	309	309	309	306	306
Total, civilian personnel	22 382	20 871	18 512	16 759	16 315	14 991	14 699

^a The number of ongoing missions in the 2021/22 period includes UNAMID.^b Variance in subtotals is due to rounding in millions. Table 3 of annex I and table 2 of annex II provide detailed breakdowns by mission.^c Highest level of personnel authorized.^d Excludes resources under UNLB, the support account for peacekeeping operations and RSCE.^e Personnel under UNLB and the support account for peacekeeping operations.

Analysis of financial resources for peacekeeping operations, by mission

199. Table 3 provides an analysis of the approved financial resources for peacekeeping operations, by mission, as well as Headquarters backstopping and global and regional service centres, for the periods from 2016/17 to 2022/23.

Table 3

Resource requirements for peacekeeping operations, by mission and support, 2016/17–2022/23

(Thousands of United States dollars)

<i>Mission</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>
MINUSTAH	345 926.7	90 000.0	—	—	—	—	—
MINUJUSTH	—	88 111.2	121 455.9	49 122.9	—	—	—
MINURSO	52 550.4	52 000.0	52 350.8	56 347.4	57 524.7	56 537.8	61 039.2
MINUSCA	920 727.9	903 011.5	930 211.9	910 057.5	937 711.7	1 036 595.6	1 087 084.9
MINUSMA	933 411.0	1 091 174.0	1 107 318.9	1 138 457.9	1 183 384.7	1 171 612.5	1 262 069.7
MONUSCO	1 235 723.1	1 189 770.8	1 194 619.5	1 048 690.4	1 075 338.6	1 042 728.9	1 037 277.0
UNOCI	171 937.8	—	—	—	—	—	—
UNAMID	1 039 573.2	910 941.2	715 522.7	514 505.6	484 687.1	78 855.9	—
UNDOF	56 543.5	61 765.5	60 295.1	69 409.4	63 343.2	61 218.2	64 868.8
UNFICYP	54 849.9	54 000.0	52 938.9	50 785.3	51 750.1	53 798.0	54 507.7
UNIFIL	488 691.6	483 000.0	474 406.7	480 102.6	480 649.1	476 842.0	507 223.4
UNISFA	279 924.6	266 700.0	263 858.1	260 177.0	263 783.9	260 445.3	263 374.8
UNMIK	36 486.9	37 898.2	37 192.7	37 246.7	39 827.3	41 298.5	41 947.3
UNMIL	187 139.6	110 000.0	—	—	—	—	—
UNMISS	1 081 788.4	1 136 157.1	1 150 894.0	1 183 447.3	1 178 515.1	1 115 633.9	1 122 939.0
UNSOS	574 304.9	582 000.0	558 152.3	564 558.1	550 608.6	519 874.5	526 933.6
Subtotal	7 459 579.5	7 056 529.5	6 719 217.5	6 362 908.1	6 367 124.1	5 915 441.1	6 029 265.4
UNLB	82 857.8	81 000.0	82 448.9	63 381.4	62 058.2	65 694.7	66 318.8
Support account	327 380.3	325 800.0	324 703.5	348 868.0	355 694.2	356 413.1	373 596.0
RSCE ^a	39 203.6	33 000.0	31 438.9	35 386.9	37 159.2	40 272.3	43 185.6
Total	7 909 021.2	7 496 329.5	7 157 808.8	6 810 544.4	6 822 035.7	6 377 821.2	6 512 365.8

Source: Approved budgets from the 2016/17 to 2021/22 periods for peacekeeping and the budget reports of the Secretary-General for the 2022/23 period.

^a Inclusive of requirements of \$741,400 for the 2016/17 period, \$686,900 for the 2017/18 period, \$595,500 for the 2018/19 period, \$1,424,400 for the 2019/20 period, \$1,412,400 for the 2020/21 period and \$1,820,200 for the 2021/22 period, to be charged against the appropriation for the programme budget under section 3, Political affairs.

Financial resources by groups of expenditure and support components

200. Figure IX depicts the financial resources by groups of expenditure and support components for seven years, from the 2016/17 period through to the proposed resource requirements for the 2022/23 period.

Figure IX
Financial resources by major groups of expenditure and support, 2016/17–2022/23
 (Millions of United States dollars)

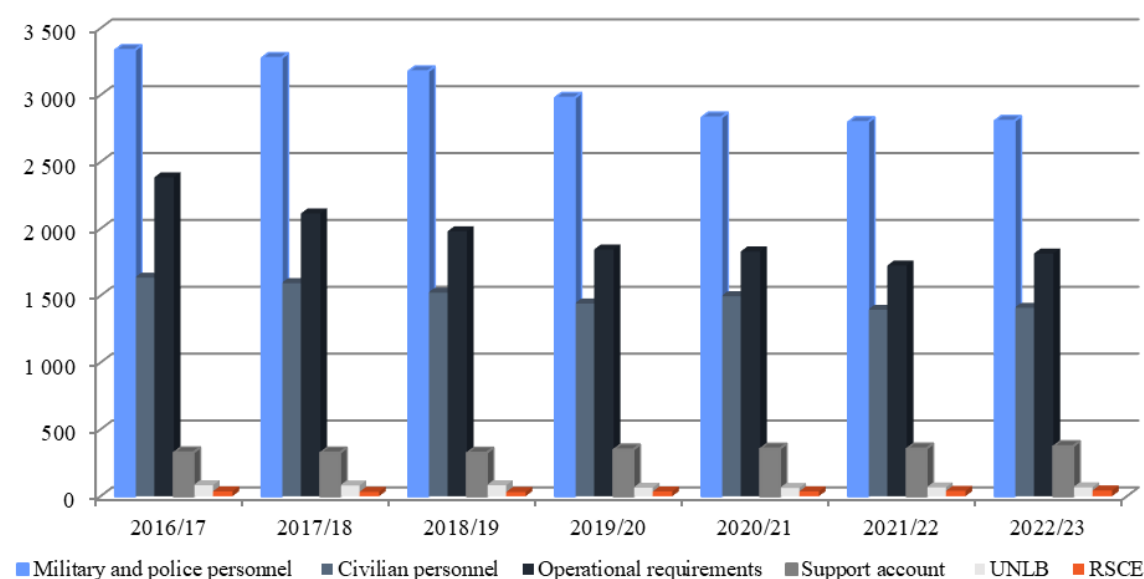


Table 4
Proportion between major groups of expenditure in resource requirements for peacekeeping missions, 2016/17–2022/23
 (Percentage)

	2016/17 (actual)	2017/18 (actual)	2018/19 (actual)	2019/20 (actual)	2020/21 (actual)	2021/22 (approved)	2022/23 (proposed)
Military and police personnel	45.4	46.9	47.6	47.6	46.0	47.3	46.5
Civilian personnel	22.2	22.8	22.8	23.0	24.3	23.6	23.4
Operational costs	32.4	30.3	29.6	29.4	29.7	29.1	30.1

201. As depicted in figure IX and table 4, military and police personnel costs represent 46.5 per cent of the resource requirements for peacekeeping missions in 2022/23, compared with an average of 46.8 per cent during the past six years. A moderate decrease in proportion as compared with the previous period is seen under group II, civilian personnel, representing 23.4 per cent in the 2022/23 period, which remains slightly higher than the average of 23.1 per cent during the past six years. A slight increase as compared with the previous period is visible in group III, operational costs, representing 30.1 per cent in the 2022/23 period, which aligns with the average of 30.1 per cent during the past six years. As can be seen in table 4, the percentages have been relatively stable over the past six years.

Comparative analysis of financial resources for support to peacekeeping operations

202. Table 5 provides a comparison of the financial resources for Headquarters backstopping under the support account for peacekeeping operations, UNLB and RSCE against the financial resources for peacekeeping missions since the 2016/17 period.

Table 5
Financial resources of the support account, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe, compared with missions under peacekeeping budgets, 2016/17–2022/23

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>2016/17 (actual)</i>	<i>2017/18 (actual)</i>	<i>2018/19 (actual)</i>	<i>2019/20 (actual)</i>	<i>2020/21 (actual)</i>	<i>2021/22 (approved)</i>	<i>2022/23 (proposed)</i>
Peacekeeping missions, UNSOS	7 354.6	6 984.1	6 678.8	6 263.9	6 156.5	5 915.4	6 029.3
RSCE	36.3	32.8	31.4	35.4	36.3	40.3	43.2
UNLB	82.2	80.2	82.1	63.3	62.1	65.7	66.3
Support account ^a	309.4	299.1	292.7	305.2	318.0	317.6	333.1
Support account ratio	4.21	4.28	4.38	4.87	5.17	5.37	5.52
Field support^b ratio	5.82	5.90	6.08	6.45	6.76	7.16	7.34

Source: Actual expenditures from budget performance reports from 2016/17 to 2020/21 for peacekeeping operations, the approved budget for the 2021/22 period and the budget reports of the Secretary-General for the 2022/23 period.

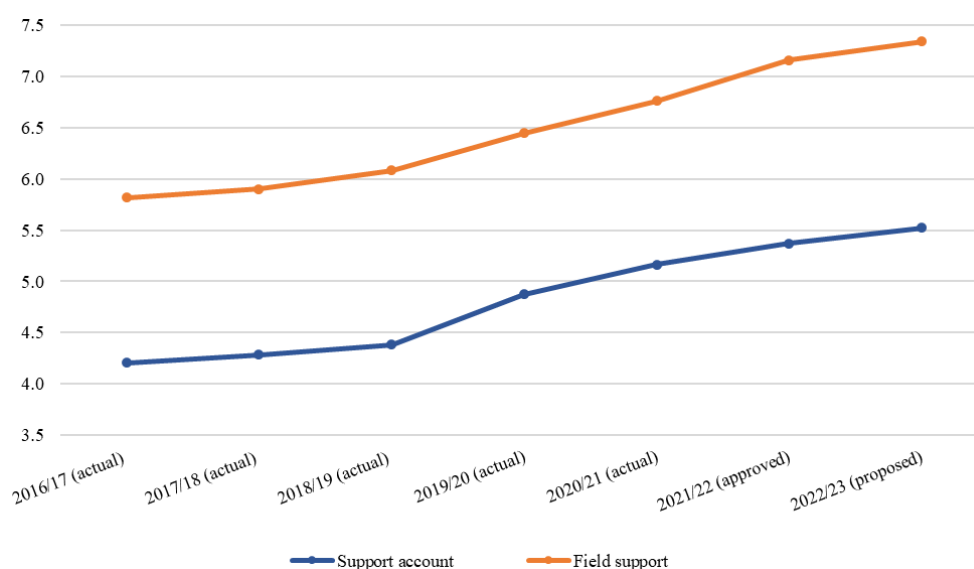
^a Excludes expenditure and resource requirements for enterprise resource planning, the global service delivery model, the Global Shared Service Centre, the Peacekeeping Capability Readiness System and the maintenance and support costs for the enterprise resource planning system.

^b Field support ratio: support account for peacekeeping operations, RSCE and UNLB, compared with peacekeeping missions (percentage).

203. The support ratios shown in table 5 are depicted in figure X.

Figure X
Support account and field support ratios, 2016/17–2022/23

(Percentage, compared with operations under peacekeeping mission budgets)



Analysis of financial performance of peacekeeping operations

204. Table 6 provides an analysis of the overall financial performance for peacekeeping operations for the periods from 2016/17 to 2020/21. The unencumbered balance as a percentage of total expenditure rose to 3.2 per cent of total expenditure. The increase

in the two most recent periods is primarily a result of the ongoing COVID-19 pandemic and the related travel restrictions, which had an impact on expenditures across all three groups: military and police personnel; civilian personnel; and operational costs. The detailed variance analysis, including the impact of COVID-19 on the overall level of expenditures, is explained in detail in annex II to the present report.

Table 6
**Overview of financial performance for peacekeeping operations,
2016/17–2020/21**

(Thousands of United States dollars)

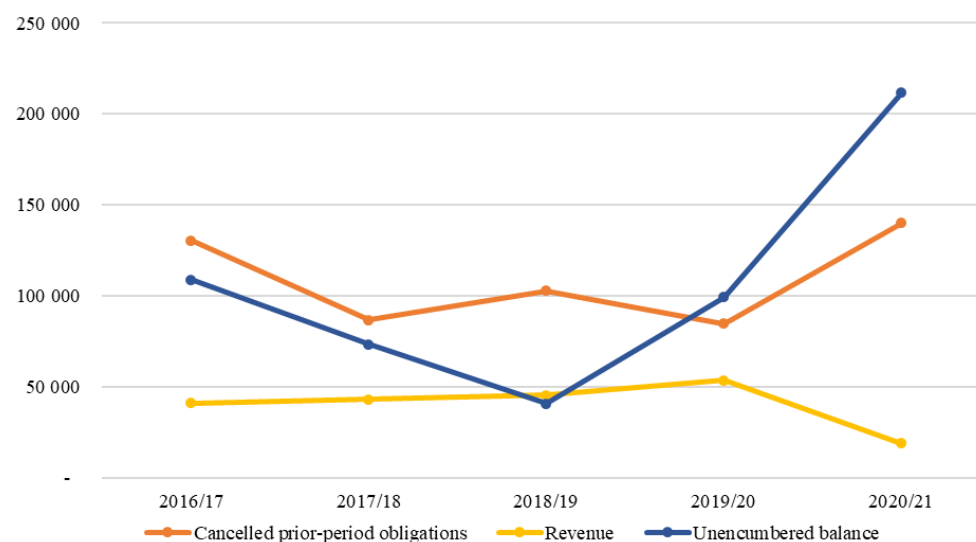
Category	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	7 800 177.9	7 422 882.2	7 117 062.5	6 711 367.3	6 610 340.9
Unencumbered balance	109 011.5	73 447.3	40 746.8	99 177.1	211 694.8
Unencumbered balance as a percentage of expenditure	1.4	1.0	0.6	1.5	3.2
Cancelled prior-period obligations	130 593.0	86 758.6	102 660.9	84 875.0	140 028.1
Unliquidated obligations	1 341 887.0	1 260 521.0	1 201 402.0	1 034 922.0	1 112 833.0
Cancelled prior-period obligations as a percentage of unliquidated obligations	9.7	6.9	8.5	8.2	12.6
Revenue	41 125.4	42 976.1	45 413.5	53 497.0	19 019.5

Source: Reports of the Secretary-General on the financial performance of peacekeeping operations.

205. Figure XI shows the historical trend in the overall level of unencumbered balances, cancelled prior-period obligations and revenue for peacekeeping operations for the periods from 2016/17 to 2020/21.

Figure XI
**Unencumbered balances, cancelled prior-period obligations and revenue,
2016/17–2020/21**

(Thousands of United States dollars)

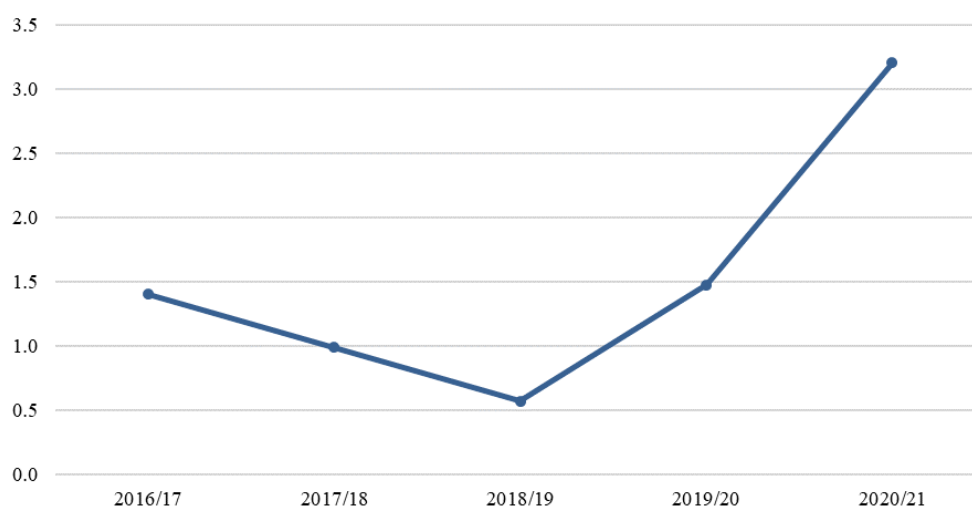


Unencumbered balances

206. The unencumbered balance of \$211.7 million (or 3.2 per cent of total expenditure) for the 2020/21 period stems mainly from the unencumbered balances of: (a) MINUSMA (\$80.0 million, representing 6.8 per cent of the approved resources), owing mainly to reduced requirements under facilities and infrastructure, as well as lower-than-budgeted expenditures under air operations and other supplies, services and equipment; (b) MONUSCO (\$73.2 million, representing 6.8 per cent of the approved resources), owing to reduced requirements under uniformed personnel and reduced requirements under operational costs, attributable primarily to lower costs for air operations and for facilities and infrastructure; and (c) UNSOS (\$25.0 million, representing 4.5 per cent of the approved resources), owing to reduced requirements under operational costs, attributable mainly to lower costs for air operations, other supplies, services and equipment, medical and ground transportation. More detailed explanations are provided in annex II of the present report for each mission and each class of expenditure.

Figure XII

**Percentage of unencumbered balance, compared with expenditures,
2016/17–2020/21**



Cancellation of prior-period obligations

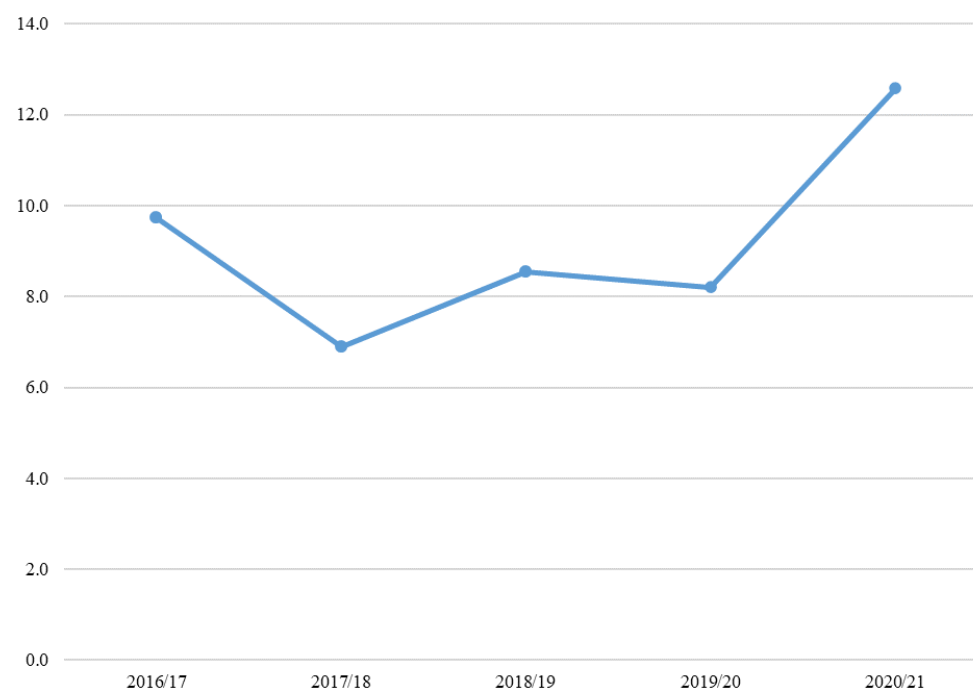
207. Compared with the overall downward trend in the four previous budget periods, where the level of cancellation of prior-period obligations remained below 10 per cent of unliquidated obligations, in the 2020/21 period, the total cancelled prior-period obligations increased to 12.6 per cent of the unliquidated obligation. The trend is illustrated in figure XIII.

208. The increase of \$55.2 million (from \$84.9 million in the 2019/20 period to \$140.0 million in the 2020/21 period) was attributable primarily to increases in cancelled prior-period obligations for: (a) MINUSMA, of \$30.5 million, resulting primarily from lower actual disbursements for: (i) construction, alteration, renovation, major maintenance, construction materials, field defence supplies and the acquisition of office furniture, due to the inability of contractors to fully deliver goods and services in various locations in connection with the COVID-19 pandemic; (ii) contingent-owned major equipment and self-sustainment for military contingents, due to the delayed signing of a memorandum of understanding with a troop-contributing country, which resulted in the non-deployment of equipment; (iii) travel

on emplacement, rotation and repatriation for military contingents, due to travel restrictions and other constraints in connection with the COVID-19 pandemic; and (iv) rations for military contingents owing to the lower actual average deployment of military contingent personnel, compared with the 2019/20 period; (b) UNMISS, of \$19.5 million, as a result of the cancellation of commitments for construction projects, due in part to project delays in connection with COVID-19-related restrictions and to the cancellation of commitments from the 2015/16 period for contingent-owned major equipment and self-sustainment; and (c) MONUSCO, of \$10.1 million, due to the suspension of movements of troops and formed police units to the Mission in connection with the COVID-19 pandemic and to delays in the implementation of programmatic activities as a result of the COVID-19 pandemic, anti-United Nations demonstrations in some parts of the Democratic Republic of the Congo and the volcanic eruption in Goma. At the same time, unliquidated obligations at the end of the 2020/21 period amounted to \$1.1 billion, compared with \$1.0 billion at the end of the 2019/20 period. It should be noted that, for peacekeeping operations, the absolute value of cancelled prior-period obligations in any given year can comprise obligations raised in respect of reimbursements to troop- and police-contributing countries which are valid an additional period of four years following the end of the 12-month period according to regulation 5.5 of the Financial Regulations and Rules.

Figure XIII
Cancellation of prior-period obligations, compared with unliquidated obligations, 2016/17–2020/21

(Percentage)



Redeployments of resources by group of expenditure

209. Figures XIV.A to XIV.C illustrate the level of redeployment by group of expenditure for the five years from the 2016/17 period to the 2020/21 period.

210. During the 2020/21 performance period, the trend for the redeployment of approved resources for peacekeeping missions to cover higher-than-budgeted civilian personnel costs under group II continued; however, the inflow of redeployment

decreased to 1.1 per cent during the period, compared with an inflow of 5 to 6 per cent in the four preceding financial periods. In previous periods, the solution had been to reprioritize resources approved for operational costs, under group III; however, in the 2020/21 period, the higher-than-budgeted costs under group II were absorbed by lower-than-budgeted costs for military and police personnel, under group I.

211. In the 2020/21 period, the inward redeployment was attributable mainly to additional requirements for civilian personnel costs at MINUSMA, UNIFIL, UNLB and MINURSO.

212. The redeployment of approved resources from group I, military and police personnel, representing 0.6 per cent of the original appropriation in the 2020/21 period, was possible because of the postponement of rotations and emplacements in connection with travel restrictions during the COVID-19 pandemic.

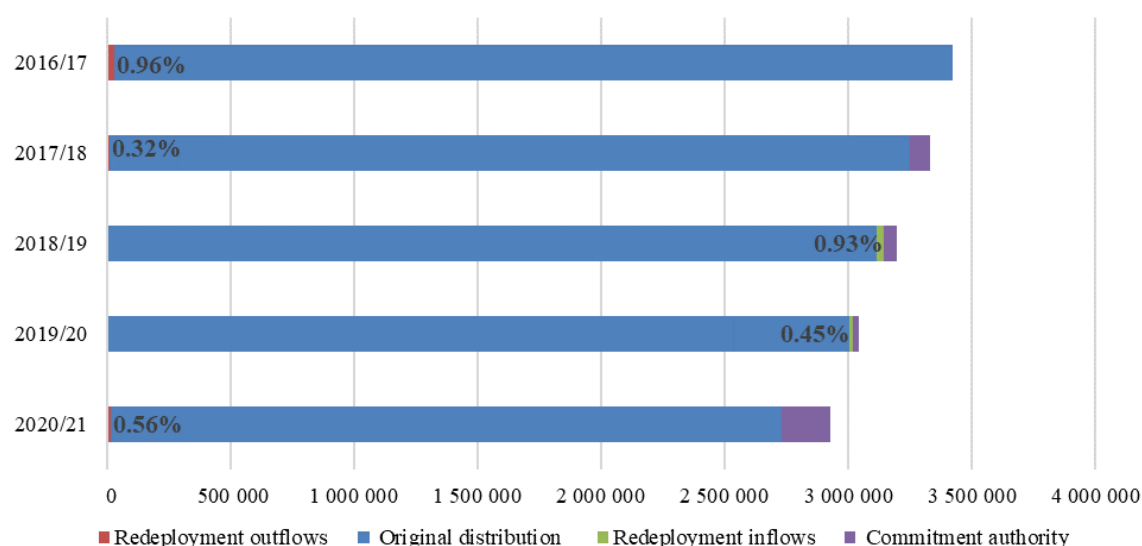
213. Continuing the trend from the past three periods, in the 2020/21 period, there was also an inflow relating to the authority to enter into commitments. In the 2020/21 period, three commitment authorities were approved for UNAMID, for a total amount of \$484.7 million, as described in more detail in section XIV of the present report.

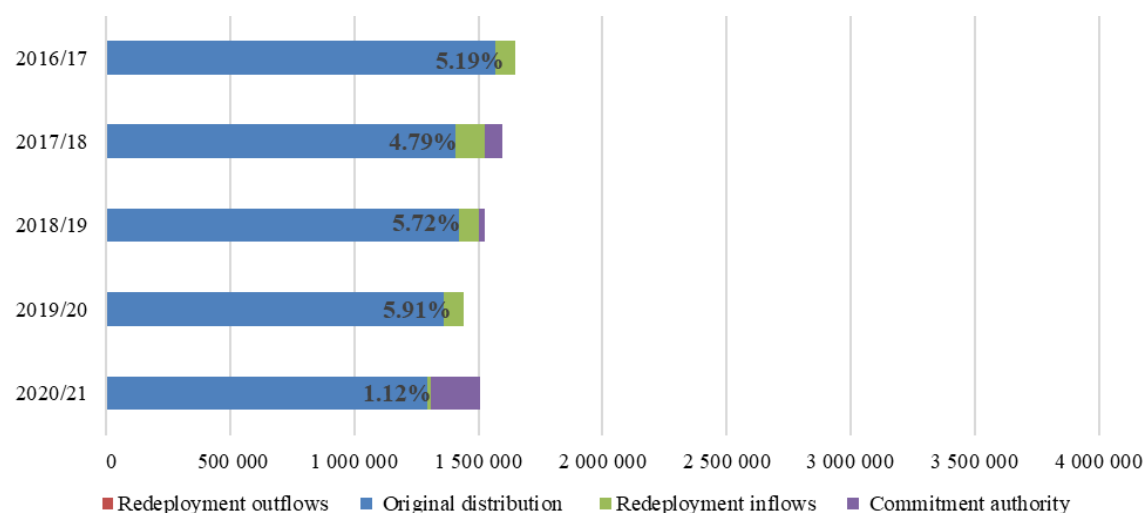
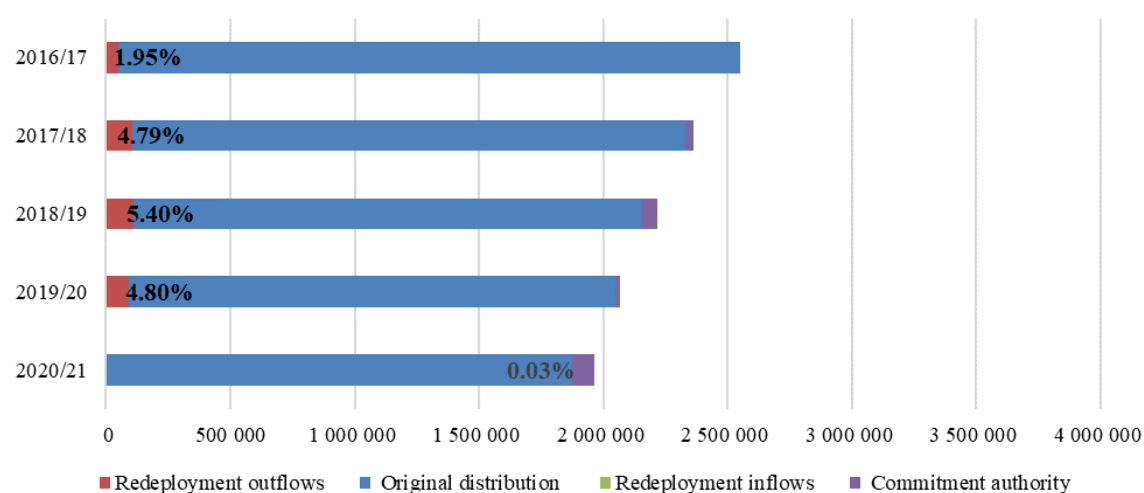
Figure XIV

Redeployments by group of expenditure, 2016/17–2020/21

(Thousands of United States dollars)

A. Group I: military and police personnel



B. Group II: civilian personnel**C. Group III: operational costs****Commitment authorities**

214. The authority to enter into commitments in prior periods resulted from changes in mandates by the Security Council, deteriorating security environments and other substantial changes in the cost parameters and assumptions applied to the budget, which had a significant impact on the capacity of missions to implement their mandates and on the consequential need for additional resources (for MINUSCA, MINUSMA, MONUSCO, UNDOF and UNMISS in the 2017/18 period; for MINUSMA, MONUSCO and UNMISS in the 2018/19 period; and for MONUSCO in the 2019/20 period). The commitment authorities approved for UNAMID in the 2020/21 period were related to the temporary continuation of the existing mandate pending Security Council decisions establishing a follow-on presence to UNAMID and, subsequently, to provide UNAMID with adequate resources to cover requirements related to the drawdown of the Operation, in line with the decision of the Security Council.

215. The request to enter into commitments with respect to UNISFA for the 2021/22 period is a result of the adoption of Security Council resolution [2609 \(2021\)](#), in which it approved the proposed recommendations for the reconfiguration set out in the letter

dated 17 September 2021 from the Secretary-General ([S/2021/805](#)), including the transition to a multinational force. This had a significant impact on the resource requirements for the 2021/22 period, including unforeseen requirements for the additional deployment and/or repatriation of uniformed personnel and the related operational costs, such as the need to airlift a significant amount of contingent-owned equipment. The additional required resources exceed the approved resources, prompting the request for the authority to enter into commitments for the 2021/22 period, in the amount of \$84.4 million. On 23 March 2022, the Advisory Committee on Administrative and Budgetary Questions approved a reduced authority to enter into commitments for UNISFA for the 2021/22 period, in the amount of \$67.5 million.

216. Table 7 shows the details of the amounts of the authorities to enter into commitments for the 2017/18–2020/21 period and the expenditures incurred against those authorities. The table also includes the authority to enter into commitments with respect to UNISFA for the 2021/22 period.

Table 7

Overview of authorities to enter into commitments, 2017/18–2021/22

(Thousands of United States dollars)

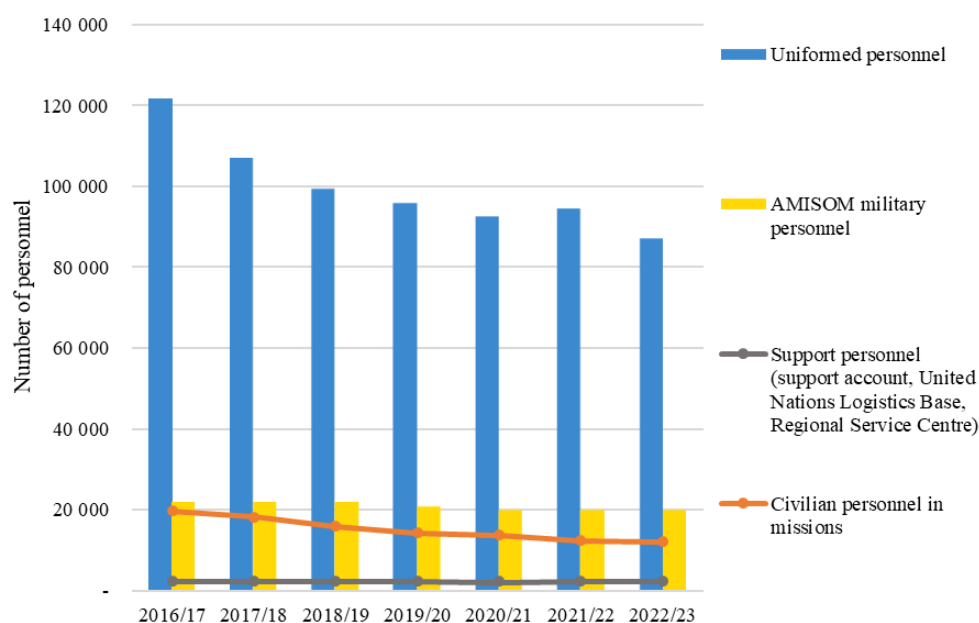
<i>Peacekeeping mission</i>	<i>Approved</i>				
	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21^a</i>	<i>2021/22</i>
MINUSCA	20 211.5	–	–	–	–
MINUSMA	43 174.0	32 600.0	–	–	–
MONUSCO	47 922.7	80 000.0	36 437.6	–	–
UNAMID	–	–	–	484 687.1	–
UNDOF	4 111.8	–	–	–	–
UNISFA	–	–	–	–	67 503.7
UNMISS	65 157.1	25 933.6	–	–	–
Total commitment authorities approved	180 577.1	138 533.6	36 437.6	484 687.1	67 503.7
Total expenditure against approved commitment authorities	127 900.0	138 470.0	23 839.2	477 342.8	–
Utilization of commitment authorities (percentage)	70.83	99.95	65.42	98.48	–

^a Comprises three authorities to enter into commitments received for UNAMID, as follows: \$240.2 million, \$199.8 million and \$45.7 million, approved by the General Assembly in its resolutions [74/261 C](#), [75/251 A](#) and [75/251 B](#), respectively. Details on the expenditures incurred against the three commitment authorities are provided in section XIV of the present report.

Analysis of human resources for peacekeeping operations

217. Figure XV shows the historical trend in the level of military and civilian personnel in peacekeeping field operations, as well as for Headquarters backstopping, UNLB and RSCE.

Figure XV
**Overview of uniformed and civilian personnel in peacekeeping operations,
 2016/17–2022/23**



Source: Approved peacekeeping budgets, 2016/17 to 2021/22, and proposed budgets for 2022/23.

218. The decrease in authorized troop strength between the 2016/17 period and the 2022/23 period is attributable mainly to the closures of UNOCI, UNMIL, MINUSTAH and MINUJUSTH and, most recently, the termination of the mandate of UNAMID during the 2020/21 period and the subsequent liquidation phase and closure during the 2021/22 period. Similarly, the total number of civilian personnel in peacekeeping missions has also been reduced over the same period, reflecting in part the closures of those five peacekeeping missions.

XIII. Proposed resources for the period from 1 July 2022 to 30 June 2023

219. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2022 to 30 June 2023, inclusive of RSCE, UNLB and the support account, are currently estimated at \$6,512.4 million, excluding voluntary contributions in kind. Compared with the approved resources of \$6,377.8 million for the 2021/22 period, the 2022/23 proposed budget represents an increase of \$134.5 million, or 2.1 per cent, and relates mainly to an increase in operational costs.

220. The proposed resource requirements for the 2022/23 period are summarized and compared with the 2021/22 period in table 8, followed by an analysis of the main factors giving rise to the overall variance in levels compared with the prior year shown in table 9.

221. The net increase for active peacekeeping missions relates mainly to increases in the budget proposals for MINUSMA (\$90.5 million), MINUSCA (\$50.5 million) and UNIFIL (\$30.4 million), offset in part by the reduction for UNAMID (\$78.9 million), the resources for which are not included in the 2022/23 period budget, following the termination of its mandate on 31 December 2020, pursuant to Security Council resolution [2559 \(2020\)](#).

Table 8
Financial resource requirements for the 2022/23 period, compared with the 2021/22 period
(Millions of United States dollars)

Category	Apportionment (2021/22) ^{b,c}	Cost estimates (2022/23) ^d	Variance ^a	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel	2 796.7	2 806.1	9.4	0.3
Civilian personnel	1 728.7	1 759.6	31.0	1.8
Operational costs	1 813.6	1 906.1	92.5	5.1
Peacekeeping contributions to corporate initiatives ^e	38.8	40.5	1.8	4.6
Gross requirements^a	6 377.8	6 512.4	134.5	2.1
Staff assessment income	165.3	168.8	3.5	2.1
Net requirements	6 212.5	6 343.6	131.1	2.1
Voluntary contributions in kind (budgeted)	0.9	0.8	(0.1)	(14.0)
Total requirements	6 378.8	6 513.2	134.4	2.1

^a Variance in subtotals and variance calculations is due to rounding in millions.

^b Inclusive of \$356.4 million for the support account for peacekeeping operations, \$65.7 million for UNLB and \$40.3 million for RSCE.

^c Exclusive of the authority to enter into commitments in the amount of \$67.5 million for UNISFA for the 2021/22 period approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2022.

^d Inclusive of \$373.6 million for the support account for peacekeeping operations, \$66.3 million for UNLB and \$43.2 million for RSCE.

^e Reflects requirements in the support account for peacekeeping operations for enterprise resource planning, the global service delivery model, the Peacekeeping Capability Readiness System and maintenance and support costs for the enterprise resource planning system.

Analysis of major variances

Table 9
Main factors for variance in resource requirements

Group of expenditure	Main factors for variance
Military and police personnel (increase \$9.4 million)	The overall increase is attributable mainly to: (a) MINUSCA, owing to the higher costs of troop reimbursement, contingent-owned equipment and rations in connection with the anticipated higher average deployment of military personnel in line with Security Council resolution 2566 (2021) ; (b) MINUSMA, owing to the lower vacancy rate for military contingents, expected improved performance of contingent-owned equipment and higher costs for rations; and (c) UNIFIL, owing to the higher costs for major contingent-owned equipment associated with the assessment of the Force and for self-sustainment resulting from additional elements, higher factors for operating conditions applicable to the mission area and improved performance rates by some troop-contributing countries, as well as the higher costs for the mission subsistence allowance for military staff officers based on the revised rates effective 1 January 2022.

<i>Group of expenditure</i>	<i>Main factors for variance</i>
	<p>The increase is offset primarily by: (a) UNMISS, attributable mainly to the application of a lower net daily rate of mission subsistence allowance, a decrease in the average strength of military contingent personnel and lower freight for the deployment of contingent-owned equipment costs due to the absence of planned repatriations during the 2022/23 period; (b) UNAMID (\$13.3 million), owing to the closure of the Operation in the 2021/22 period; and (c) MONUSCO, due mainly to a lower mission subsistence allowance rate, lower requirements for contingent-owned equipment owing to lower actual statement of unit requirements, a higher adjustment for non-functioning or absent equipment and lower requirements for travel on emplacement, rotation and repatriation owing to the lower cost of rotation for quick-reaction forces.</p>
Civilian personnel (increase \$31.0 million)	<p>The overall increase is attributable mainly to the application of the revised salary scales, effective 1 January 2022, resulting in an increase across peacekeeping operations, most prominently in UNIFIL, UNMISS, the support account and MINUSMA.</p> <p>The overall increase is offset in part by decreased requirements resulting from the closure of UNAMID in the 2021/22 period (\$44.8 million).</p>
Operational costs (increase \$92.5 million)	<p>The increase is attributable mainly to higher costs under: (a) air operations, resulting from the increase in number of unmanned aircraft systems in MINUSMA, the increase in number of helicopters in MINUSMA and UNISFA and higher fuel costs in MINUSCA, MINUSMA, UNMISS and MINURSO; (b) facilities and infrastructure, due mainly to higher-than-anticipated consumption fuel for generators at a higher average cost based on actual consumption levels for the current period and trends and to the acquisition of additional safety and security equipment in MINUSMA, as well as to higher fuel costs in various missions; and (c) ground transportation, resulting primarily from the higher-than-expected consumption of fuel for vehicles at a higher average cost based on actual consumption levels and from the proposed net addition of 45 vehicles to improve protection and security of personnel in remote locations and replace vehicles that have exceeded their life expectancy in MINUSMA, as well as from higher fuel costs in various missions.</p> <p>The overall increase is offset in part by the reduction in requirements for UNAMID (\$20.8 million), as a result of the closure of the Operation in the 2021/22 period.</p>

222. Table 10 provides information on resource requirements by mission from the 2021/22 period to the 2022/23 period.

223. A detailed analysis of the proposed resource requirements for the 2022/23 period by category of expenditure is presented in annex I to the present report.

Table 10

Proposed resource requirements by peacekeeping operation component, 2022/23

(Thousands of United States dollars; budget year is from 1 July 2022 to 30 June 2023)

<i>Peacekeeping component</i>	<i>Apportionment (2021/22)^a</i>	<i>Proposed budget (2022/23)</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINURSO	56 537.8	61 039.2	4 501.4	8.0
MINUSCA	1 036 595.6	1 087 084.9	50 489.3	4.9
MINUSMA	1 171 612.5	1 262 069.7	90 457.2	7.7
MONUSCO	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)
UNAMID	78 855.9	—	(78 855.9)	(100.0)
UNDOF	61 218.2	64 868.8	3 650.6	6.0
UNFICYP	53 798.0	54 507.7	709.7	1.3
UNIFIL	476 842.0	507 223.4	30 381.4	6.4
UNISFA	260 445.3	263 374.8	2 929.5	1.1
UNMIK	41 298.5	41 947.3	648.8	1.6
UNMISS	1 115 633.9	1 122 939.0	7 305.1	0.7
UNSOS	519 874.5	526 933.6	7 059.1	1.4
Subtotal	5 915 441.1	6 029 265.4	113 824.3	1.9
UNLB	65 694.7	66 318.8	624.1	1.0
RSCE ^b	40 272.3	43 185.6	2 913.3	7.2
Support account for peacekeeping operations ^c	356 413.1	373 596.0	17 182.9	4.8
Subtotal	6 377 821.2	6 512 365.8	134 544.6	2.1
Voluntary contributions in kind (budgeted)	962.0	827.7	(134.3)	(14.0)
Total	6 378 783.2	6 513 193.5	134 410.3	2.1

^a Exclusive of the authority to enter into commitments in the amount of \$67.5 million for UNISFA for the 2021/22 period approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2022.

^b Inclusive of \$1,820,200 for the 2021/22 period to be charged against the appropriation for the programme budget under section 3, Political affairs, approved by the General Assembly in its resolution [76/246](#).

^c Inclusive of requirements for the period from 1 July 2022 to 30 June 2023 for: the Enterprise Resource Planning Solution Division (\$17.2 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$18.6 million).

224. A detailed analysis of the proposed resource requirements for the 2022/23 period by peacekeeping mission is presented in annex I to the present report.

Analysis of civilian personnel, 2022/23

225. Tables 11 and 12 provide an analysis of proposed staffing levels for the 2022/23 period, compared with the approved levels for 2021/22, and the proposed abolishment, establishment and reclassification of posts and positions in the 2022/23 period.

Table 11
Analysis of proposed staffing levels for the 2022/23 period, compared with the approved levels in the 2021/22 period

Mission	2021/22 approved					2022/23 proposed					Variance				
	Inter-national	National	Temporary	United Nations Volunteers	Subtotal	Inter-national	National	Temporary	United Nations Volunteers	Subtotal	Inter-national	National	Temporary	United Nations Volunteers	Subtotal
MINURSO	82	163	–	18	263	85	163	–	18	266	3	–	–	–	3
MINUSCA	694	604	69	281	1 648	732	614	32	294	1 672	38	10	(37)	13	24
MINUSMA	827	903	–	206	1 936	836	903	1	206	1 946	9	–	1	–	10
MONUSCO	697	1 653	60	327	2 737	688	1 597	61	322	2 668	(9)	(56)	1	(5)	(69)
UNAMID	130	155	3	15	303	–	–	–	–	–	(130)	(155)	(3)	(15)	(303)
UNDOF	53	90	2	–	145	54	90	1	–	145	1	–	(1)	–	–
UNFICYP	38	122	1	–	161	41	122	2	–	165	3	–	1	–	4
UNIFIL	254	590	–	–	844	254	590	1	–	845	–	–	1	–	1
UNISFA	174	90	2	36	302	185	93	2	37	317	11	3	–	1	15
UNMIK	113	219	–	24	356	112	220	–	24	356	(1)	1	–	–	–
UNMISS	900	1 441	16	450	2 807	923	1 445	8	451	2 827	23	4	(8)	1	20
UNSOS	366	189	–	20	575	366	189	–	20	575	–	–	–	–	–
Subtotal	4 328	6 219	153	1 377	12 077	4 276	6 026	108	1 372	11 782	(52)	(193)	(45)	(5)	(295)
UNLB	139	305	3	–	447	144	305	1	–	450	5	–	(2)	–	3
RSCE	137	280	–	7	424	133	265	–	7	405	(4)	(15)	–	–	(19)
Support account	959	397	60	–	1 416	987	403	45	–	1 435	28	6	(15)	–	19
Total	5 563	7 201	216	1 384	14 364	5 540	6 999	154	1 379	14 072	(23)	(202)	(62)	(5)	(292)

Table 12
Post actions: abolishment, establishment and reclassification in the 2022/23 period

	<i>2021/22 approved number of posts and positions</i>	<i>Under- Secretary- General</i>	<i>Assistant Secretary- General</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Field Service</i>	<i>National Professional Officers</i>	<i>National General Service</i>	<i>United Nations Volunteers</i>	<i>Total net change</i>	<i>2022/23 proposed number of posts and positions</i>
MINURSO	263	–	–	–	–	–	2	–	–	1	–	–	–	3	266
MINUSCA	1 648	–	–	–	–	–	2	–	–	6	2	1	13	24	1 672
MINUSMA	1 936	–	–	–	1	1	1	3	1	3	–	–	–	10	1 946
MONUSCO	2 737	–	–	–	–	–	1	–	(1)	(8)	(3)	(53)	(5)	(69)	2 668
UNAMID	303	–	–	(1)	(2)	(5)	(11)	(21)	(2)	(90)	(13)	(143)	(15)	(303)	–
UNDOF	145	–	–	–	–	–	1	–	–	(1)	–	–	–	–	145
UNFICYP	161	–	–	–	–	–	2	2	–	–	–	–	–	4	165
UNIFIL	844	–	–	–	–	1	1	–	(1)	–	–	–	–	1	845
UNISFA	302	–	–	–	–	2	5	1	–	3	3	–	1	15	317
UNMIK	356	–	–	–	–	–	–	–	(1)	–	1	–	–	–	356
UNMISS	2 807	–	–	–	1	(2)	4	10	–	2	1	3	1	20	2 827
UNSOS	575	–	–	–	–	–	–	–	–	–	–	–	–	–	575
UNLB	447	–	–	–	–	2	–	1	–	–	–	–	–	3	450
RSCE	424	–	–	–	–	–	–	(1)	(1)	(2)	2	(17)	–	(19)	405
Support account	1 416	–	–	–	–	–	8	5	1	–	–	5	–	19	1 435
Total	14 364	–	–	(1)	–	(1)	16	–	(4)	(86)	(7)	(204)	(5)	(292)	14 072

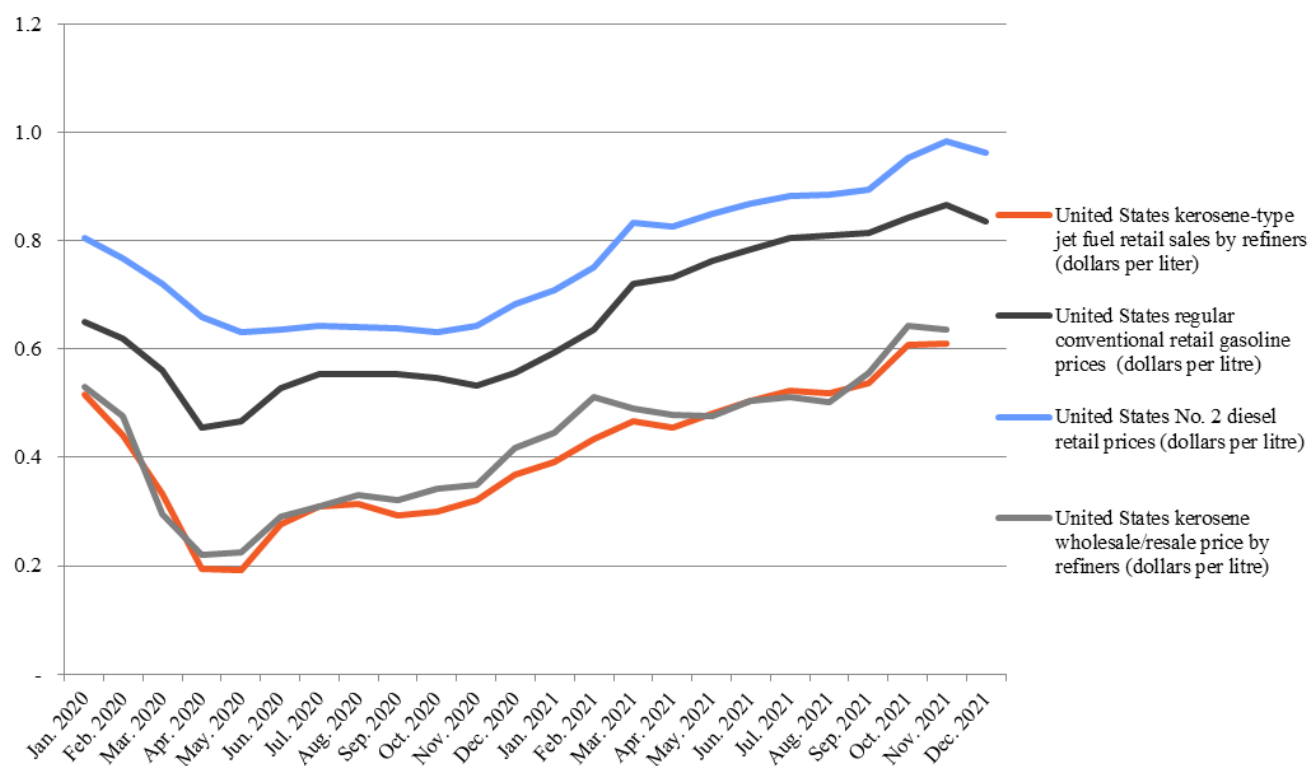
Factors contributing to changes in resource requirements

Impact of changing fuel prices on estimated requirements

226. In the period from January 2020 to December 2021, the initial decrease in fuel prices at the outset of the COVID-19 pandemic was replaced by a steady increase that continued throughout 2021. The estimated fuel prices included in the proposed budgets are calculated on the basis of average rates during a six-month period, in order to moderate the effects of significant outliers. As is the case with most commodities, fuel prices fluctuate depending on supply and demand in different areas, including seasonal demand and weather conditions.

227. The monthly fluctuations in fuel prices for the past two years are shown in figure XVI. A detailed analysis of the effects of the changes in fuel prices on particular budget lines in each mission is presented in annex I to the present report.

Figure XVI
Average fuel prices from 1 January 2020 to December 2021
(United States dollars)



Exchange rate fluctuations during the previous year

228. Figures XVII and XVIII reflect the performance of the dollar against the euro and the CFA franc during the period from January to December 2021. The euro and the CFA franc depreciated between 1 December 2020 and 1 December 2021 by 6.1 per cent and 6.0 per cent, respectively, compared with the dollar. The dollar strengthened sharply against other currencies, such as the South Sudanese pound and the Sudanese pound, during the period from 1 December 2020 to 1 December 2021.

229. The proposed resource requirements for the 2022/23 period were estimated using the exchange rates prevailing at the time of budget finalization, which were the 1 December 2021 rates.

Figure XVII
Performance of the dollar against the euro, December 2020–December 2021

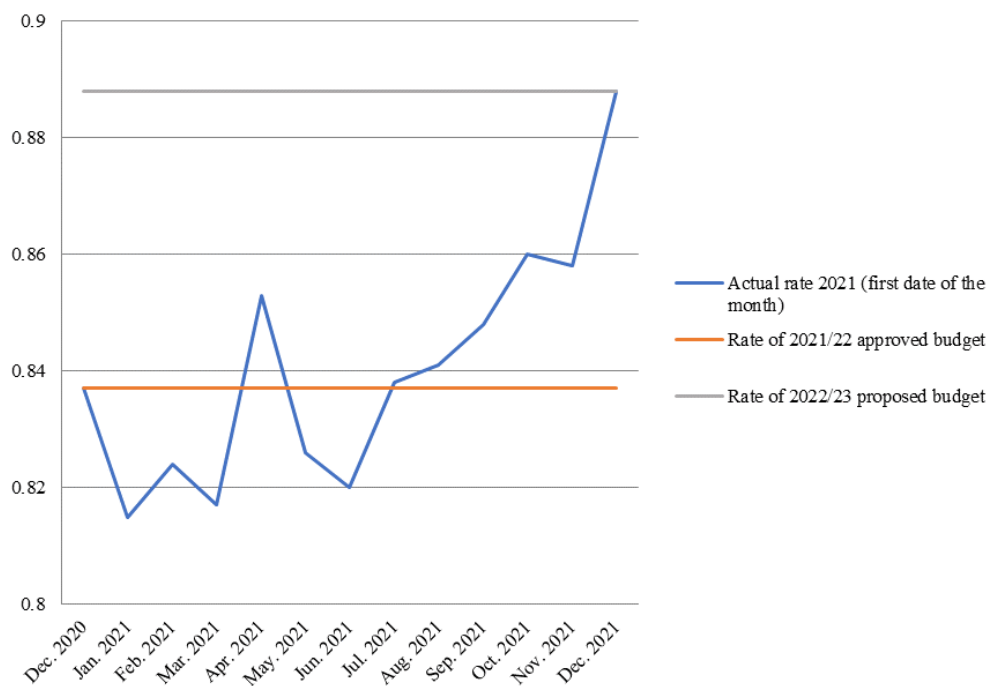
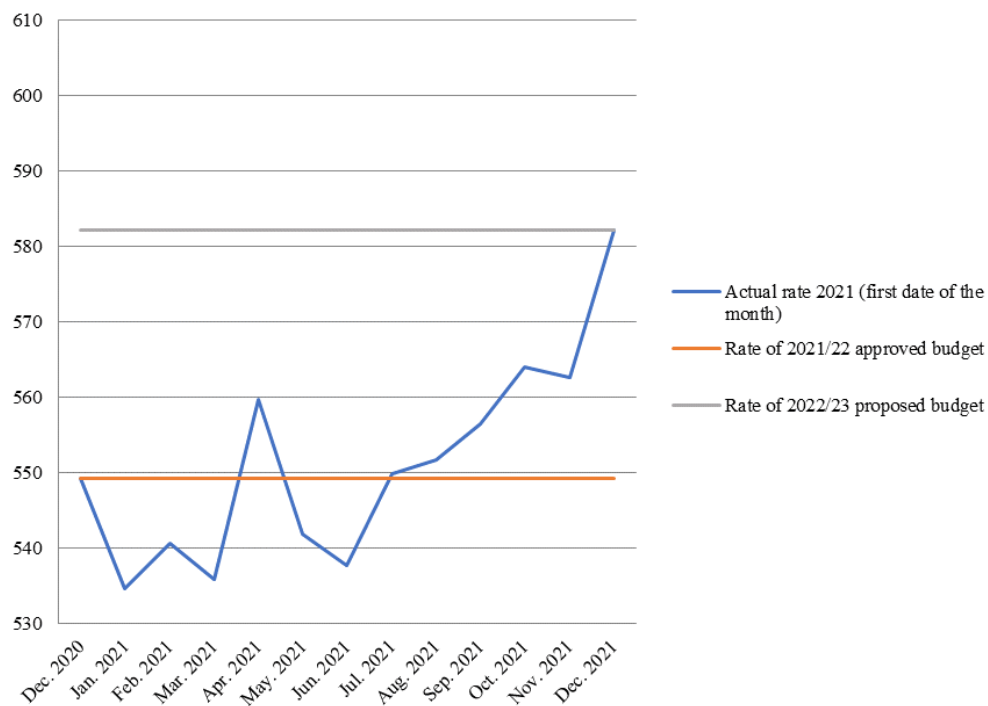


Figure XVIII
Performance of the dollar against the CFA franc, December 2020–December 2021



Human resources: vacancy factors

230. Vacancy rates with respect to the computation of personnel costs are based on actual personnel deployment for the 2020/21 period and the first half of the 2021/22

period, as well as the projected changes in mission levels of personnel and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment factors include the current fiscal year-to-date average vacancy rates, as well as historical deployment patterns and planned deployment, as applicable. For civilian personnel, the proposed vacancy factors take into account the most recent vacancy rates and current fiscal year-to-date average vacancy rates, as well as historical incumbency patterns, recruitment plans and proposed changes in the composition of staff, as applicable.

Planned vacancy rates for the 2022/23 period

231. Information on vacancy rates for each mission is provided in table 13.

Table 13
Planned and actual vacancy rates
(Percentage)

Mission	International staff			National Professional Officers			National General Service staff		
	Actual average 2020/21	Budgeted 2021/22	Projected 2022/23	Actual average 2020/21	Budgeted 2021/22	Projected 2022/23	Actual average 2020/21	Budgeted 2021/22	Projected 2022/23
MINURSO	9.8	7.0	7.0	—	—	—	1.9	2.0	2.0
MINUSCA	13.0	13.0	13.0	11.3	10.5	11.0	4.2	4.0	5.0
MINUSMA	7.2	6.0	6.0	10.0	12.0	6.0	9.0	11.0	5.0
MONUSCO	12.2	11.5	11.5	10.6	10.6	6.0	5.4	4.6	4.6
UNAMID	23.7	—	—	26.6	—	—	11.4	—	—
UNDOF	13.2	9.4	9.4	—	—	—	13.5	5.0	9.0
UNFICYP	2.6	2.0	2.0	14.3	5.0	—	1.7	2.0	1.0
UNIFIL	5.1	5.1	2.0	10.4	4.3	2.2	9.7	2.0	1.5
UNISFA	11.5	10.0	10.0	50.0	—	—	7.3	10.0	10.0
UNMIK	14.2	10.0	10.0	—	—	—	1.6	1.0	1.0
UNMISS	7.6	5.4	5.4	5.0	4.0	4.0	4.6	4.0	4.0
UNSOS	—	8.0	8.0	—	20.0	20.0	—	20.0	20.0
RSCE	14.2	11.0	8.0	18.2	8.0	8.0	13.0	8.0	8.0
UNLB	15.1	13.0	13.0	—	—	—	4.9	4.0	4.0
Support account	11.1	8.8	7.5	—	—	—	13.4	12.0	14.0

Mission	Temporary international staff			Temporary National Professional Officers			Temporary national General Service staff		
	Actual average 2020/21	Budgeted 2021/22	Projected 2022/23	Actual average 2020/21	Budgeted 2021/22	Projected 2022/23	Actual average 2020/21	Budgeted 2021/22	Projected 2022/23
MINURSO	—	—	—	—	—	—	—	—	—
MINUSCA	13.1	10.0	15.0	—	—	—	14.3	28.5	—
MINUSMA	50.0	—	50.0	—	—	—	—	—	—
MONUSCO	16.7	16.7	16.7	25.0	25.0	25.0	2.2	0.7	0.7
UNAMID	12.5	—	—	—	—	—	—	—	—
UNDOF	33.3	25.0	0.0	—	—	—	—	—	—
UNFICYP	—	—	—	—	—	—	—	—	—

<i>Mission</i>	<i>Temporary international staff</i>			<i>Temporary National Professional Officers</i>			<i>Temporary national General Service staff</i>		
	<i>Actual average 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>	<i>Actual average 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>	<i>Actual average 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
UNIFIL	–	–	–	–	–	–	–	–	–
UNISFA	50.0	10.0	10.0	–	–	–	–	–	–
UNMIK	–	–	–	–	–	–	–	–	–
UNMISS	6.3	–	50.0	–	–	–	–	–	–
UNSOS	–	–	–	–	–	–	–	–	–
RSCE	–	–	–	–	–	–	–	–	–
UNLB	–	–	–	–	–	–	–	–	–
Support account	17.4	19.1	15.7	–	–	–	9.8	9.1	11.1

<i>Mission</i>	<i>United Nations Volunteers – international</i>			<i>United Nations Volunteers – national</i>		
	<i>Actual average 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>	<i>Actual average 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
MINURSO	27.8	20.0	20.0	–	–	–
MINUSCA	5.8	5.0	7.0	2.3	2.0	2.0
MINUSMA	13.1	11.1	10.0	50.0	50.0	–
MONUSCO	7.4	2.7	5.0	18.2	9.1	9.1
UNAMID	16.2	–	–	–	–	–
UNDOF	–	–	–	–	–	–
UNFICYP	–	–	–	–	–	–
UNIFIL	–	–	–	–	–	–
UNISFA	5.6	3.0	3.0	–	–	–
UNMIK	12.5	11.0	8.0	–	–	–
UNMISS	13.6	13.0	13.0	–	–	–
UNSOS	–	20.0	20.0	–	–	–
RSCE	–	–	–	–	–	–
UNLB	–	–	–	–	–	–
Support account	–	–	–	–	–	–

Civilian personnel incumbency trends

232. Vacancy rates applied in the budgets for the 2022/23 period for peacekeeping operations are based on current and projected incumbency patterns. As can be seen in table 15, this has resulted in some variances in the actual average vacancy rates from the 2020/21 period and the approved rates for the 2021/22 period.

233. The changes in vacancy rates for international staff and national staff are briefly described below.

234. For international staff, the vacancy rates applied for the 2022/23 period are lower than the actual average for the 2020/21 period for all missions except MINUSCA, where the same level is proposed, and UNSOS, where the proposed vacancy rate is higher than the actual rate for the 2020/21 period. Compared with the approved rates for the 2021/22 period, the proposed vacancy rates for the 2022/23

period are at the same level, except for UNIFIL, RSCE and the support account, where they are slightly lower.

235. For National Professional Officers, the vacancy rates applied for the 2022/23 period are lower than the actual average for the 2020/21 period for all missions except UNSOS, where the proposed vacancy rate is higher than the actual rate for the 2020/21 period. Compared with the approved rates for the 2021/22 period, the proposed vacancy rates for the 2022/23 period are slightly higher for MINUSCA, and slightly lower for MINUSMA, MONUSCO, UNFICYP and UNIFIL.

236. For national General Service staff, the vacancy rates applied for the 2022/23 period are lower for MINUSMA, MONUSCO, UNFICYP, UNIFIL, UNMIK, UNMISS, RSCE and UNLB compared with the actual average for the 2020/21 period, while for MINURSO, MINUSCA, UNDOF, UNISFA, UNSOS and the support account, they are higher than the actual average for the 2020/21 period. Compared with the approved vacancy rates for the 2021/22 period, the proposed rates for the 2022/23 period for MINUSCA, UNDOF and the support account are slightly higher, and, for MINUSMA, UNFICYP and UNIFIL, they are slightly lower.

Civilian staff costs

237. For the 2022/23 period, budgetary rates for international staff net salaries and staff assessment were determined using the salary scale for the Professional and higher categories and for staff in the Field Service category effective 1 January 2022. The post adjustment multiplier for each duty station effective 1 December 2021 was applied to the net base salary rates, with the exception of posts in Lebanon, in Brindisi and in Valencia. For Lebanon, owing to sustained substantial inflation over the previous 6–12 months, the post adjustment multiplier projected for February 2022 was applied to the net base salary rates and will continue to be reviewed on a monthly basis. In Brindisi and Valencia, the post adjustment multiplier rates projected for February 2022 were applied to the net base salary. Those rates are adjusted on a monthly basis, as they are classified by ICSC as a group I duty station. The budgeted rates of common staff costs for the 2022/23 period are based on the actual expenditure data for the period from December 2020 to November 2021, after taking into consideration the adjustments for medical evacuation.

238. For the support account, standard salary costs are based on the salary scale effective 1 January 2022, and the post adjustment multiplier projected for February 2022 was applied to the net base salary rates to all posts and positions in New York, while the post adjustment multiplier effective 1 January 2022 as promulgated by ICSC was used for posts and positions in Addis Ababa, Bangkok, Brussels, Geneva and Vienna. The budgeted rates for common staff costs for the 2022/23 period are based on the actual expenditure data for the 2020/21 period.

239. With regard to national staff, the most recent salary scales are used for net salary and staff assessment, with the percentage of common staff costs to net salary based on past trends applied to the average grade and step of national staff in missions.

XIV. Budget performance for the period from 1 July 2020 to 30 June 2021

Active peacekeeping missions

240. During the 2020/21 period, the United Nations supported 13 active peacekeeping operations, comprising 11 peacekeeping missions funded under individual special accounts (MINURSO, MINUSCA, MINUSMA, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNISFA, UNMIK, UNMISS), and 2 long-standing peacekeeping

missions, UNMOGIP and UNTSO, which were established decades ago under the programme budget, which continues to provide funding for both operations. UNSOS is also funded under an individual account.

241. Furthermore, three backstopping operations supported peacekeeping missions, namely, UNLB, RSCE and the support account for peacekeeping operations.

Closing and closed peacekeeping missions

242. The mandate of UNAMID ended on 31 December 2020, and drawdown activities commenced on 1 January 2021. In line with the provisions of the Security Council resolution [2559 \(2020\)](#), the Operation's drawdown period was finalized on 30 June 2021, and was followed by a liquidation period starting from 1 July 2021.

243. In order to ensure that the process of disposition of UNAMID assets is fully compliant with United Nations policies and in line with provisions of regulation 5.14 (e) of the Financial Regulations and Rules, the Secretary-General submitted his report on the donation of UNAMID assets to the Government of the Sudan ([A/76/504](#)) with a request for the approval of the donation of UNAMID assets having a total acquisition cost of \$145.5 million and a net book value of \$55.3 million. Through its resolution [76/244](#), the General Assembly approved the donation of assets as requested by the Secretary-General.

244. Information on the updated financial position of 29 closed missions as at 30 June 2021 is set out in a separate report of the Secretary-General ([A/76/553](#)). During the 2020/21 period, there were only minor changes in the overall financial situation of those closed peacekeeping operations, five of which continued to have a net cash deficit balance totalling \$85.6 million, owing to the outstanding assessed contributions from Member States. The remaining 24 closed missions had net cash surpluses totalling \$159.4 million. In addition to the 29 closed missions on which information is presented in the report, a number of other peacekeeping operations have closed in recent financial periods, namely, UNOCI (2017), UNMIL (2018), MINUSTAH (2017) and MINUJUSTH (2019). Information on those closed missions may be included in the report of the Secretary-General on the updated financial position of closed peacekeeping missions, should such a decision be made by the General Assembly upon the conclusion of its review of each mission's final performance report. In its decision 75/553 C, the Assembly decided to defer its consideration of the documents of those missions until the second part of its resumed seventy-sixth session.

Synopsis of financing and performance for the 2020/21 period

245. The General Assembly approved resources of \$6,822.0 million, inclusive of three authorities to enter into commitments in respect of UNAMID for a total amount not to exceed \$484.7 million. The information about the amounts approved for each peacekeeping operation is summarized in table 14.

Table 14
Financial resources approved for the 2020/21 period

(Thousands of United States dollars)

<i>1 July 2020 to 30 June 2021</i>			
<i>Peacekeeping component</i>	<i>Apportionment approved (seventy-fourth session of the General Assembly)</i>	<i>Commitment authority</i>	<i>Final approved</i>
MINURSO	57 524.7	–	57 524.7
MINUSCA	937 711.7	–	937 711.7
MINUSMA	1 183 384.7	–	1 183 384.7
MONUSCO	1 075 338.6	–	1 075 338.6
UNAMID	–	484 687.1	484 687.1
UNDOF	63 343.2	–	63 343.2
UNFICYP	51 750.1	–	51 750.1
UNIFIL	480 649.1	–	480 649.1
UNISFA	263 783.9	–	263 783.9
UNMIK	39 827.3	–	39 827.3
UNMISS	1 178 515.1	–	1 178 515.1
UNSOS	550 608.6	–	550 608.6
Subtotal, missions	5 882 437.0	484 687.1	6 367 124.1
UNLB	62 058.2	–	62 058.2
RSCE	37 159.2	–	37 159.2
Support account	355 694.2	–	355 694.2
Subtotal, support entities	454 911.6	–	454 911.6
Total appropriation	6 337 348.6	484 687.1	6 822 035.7

246. The breakdown of the three authorities to enter into commitments received for UNAMID is as follows: \$240.2 million, \$199.8 million and \$45.7 million, approved by the General Assembly in its resolutions [74/261 C](#), [75/251 A](#) and [75/251 B](#), respectively. The overview of the three approved commitment authorities and the expenditures incurred against them in the 2020/21 period is presented in table 15 below.

247. A total amount of \$484.7 million was approved for the 2020/21 period relating to the authority to enter into commitments for UNAMID. The overall utilization of the commitment authorities amounted to \$477.3 million, and the unutilized balance was \$7.3 million. That underutilization stemmed mostly from: (a) reduced requirements in the amount of \$4.9 million for operational costs, due primarily to lower-than-budgeted requirements under other services, supplies and equipment resulting from a smaller number of assets transferred from UNAMID, the cancellation of programmatic activities and lower demand for individual contractors, as well as lower demand for services under communications and information technology and facilities and infrastructure due to the closure of UNAMID team sites; and (b) reduced requirements under civilian personnel, due primarily to lower-than-budgeted payments owed to international staff members at the time of their separation from service, as well as respective staff assessments.

Table 15

Performance of financial resources approved under the authority to enter into commitments in the 2020/21 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>Commitment authorities</i>			<i>Total commitment authorities</i>	<i>Expenditures</i>	<i>Variance</i>	
	<i>Resolution 74/261 C</i>	<i>Resolution 75/251 A</i>	<i>Resolution 75/251 B</i>			<i>Amount</i>	<i>Percentage</i>
UNAMID	240 182.9	198 779.9	45 724.3	484 687.1	477 342.8	7 344.3	1.5

248. As shown in table 16, the total approved budget for the period from 1 July 2020 to 30 June 2021 amounted to \$6,822.0 million, exclusive of budgeted voluntary contributions in kind. The related expenditure amounted to \$6,610.3 million, resulting in an overall unencumbered balance of \$211.7 million, or 3.1 per cent.

Table 16

Financial position and performance for the 2020/21 period

(Thousands of United States dollars)

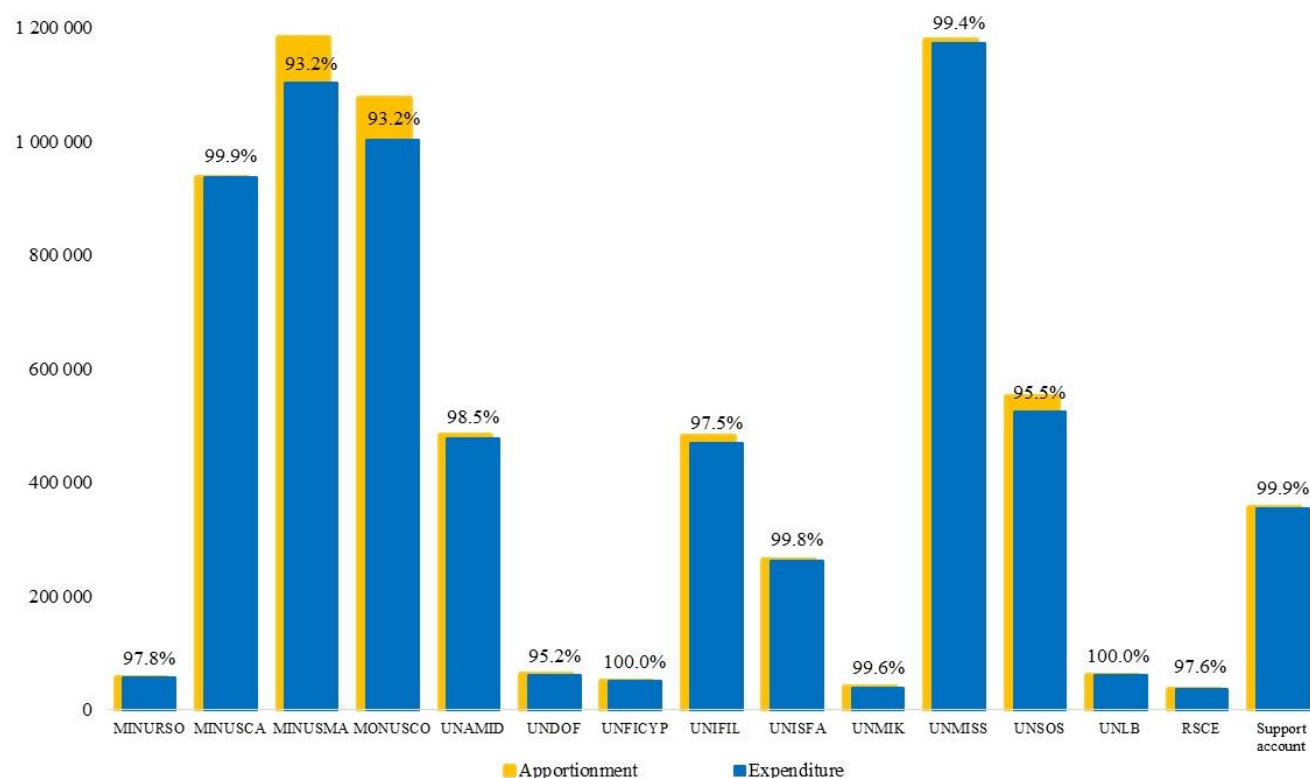
<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINURSO	57 524.7	56 239.8	1 284.9	2.2
MINUSCA	937 711.7	936 317.8	1 393.9	0.1
MINUSMA	1 183 384.7	1 103 359.2	80 025.5	6.8
MONUSCO	1 075 338.6	1 002 121.6	73 217.0	6.8
UNAMID	484 687.1	477 342.8	7 344.3	1.5
UNDOF	63 343.2	60 282.3	3 060.9	4.8
UNFICYP	51 750.1	51 726.3	23.8	—
UNIFIL	480 649.1	468 733.3	11 915.8	2.5
UNISFA	263 783.9	263 187.5	596.4	0.2
UNMIK	39 827.3	39 682.8	144.5	0.4
UNMISS	1 178 515.1	1 171 901.3	6 613.8	0.6
UNSOS	550 608.6	525 615.7	24 992.9	4.5
Subtotal, missions	6 367 124.1	6 156 510.4	210 613.7	3.3
UNLB	62 058.2	62 053.1	5.1	—
RSCE	37 159.2	36 284.5	874.7	2.4
Support account	355 694.2	355 492.9	201.3	0.1
Subtotal, missions and support entities	6 822 035.7	6 610 340.9	211 694.8	3.1
Voluntary contributions in kind (budgeted)	1 022.0	615.6	406.4	39.8
Total requirements	6 823 057.7	6 610 956.5	212 101.2	3.1

249. Figure XIX shows the approved budget and the budget implementation rate for each peacekeeping operation in the 2020/21 period.

Figure XIX

Approved budget and the budget implementation rate in the 2020/21 period, by peacekeeping operation

(Thousands of United States dollars)



250. The overall budget implementation rate in the 2020/21 period was 96.9 per cent (compared with 98.5 per cent for the 2019/20 period). The unencumbered balance amounted to \$211.7 million. Figure XX shows the breakdown of the unencumbered balance of each peacekeeping operation. The variance is primarily attributable to the underexpenditure in MINUSMA, MONUSCO and UNSOS, which, combined, account for 84.2 per cent of the total variance.

251. The main variances in the unencumbered balances for MINUSMA (\$80.0 million), MONUSCO (\$73.2 million) and UNSOS (\$25.0 million) are described below. A more detailed analysis of the budget performance for the 2020/21 period, by class of expenditure and by peacekeeping operation, is presented in annex II to the present report.

252. The unencumbered balance for MINUSMA (\$80.0 million) was attributable mainly to: (a) air operations (\$47.5 million), owing to the non-deployment of six fixed-wing intelligence, surveillance and reconnaissance platforms resulting from the unsuccessful pledge by a troop-contributing country and the lengthy process related to acquiring a commercial solution, to the non-deployment of unmanned aircraft systems due to challenges in sourcing them commercially and to a lower actual consumption of fuel at a lower actual average price per litre and available reserve of fuel purchased during previous periods and consumed during the 2020/21 period; and (b) facilities and infrastructure (\$40.4 million), attributable primarily to lower actual costs for construction projects at reduced rates by the service providers, to the non-implementation of the contract for the end-to-end operation and maintenance of water supply and wastewater treatment systems, to the deferred acquisition of construction materials for the maintenance of the premises and for security enhancements owing to the COVID-19 pandemic and to the non-implementation of

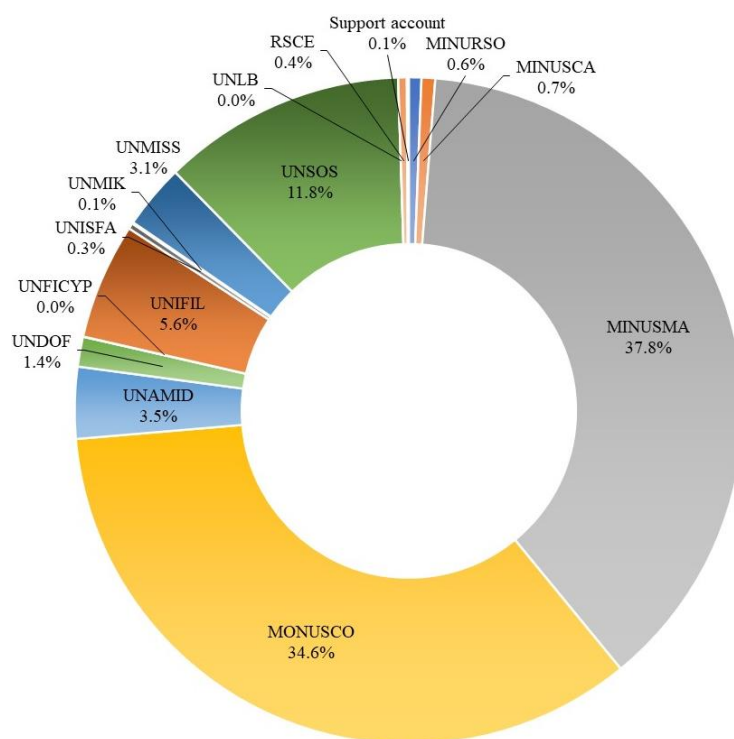
the contract for the waste disposal services and lower charges for non-hazardous solid waste collection and disposal as a result of the COVID-19 pandemic.

253. The unencumbered balance in MONUSCO (\$73.2 million) was attributable mainly to lower costs for: (a) military contingents (\$26.4 million), due to a higher actual average delayed deployment as a result of the early repatriation of one airfield services unit and delayed deployment of one battalion as a result of travel restrictions in connection with the COVID-19 pandemic, lower costs of travel on emplacement, rotation and repatriation due to improved air fleet utilization and lower actual average daily cost of rations; (b) air operations (\$19.0 million), due to the lower flight hour rates of four helicopters, a lower number of hours flown as a result of travel restrictions in connection with the COVID-19 pandemic, the early release of two aircraft in line with the Mission's phased withdrawal plan and a lower actual average price of fuel; (c) United Nations police (\$12.6 million), due to a higher actual average delayed deployment factor as a result of travel restrictions in connection with the COVID-19 pandemic; and (d) formed police units (\$10.4 million), as a result of the Mission's phased withdrawal plan and the lower actual cost of rations.

254. The unencumbered balance in UNSOS (\$25.0 million) was attributable mainly to reduced requirements for air operations (\$22.4 million) as a result of: (a) lower rental and operation costs for helicopters resulting from new contracts for helicopters, the non-availability of one helicopter, the lower rental and operation costs for fixed-wing aircraft owing to the replacement of one fixed-wing aircraft and the termination of the contract for another aircraft and a reduced number of flight hours under helicopters and fixed-wing aircraft in connection with the COVID-19 pandemic; (b) delays in the procurement process and the transfer of airport vehicles and equipment; and (c) the lower cost per litre of aviation fuel and a reduced number of flights in connection with COVID-19.

Figure XX

Proportion of variances in unencumbered balances for the 2020/21 period, by peacekeeping operation



XV. Cash liquidity analysis

2020/21 period

255. Since July 2019, there has been an improvement in the ability to manage the cash situation of peacekeeping operations following the decisions of the General Assembly, in its resolution [73/307](#), to approve the management of cash balances of all active peacekeeping operations as a pool, and to issue assessment letters for the full budget period approved by the Assembly, which would include the period for which the mandate had not yet been approved by the Security Council.

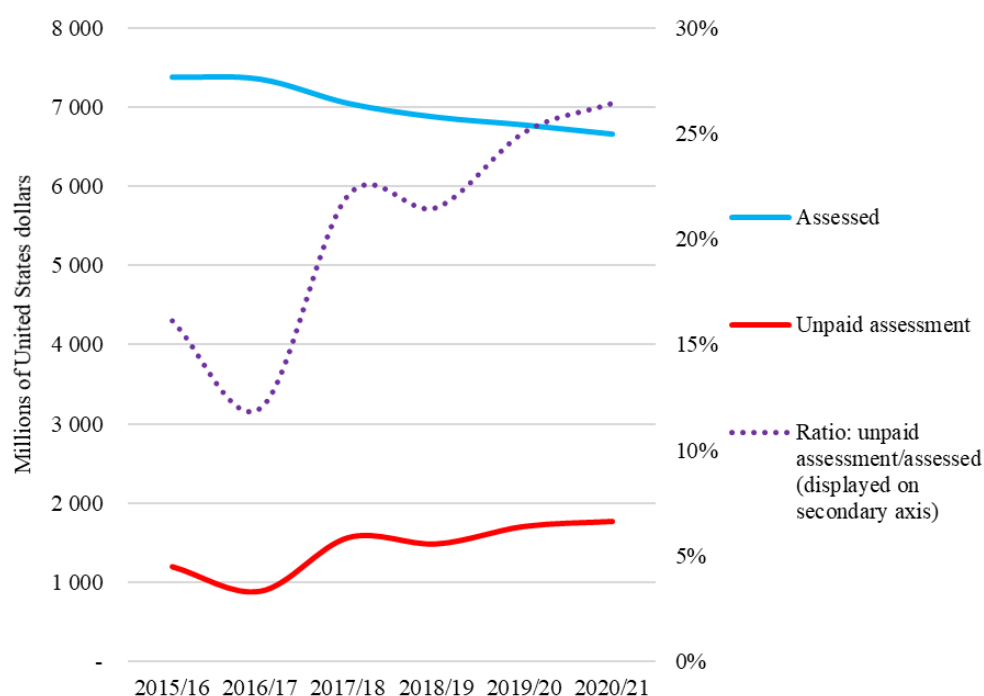
256. In line with those decisions, during the 2020/21 period, the practice of issuing assessments for the full budget period continued. Total assessments for the 2020/21 period amounted to \$6,660.7 million, including the amount of \$2,472.2 million for the period for which the mandate had not yet been approved by the Security Council. The arrangement resulted in \$482.5 million being received earlier than usual from 76 Member States.

257. Notwithstanding the improved ability to manage cash liquidity as a pool between active missions and the improved collection from the issuance of full-year assessment letters, the cash liquidity situation continued to be challenging during this period, owing mainly to the increasing levels of unpaid assessments.

258. Figure XXI presents the assessed contributions for each of the past six financial periods and the level of unpaid assessments as at 30 June in each of these periods (the last day of the financial period) for missions that were active during those periods. The percentage of unpaid assessment to the total assessment is shown on the secondary vertical axis, and it can be seen that the percentage of unpaid assessment has increased over the past five periods, from 16.1 per cent as at 30 June 2016 to 26.5 per cent as at 30 June 2021.

Figure XXI

Assessed contribution and unpaid assessment analysis



2021/22 period

259. The ability to manage the cash balances of active peacekeeping operations as a pool and the introduction of the issuance of assessment letters for the full budget period have continued to provide some liquidity relief to the management of active peacekeeping operations during the current budget period, in particular with respect to payments to troop- and police-contributing countries, and for ongoing operational requirements for missions, like UNMIK and MINURSO, experiencing chronic delays in the receipt of assessed contributions.

260. The trend in the arrears balance of liabilities to troop- and police-contributing countries is a main indicator of the impact of cross-borrowing between active peacekeeping missions. The mechanism was fully set up to effect payments to troop- and police-contributing countries in October 2019, resulting in the balance of outstanding payments falling to \$89.5 million as at the end of that month. The overall downward trend resulted in a drop in the level of outstanding payments as at the end of each of the following months. However, the onset of the COVID-19 pandemic created uncertainty with respect to the timing of the collection of assessed contributions from Member States, which affected the payments to troop- and police-contributing countries, mainly during the period from March to August 2020. As a consequence, in 2020, the average balance of outstanding payments amounted to \$308.7 million. However, efforts to minimize delays in payments to troop- and police-contributing countries continued and, since September 2020, have resulted in the continuation of the overall downward trend. Consequently, the average level of outstanding payments in 2021 has again dropped significantly, to \$93.2 million

261. In the 2021/22 period, UNAMID liabilities have been the main component of the outstanding balance since the commencement of its drawdown and liquidation phase in January 2021. In its resolution [73/307](#), the General Assembly requested the Secretary-General to ensure that proper oversight and controls were in place and that mandate implementation by the lending mission was not negatively affected. Therefore, because of its uncertain and delayed collection of assessments, which suggested a risk in its ability to repay the loan to the lending mission, UNAMID has been precluded from participation in the cross-borrowing mechanism, resulting in an increase in the balance of outstanding payments to troop- and police-contributing countries for that mission. Cash constraints of closing and closed peacekeeping missions continue to present a challenge in terms of settling liabilities to troop- and police-contributing countries, which is a result of the balance of unpaid assessments from Member States to the closing and closed missions. More information on the settlement of liabilities to troop- and police-contributing countries is provided in annex IX to the present report

262. Notwithstanding the improvements in cash management, on the basis of the pattern of aggregate cash balances observed in recent years, the liquidity situation in the final quarter of the fiscal year for active peacekeeping operations is likely to remain challenging. Delays in the collection of contributions could jeopardize timely and full payments to troop- and police-contributing countries in the future. The Organization relies on Member States to pay their contributions on time and in full.

263. In an effort to continuously improve the management of cash liquidity of the United Nations, the Secretary-General, in his most recent report on improving the financial situation of the United Nations ([A/76/429](#)), proposed several measures to address the liquidity situation, including: (a) noting that the continued management of the cash resources of the active peacekeeping missions as a pool is beneficial for the timely settlement of payments to troop- and police-contributing countries; (b) relaxing the restrictions on the use of the Peacekeeping Reserve Fund to allow its use as a liquidity mechanism for the regular operations of active peacekeeping

operations; (c) retaining the interest earned in the Reserve Fund up to the amount necessary to bring the cash balance of the Fund, including interest, to \$150 million; and (d) approving the return of credits for unspent funds and cancellations of prior-period commitments only if all payments to troop- and police-contributing countries due and payable in that operation have been settled at the time that the General Assembly takes a decision on the return of credits. It is anticipated that the Assembly will take a decision on the matter during the first half of 2022.

XVI. Status of the Peacekeeping Reserve Fund as at 30 June 2021

264. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution [47/217](#) to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at \$150 million. The Assembly, in its resolution [49/233 A](#), decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations or the expansion of existing ones, or for unforeseen and extraordinary expenditures relating to peacekeeping. In his most recent report on improving the financial situation of the United Nations ([A/76/429](#)), the Secretary-General proposed a relaxation of the restrictions on the use of the Fund in order to allow its use as a liquidity mechanism for the regular operations of active peacekeeping operations. It is anticipated the Assembly will take a decision on the matter during the first half of 2022.

265. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations. An amount of \$3.7 million, representing the excess of the authorized level in respect of the financial period ended 30 June 2020, was approved by the General Assembly in its resolution [75/293](#), to be applied to the support account for the period from 1 July 2021 to 30 June 2022.

266. As was the case in the 2019/20 period, no new loans were made to active peacekeeping missions during the 2020/21 period. As at 30 June 2021, assets comprised the following: (a) outstanding advances to MINURCA in the amount of \$12.8 million, which have remained unpaid since February 2000 owing to insufficient cash resources in the Mission's special account; and (b) cash and cash equivalents, including short-term investments, in the amount of \$141.4 million.

267. As reflected in the financial statements for the 12-month period from 1 July 2020 to 30 June 2021, the level of the Peacekeeping Reserve Fund as at 30 June 2021 was \$154.2 million, comprising the reserve of \$150.0 million and an accumulated surplus of \$4.2 million. In his most recent report on improving the financial situation of the United Nations, the Secretary-General also proposed the retention of interest earned in the Reserve Fund up to the amount necessary to bring the cash balance of the Fund, including interest, to \$150 million. It is anticipated the General Assembly will take a decision on the matter during the first half of 2022.

XVII. Implementation of the cross-cutting requests of the General Assembly in its resolutions on the financing of individual peacekeeping operations during the seventy-fifth and seventy-sixth sessions in the context of the programme budget for 2022

268. The General Assembly implemented a number of cross-cutting requests in the resolutions on the financing of individual peacekeeping operations during the

seventy-fifth session. Peacekeeping operations have responded to these requests in their budget proposals for the 2022/23 period and budget performance reports for the 2020/21 period, as applicable. The present report also incorporates many updates to various subjects mentioned in resolutions on individual peacekeeping operations adopted during the seventy-fifth session. The paragraphs below provide a summary of other requests of the Assembly in its resolutions on the financing of individual peacekeeping operations and in the context of the programme budget for 2022, specifically in the following five areas: mine action service, procurement, quick-impact projects, geographical representation and the transfer of assets.

Independent review of the partnership between the Mine Action Service and the United Nations Office for Project Services

269. The United Nations Mine Action Service has launched an independent review of the cost-effectiveness and efficiency of the delivery of mine action services in peacekeeping operations as requested by the General Assembly in the budget resolutions of nine peacekeeping operations, thereby endorsing a recommendation made by the Board of Auditors in its report on United Nations peacekeeping operations for the 12-month period from 1 July 2019 to 30 June 2020 ([A/75/5 \(Vol. II\)](#), para. 175.). The review will serve to assess the current partnership between the Mine Action Service and UNOPS and consider alternative approaches to mandate delivery in peace operations and non-mission settings. The findings of the review will be presented at the seventy-seventh session of the General Assembly.

270. OIOS has closed all recommendations regarding the Mine Action Service stemming from a recent audit,⁷ leaving open only two recommendations related to broader issues. The Mine Action Service has taken significant steps to address the findings of the Board of Auditors as set out in its report for the 2019/20 period. As at 1 July 2021, the mine action field programmes in eight peacekeeping operations (MINURSO, MINUSCA, MINUSMA, MONUSCO, UNFICYP, UNIFIL, UNISFA and UNMISS) were led by mission staff members, ensuring that the Service assesses the threat environment, designs appropriate responses and represents and oversees its programmes within the missions. The inclusion of these temporary positions in the mission staffing table is reflected in the budget submissions for 2022/23 for those eight peacekeeping operations. As these are not new functions and had been previously budgeted under the mine detection and mine clearing services through an implementation arrangement entered into by the Mine Action Service and UNOPS, the establishment of these temporary positions on the mission staffing table is offset by a corresponding reduction under other services, supplies and equipment. The Mine Action Service improved its monitoring and evaluation system and put in place measures to strengthen project performance monitoring, strengthened its financial control environment and established a multidisciplinary programme management review committee to ensure the thorough review of programme strategies, work plans and budgets, donor proposals and financial agreements with UNOPS. The Mine Action Service works closely with mission leadership to ensure that mission resources are used to deliver mandates in the most efficient manner possible. The Mine Action Service seeks to strengthen its expertise in explosive ordnance threat assessment, programme design and oversight so as to reduce the current overdependency on UNOPS observed by the Board of Auditors and ensure that the Service has the skills to lead the policy, strategy, management, representation and oversight of its programmes.

271. Information on the proposed mine action activities for the 2022/23 period is included in annex VII to the present report.

⁷ “Audit of the monitoring and evaluation mechanism in the United Nations Mine Action Service”, ref. 2019/152, 31 December 2019.

Procurement

Procurement from developing countries

272. The General Assembly, in individual peacekeeping operations financing resolutions adopted at its seventy-fifth session, requested that the Secretary-General continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in transition at Headquarters and field offices and to encourage interested local vendors to apply for registration on the Secretariat vendor roster, with a view to broadening its geographical base (e.g. resolution [75/304](#), para. 15).

273. The Department of Operational Support continues to prioritize efforts to promote procurement from developing countries and countries with economies in transition. In addition, efforts were expanded to help vendors from such countries to participate in United Nations procurement, including through: (a) virtual tender openings, allowing full transparency for all vendors, including small and medium-sized enterprises that would otherwise not be able to participate in tender openings due to travel requirements, cost implications and, recently, COVID-19-related travel restrictions; (b) the introduction of multilingualism by allowing vendors to submit official certifications and financial documents through the United Nations Global Marketplace in all six official languages during the vendor registration process; (c) the deployment of a database containing a list of all approved vendors and requiring all chief procurement officers to actively invite vendors who have attended training sessions organized by the Office of Supply Chain Management, and who have registered through the Global Marketplace at the basic level, to submit tenders, with a particular focus on inviting vendors from developing countries and countries with economies in transition; (d) a partnership with a global NGO to promote women-owned businesses, in particular those owned by women from developing countries and countries with economies in transition; and (e) the translation of the United Nations Procurement Manual into French and Spanish. Going forward, the Office will continue to adopt innovative ideas to promote procurement from developing countries, including by exploring new approaches, such as the inclusion of a business training seminar for vendors from developing countries on how to submit proposals and bids to the United Nations and the launch of a mentor-protégé programme, under which small vendors from developing countries may partner with larger companies to expand their footprint in the United Nations supply chain. The partnership with a global non-governmental organization will continue, with the aim of encouraging women-owned businesses, in particular those from developing countries and countries with economies in transition, while also exploring the possibility of partnering with UN-Women with the same aim.

Solicitation procedure

274. The General Assembly also requested that the Secretary-General establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the Procurement Manual accordingly (e.g. resolution [75/304](#), para. 17).

275. The Department of Operational Support updated the Procurement Manual in June 2020, expanding section 6.3 on solicitation methods to include specific guidance on when each type of solicitation method, including formal methods such as invitations to bid and requests for proposal, should be used. As stipulated in section 6.3.4, invitations to bid should be used when the requirements for goods and services are: (a) simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a

straightforward way. Section 6.3.5 of the Manual contains the stipulation that requests for proposal as a method of solicitation be used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g. consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation must be used, unless there is an exception to the normal process in accordance with rule 105.16 of the Financial Regulations and Rules. In addition, as stipulated in section 6.3.3 of the Manual, for lower-value procurements (equal to or below \$150,000), the request for quotation method is generally used, unless the requirements are complex or if the procurement official otherwise deems it appropriate, in which case the request for proposal method can also be used, as stipulated in section 6.3.5.

Public procurement and transparency

276. The General Assembly also requested that the Secretary-General undertake measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the Procurement Manual accordingly (e.g. resolution [75/304](#), para. 18).

277. According to section 1.4.2 of the Procurement Manual, transparency means that all information on procurement policies, procedures, opportunities and processes is clearly defined, made public and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (e.g. unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties and the confidentiality of offers). Those mechanisms include records that are open, as appropriate, to inspection by auditors. Transparency ensures that any deviations from fair and equal treatment are detected early in the process, making such deviations less likely and thus protecting the integrity of the process and the interests of the Organization. In addition to the updates to the Procurement Manual introduced on 30 June 2020 and described in detail in the previous overview report ([A/75/786](#), para. 283), the Secretariat has taken additional steps during 2021 towards enhancing United Nations transparency. Although the Secretariat has traditionally provided information related to purchase orders and contracts for goods and services, the details on contract awards and purchase orders made by all Secretariat entities that are publicly available on the website and the mobile application of the Procurement Division were updated in August 2021 to show additional information regarding solicitation type, the potential end date of the contract, contract coverage and whether the supplier is a woman-owned business. The new fields have been added for those contracts and purchase orders awarded in 2021 that meet the existing criteria, as applicable. In addition, purchase orders and contracts are advertised on the basis of the category-management approach. In addition, the e-tendering solution has been live since September 2021, further improving the transparency of the procurement process. The solution is intended to allow all interactions by requisitioners, procurement staff and vendors within one platform, in order to plan, initiate and publish solicitations, receive and score submissions and notify vendors of awards.

Concept of strategic deployment stocks

278. In its resolutions [75/294](#) and [75/295](#) on the financing of RSCE and UNLB, respectively, the General Assembly requested that the Secretary-General clearly articulate the concepts of strategic deployment stocks and regional deployment stocks and the management thereof, including an explicit delineation of the roles of the two service centres in the management of stocks, to avoid duplication and increase the effectiveness and efficiency of support provided to peacekeeping operations.

279. The Secretary-General, through the offices of UNLB, has conducted an encompassing review of the original concept of operations for strategic deployment stocks, completed an analysis and review of the management and performance of the strategic deployment stocks, assessed the continuing and focused implementation of supply chain management across the Secretariat as part of the overall mandate of the Department of Operational Support and considered other Secretary-General-driven initiatives to make the Organization more efficient and effective. Based on the results of those efforts, the Secretary-General has submitted to the General Assembly a new concept of operations for strategic deployment stocks, as part of the UNLB budget for the 2022/23 period ([A/76/730](#)). The key element of the new concept includes the transition from an item-based concept (centred around goods only) to a solution-based concept (centred around goods, services, expertise and skills) that is fully focused on client demand in the ever-changing and dynamic environments in which the Organization delivers its programmes. It consists of a centralized stock held at UNLB, regional stocks held at RSCE and vendor-managed-inventories, each to be composed of a specific group of solutions designed for the most effective client support. It also proposes a transition to a circular supply chain approach, which allows and offers the return of unused or underutilized materials and assets to a centrally managed supply network. These elements will address historical shortcomings such as depreciation and obsolescence in unit stock, long delivery lead times, demand and supply gaps or the inability to install and utilize delivered equipment.

Quick-impact projects

280. The General Assembly, in its resolutions on the financing of individual peacekeeping operations adopted during its seventy-fifth session (e.g. resolution [75/304](#), para. 22), reaffirmed the provisions of section XVIII of its resolution [61/276](#), further recognized the important role played by quick-impact projects in supporting the implementation of mission mandates, stressed the need for the timely, responsible and accountable implementation of all such projects and requested the Secretary-General to enhance the impact of those projects while addressing underlying challenges.

281. Since their establishment in 2000 ([A/C.4/55/6](#)), quick-impact projects have enabled peacekeeping operations to extend the range of activities available to missions so as to further their impact, both by building confidence with local stakeholders, thus improving the operational environment, and by delivering tangible peace dividends for local populations and therefore contributing to sustaining peace. Since their introduction, the Secretariat has strived to enhance the efficiency and effectiveness of quick-impact projects, while ensuring quality control and conformity with relevant financial rules and procedures.

282. Quick-impact projects have proved to be critical in addressing emerging needs, as was the case in 2020, when quick-impact project resources were repurposed by missions to support local health authorities with early responses to the COVID-19 pandemic through sensitization campaigns or by funding local NGOs to produce and distribute personal protective equipment. They also support longer-term endeavours that contribute to a sustainable political process and a lasting solution, whether by

helping civil society groups for youth and women to establish a space within their communities to conduct activities or by helping the host Government to promote social cohesion and reconciliation initiatives. This is particularly the case in Mali, where quick-impact projects are being used by MINUSMA to support the Government's ongoing efforts to establish communal reconciliation committees in the regions of Mopti and Ségou.

283. The Secretariat conducted an extensive survey of practice in 2006, which informed the development, in 2007, of the first policy directive on quick-impact projects by the former Department of Peacekeeping Operations (now the Department of Peace Operations), accompanied by a set of guidelines providing broad parameters for missions to develop their own standard operating procedures tailored to local circumstances. The policy and guidelines were reviewed in 2013 and again in 2017, and a further revision is expected during 2022, following the ongoing survey of practice aimed at learning from current challenges and opportunities to enhance the impact of quick-impact projects while addressing underlying challenges.

Representation of troop- and police-contributing countries in the Department of Peace Operations and equitable geographical distribution in the Secretariat

284. In its resolution [72/262](#) C, the General Assembly requested the Secretary-General to intensify his efforts to ensure proper representation of troop- and police-contributing countries in the relevant new departments, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his next overview reports. The proper representation of troop- and police-contributing countries is interpreted to mean the level of representation of troop- and police-contributing countries as an indicator of the staffing, both civilian and active-duty seconded officers, in the Professional and higher categories funded from the support account. While the selection of candidates is the result of a highly competitive process, it is the outcome of a combination of eligibility, suitability, consideration for diversity, consideration for meeting the Organization's human resources objectives and targets and due consideration for the contribution of troop-contributing countries.

285. As at 31 December 2021, the representation of troop- and police-contributing countries in the Department of Peace Operations was 97 per cent.

286. The General Assembly, in its resolutions on the financing of individual peacekeeping operations adopted during its seventy-fifth session (e.g. resolution [75/304](#), para. 28), requested that the Secretary-General continue his ongoing efforts to ensure the attainment of equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices and at all levels, including at the Director and higher levels, of the Secretariat, and requested him to report thereon in his next overview report.

287. Efforts to attain equitable geographical distribution in the Secretariat include the launch of its Geographical Diversity Strategy, which provides concrete streams of activities aimed at improving geographical representation; the implementation of targeted outreach activities to identify and recruit qualified candidates from unrepresented and underrepresented Member States; and the development of entity action plans outlining opportunities (vacancies and upcoming retirements) and scenarios for leveraging such opportunities at varying rates, in order to improve geographical representation. Demographic workforce information regarding the geographical distribution of staff and the representation status of Member States is presented in the report of the Secretary-General on the composition of the Secretariat ([A/76/570](#) and [A/76/570/Corr.1](#)). The report contains demographic information on staff subject to the system of desirable ranges, including forecast retirements of staff with geographical status over the next 10 years and the impact on the representation

status of Member States. That analysis serves to inform consideration with regard to actions to be taken in preparation for the long-term retirement trajectory for both the Organization and Member States.

Transfer of assets

288. The General Assembly, in its resolution [76/247](#) A–C on the programme budget for 2022, endorsed the recommendation expressed by the Advisory Committee in its report ([A/76/7/Add.1](#)) that an option for a full cost-recovery arrangement, with a detailed analysis of assets transferred between all the missions during the last 10 years, and include a cost-benefit analysis for the transfer of those assets be presented for the consideration of the Assembly at the second resumed part of its seventy-sixth session in the context of the peacekeeping operations overview report of the Secretary-General.

289. The Secretariat has prepared the requested analysis, which is presented in annex X to the present report.

XVIII. Action to be taken by the General Assembly

290. **The General Assembly is requested to take note of the present report.**

Annex I

Analysis of proposed resources for the period from 1 July 2022 to 30 June 2023

Table 1

Proposed requirements for the 2022/23 period by class of expenditure

(Thousands of United States dollars; budget year is from 1 July 2022 to 30 June 2023)

Class of expenditure	Apportionment (2021/22) ^a	Cost estimates (2022/23)	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel				
Military observers	63 665.1	57 506.0	(6 159.1)	(9.7)
Military contingents	2 411 231.4	2 440 364.9	29 133.5	1.2
United Nations police	110 210.3	100 463.8	(9 746.5)	(8.8)
Formed police units	211 610.9	207 761.0	(3 849.9)	(1.8)
Subtotal	2 796 717.7	2 806 095.7	9 378.0	0.3
Civilian personnel				
International staff	1 209 106.5	1 240 182.3	31 075.8	2.6
National staff	382 712.1	394 324.8	11 612.7	3.0
United Nations Volunteers	82 278.6	85 301.5	3 022.9	3.7
General temporary assistance	43 147.3	28 261.5	(14 885.8)	(34.5)
Government-provided personnel	11 438.7	11 564.3	125.6	1.1
Subtotal	1 728 683.2	1 759 634.4	30 951.2	1.8
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants and consulting services	6 390.0	6 068.8	(321.2)	(5.0)
Official travel	25 575.5	25 508.2	(67.3)	(0.3)
Facilities and infrastructure	481 333.1	507 572.5	26 239.4	5.5
Ground transportation	79 268.6	97 096.4	17 827.8	22.5
Air operations	553 560.2	594 389.2	40 829.0	7.4
Marine operations	5 509.5	6 870.2	1 360.7	24.7
Communications and information technology	279 812.4	275 474.5	(4 337.9)	(1.6)
Medical	31 940.5	29 999.7	(1 940.8)	(6.1)
Special equipment	100.0	—	(100.0)	(100.0)
Other supplies, services and equipment	337 159.5	349 770.6	12 611.1	3.7
Quick-impact projects	13 000.0	13 350.0	350.0	2.7
Subtotal	1 813 649.3	1 906 100.1	92 450.8	5.1
Enterprise resource planning	15 799.5	17 196.9	1 397.4	8.8
Global service delivery model	868.5	868.5	—	—
Peacekeeping Capability Readiness System	3 881.6	3 881.6	—	—
Umoja maintenance and support cost	18 221.4	18 588.6	367.2	2.0
Gross requirements	6 377 821.2	6 512 365.8	134 544.6	2.1
Staff assessment income	165 326.0	168 792.3	3 466.3	2.1
Net requirements	6 212 495.2	6 343 573.5	131 078.3	2.1
Voluntary contributions in kind (budgeted)	962.0	827.7	(134.3)	(14.0)
Total requirements	6 378 783.2	6 513 193.5	134 410.3	2.1

^a Exclusive of the authority to enter into commitments for UNISFA for the 2021/22 period in the amount of \$67.5 million, approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2022.

Main factors contributing to the variances in resource requirements for the 2022/23 period by class of expenditure

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Military observers	63 665.1	57 506.0	(6 159.1)	(9.7)

1. The decreased requirements of \$6.2 million (or 9.7 per cent) are attributable mainly to: (a) UNMISS (\$3.3 million); and (b) MONUSCO (\$3.2 million), resulting from the application of a lower net daily rate for the mission subsistence allowance, in accordance with the latest mission subsistence allowance rates effective 1 January 2022.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Military contingents	2 411 231.4	2 440 364.9	29 133.5	1.2

2. The increased requirements of \$29.1 million (or 1.2 per cent) are attributable mainly to: (a) MINUSMA (\$21.6 million), owing primarily to: (i) the application of a lower delayed deployment factor; (ii) higher costs for contingent-owned equipment self-sustainment owing to the expected improved performance of the related equipment; (iii) higher costs for rations related to annual warehouse and mobilization fees to guarantee food safety and availability in Timbuktu for Sector West; and (iv) higher costs for freight owing to anticipated increases in ocean freight costs based on industry estimates; (b) MINUSCA (\$20.1 million), resulting from: (i) higher costs for rations owing to mobilization costs for the anticipated establishment of a new rations contract effective March 2023 and a higher average per-person ceiling rate for rations; and (ii) higher costs for troop reimbursement, contingent-owned equipment and rations in connection with the anticipated higher average deployment of military personnel in line with Security Council resolution [2566 \(2021\)](#); and (c) UNIFIL (\$8.4 million), owing primarily to: (i) the higher costs for major contingent-owned equipment, in connection with the alignment with the revised statements of unit requirements for troop-contributing countries associated with the assessment of the Force; (ii) the higher self-sustainment costs related to improvements to medical services, the higher factors for operating conditions applicable to the mission area of operations, improved performance rates by some troop-contributing countries; and (iii) the higher costs for the mission subsistence allowance for military staff officers, based on the revised rates effective 1 January 2022.

3. The overall increase is offset in part by reduced requirements for: (a) UNMISS (\$10.9 million), attributable mainly to the application of a lower net daily rate for the mission subsistence allowance, a decrease in the average strength of military contingent personnel and lower freight costs for contingent-owned equipment due to the fact that there are no planned repatriations during the 2022/23 period; (b) MONUSCO (\$6.1 million), due mainly to lower requirements for contingent-owned equipment owing to lower actual statement of unit requirements, higher adjustment for non-functional or absent equipment; and to lower requirements for travel on emplacement, rotation and repatriation owing to the lower cost of rotation for quick-reaction forces; and (c) UNISFA (\$5.7 million), due mainly to the reduction in the authorized military contingent strength.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
United Nations police	110 210.3	100 463.8	(9 746.5)	(8.8)

4. The reduced requirements of \$9.7 million (or 8.8 per cent) are attributable mainly to: (a) UNMISS (\$10.5 million), as a result of the application of a lower mission subsistence allowance rate; and (b) MONUSCO (\$3.7 million), due mainly to a reduction in the mission subsistence allowance rate effective 1 January 2022 and a reduction in the proposed average number of United Nations police to be deployed.

5. The overall decrease is offset in part by increased requirements for MINUSCA (\$5.3 million), owing primarily to higher mission subsistence allowance rates based on revised rates effective 1 January 2022 and the planned higher average monthly deployment of United Nations police personnel.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Formed police units	211 610.9	207 761.0	(3 849.9)	(1.8)

6. The decreased requirements of \$3.8 million (or \$1.8 per cent) are attributable mainly to the closure of UNAMID and the non-inclusion of UNAMID (\$13.2 million) in the budget proposal for the 2022/23 period.

7. The overall decrease is offset in part by increased requirements for: (a) UNMISS (\$4.3 million), attributable mainly to the increase in the average strength of formed police personnel; (b) MINUSCA (\$2.1 million), attributable primarily to higher police cost reimbursement in connection with the planned higher average deployment in line with Security Council resolution [2566 \(2021\)](#), a lower estimated adjustment against the standard reimbursement for the deployment of non-functional or absent contingent-owned major equipment based on historical trends and higher costs for rations; (c) MONUSCO (\$1.6 million), due mainly to higher requirements for contingent-owned equipment owing to a change in the mission factors applicable to the mission area and to higher requirements for travel on emplacement, rotation and repatriation; (d) MINUSMA (\$0.9 million), attributable primarily to higher rates for self-sustainment contingent-owned equipment, a lower estimated adjustment against the standard reimbursement to troop-contributing countries for the deployment of non-functional or absent contingent-owned major equipment and the application of the lower delayed deployment factor in the computation of standard troop cost reimbursement; and (e) UNSOS (\$0.6 million), attributable mainly to improved serviceability of major and self-sustainment contingent-owned equipment, as well as review of the mission area factors.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
International staff	1 209 106.5	1 240 182.3	31 075.8	2.6

8. The increased requirements of \$31.1 million (or 2.6 per cent) are attributable mainly to: (a) MINUSCA (\$15.9 million), owing to the higher rates for international staff salaries based on the revised salary scale, the proposed conversion of 31 international general temporary assistance positions into posts; and the proposed establishment of seven new international posts; (b) UNIFIL (\$14.9 million), owing to the higher rates for international staff salaries based on the revised salary scale;

(c) support account (\$13.7 million), owing to standard adjustments in staff costs both at Headquarters and in field locations for the salary and common staff costs, and vacancy factors, as well as proposed post actions, including the transfer of 11 posts, previously funded by peacekeeping operations through a cost-recovery mechanism, to the support account and the proposed conversion of 14 positions to international posts; (d) UNMISS (\$12.7 million), resulting from the higher rates for international staff salaries based on the revised salary scale effective 1 January 2022, the proposed conversion of 16 general temporary assistance positions to posts in the Security and Safety Section and the proposed establishment of seven international staff posts; and (e) UNSOS (\$4.1 million), due mainly to the higher rates for international staff salaries based on the revised salary scale effective January 2022.

9. The overall increase is offset in part by the decreased requirements of UNAMID (\$37.9 million), due to the closure of the Operation and the non-inclusion of a budget proposal for the 2022/23 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
National staff	382 712.1	394 324.8	11 612.7	3.0

10. The increased requirements of \$11.6 million (or 3.0 per cent) are attributable mainly to: (a) MINUSMA (\$11.0 million), due to the revised salary scale effective September 2021 and the application of lower vacancy rates for national Professional Officers and national General Service staff; (b) UNIFIL (\$2.6 million), due to the higher rates for national staff salaries based on the revised salary scale and to the application of lower vacancy rates for National Professional Officers and national General Service staff; (c) UNMISS (\$1.9 million), due mainly to the application of the higher rate for danger pay entitlements for national staff; (d) support account (\$1.6 million), owing to standard adjustments in staff costs both at Headquarters and in field locations for the salary and common staff costs, vacancy factors and proposed post actions, including the transfer of 7 posts, previously funded by peacekeeping operations through a cost-recovery mechanism, to the support account; and (e) MINUSCA (\$1.3 million), due primarily to the application of the higher average level/step of the salary scale for national staff, the proposed conversion of seven general temporary assistance positions, fulfilling continuing functions, to posts, and the proposed establishment of five new National Professional Officer posts.

11. The overall increase is offset in part by decreased requirements for: (a) UNAMID (\$5.8 million), due to the closure of the Operation and the non-inclusion of a budget proposal for the 2022/23 period; and (b) MONUSCO (\$1.4 million), due to the proposed abolishment of 56 posts (3 National Professional Officer and 53 national General Service) as a result of the closure of the field office in Kalemie and to reduced requirements for danger pay owing to the discontinuation of the payment of danger pay in Butembo and Lubero as of 1 January 2021.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
United Nations Volunteers	82 278.6	85 301.5	3 022.9	3.7

12. The increased requirements of \$3.0 million (or 3.7 per cent) are attributable mainly to: (a) MONUSCO (\$3.2 million), due to an increase in the requirements for residential security based on the pattern of expenditures, an increase in the cost of medical and life insurance, a new requirement for the payment of a lump sum for rest and recuperation and an increase in the requirements related to assignment and

repatriation; (b) UNMISS (\$1.8 million), due mainly to the higher estimated costs for repatriations and onboarding and the application of higher rates for medical and life insurance and the volunteer living allowance; and (c) MINUSMA (\$1.2 million), due primarily to the application of a lower vacancy rate and higher United Nations Volunteers allowances based on current rates.

13. The overall increase is offset in part by decreased requirements at MINUSCA (\$3.6 million), attributable primarily to the lower United Nations Volunteers living allowance, and the application of a higher vacancy rate based on current incumbency patterns.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
General temporary assistance	43 147.3	28 261.5	(14 885.8)	(34.5)

14. The decreased requirements of \$14.9 million (or 34.5 per cent) are attributable mainly to: (a) MINUSCA (\$7.5 million), owing to the proposed conversion of 38 general temporary assistance to posts; (b) UNMISS (\$3.1 million), due mainly to the proposed conversion of 16 international general temporary assistance positions to posts; and (c) support account (\$2.3 million), due primarily to the conversion of 15 general temporary assistance positions (14 international and 1 national) to posts.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Government-provided personnel	11 438.7	11 564.3	125.6	1.1

15. The increased requirements of \$0.1 million (or 1.1 per cent) are attributable mainly to: (a) MINUSCA (\$0.8 million), as a result of higher mission subsistence allowance rates, based on revised rates effective 1 January 2022 and the application of a lower vacancy rate; and (b) MINUSMA (\$0.1 million), resulting from the higher cost for mission subsistence allowances owing to a higher number of personnel not provided with accommodation.

16. The overall increase is partially offset by the decreased requirements in: (a) UNMISS (\$0.5 million); and (b) MONUSCO (\$0.3 million), as a result of the application of a lower rate of mission subsistence allowance, in accordance with the latest rates effective 1 January 2022.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Consultants and consulting services	6 390.0	6 068.8	(321.2)	(5.0)

17. The decreased requirements of \$0.3 million (or 5.0 per cent) are attributable primarily to UNMISS (\$0.4 million), due to the increased utilization by the Mission of online platforms for training in the 2022/23 period.

18. The overall decrease is offset partially by the increased requirements, mainly at RSCE (\$0.1 million), as a result of the inclusion of the requirement for a training consultant in relation to a new query management system which will be rolled out in the 2022/23 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Official travel	25 575.5	25 508.2	(67.3)	(0.3)

19. The decreased requirements of \$0.07 million (or 0.3 per cent) are attributable mainly to: (a) UNAMID (\$0.7 million), due to the closure of the Operation and the non-inclusion of a budget proposal for the 2022/23 period; and (b) UNMISS (\$0.3 million), due mainly to the increased utilization by the Mission of online platforms for training in the 2022/23 period.

20. The overall decrease is offset in part by increased requirements for: (a) MONUSCO (\$0.8 million), due to an increase in regional political consultations in line with its mandated tasks as set out in Security Council resolution [2612 \(2021\)](#) and due to an increase in travel for periodic security threat assessments in the context of a volatile security situation in the conflict-affected areas of Ituri, North Kivu and South Kivu and in the context of increasing threats posed by non-State actors; and (b) UNIFIL (\$0.2 million), attributable primarily to the higher number of trips owing to the anticipated normalization of operational and training activities, given the easing of worldwide travel restrictions in connection with the COVID-19 pandemic.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Facilities and infrastructure	481 333.1	507 572.5	26 239.4	5.5

21. The increased requirements of \$26.2 million (or 5.5 per cent) are attributable mainly to: (a) MINUSMA (\$13.0 million), owing to the higher anticipated consumption of generator fuel at a higher average price per litre, the acquisition of safety and security equipment to replace the previous ground artillery radar system and higher costs for the operation and maintenance of an end-to-end solution for water supply and wastewater treatment systems and for the operation and maintenance of generators; (b) UNIFIL (\$8.0 million), due primarily to the higher anticipated average cost of generator fuel, increased procurement of engineering supplies, prefabricated facilities, accommodation and refrigeration equipment and construction material and field defence supplies for the rehabilitation and major repairs and maintenance of headquarters and sector facilities and force protection-related structures, as well as the engagement of services for construction, alteration, renovation and major maintenance in connection with the proposed hardwall facility for military and civilian personnel, to replace old prefabricated facilities; (c) UNSOS (\$6.7 million), resulting mainly from the proposed procurement of warehouse management services to be provided in Mogadishu, Beledweyne, Baidoa, Jawhar and Kismaayo, the reclassification of expenditures, previously posted as other services under the other supplies, services and equipment class of expenditures, to maintenance under that class of expenditures and increased price of generator fuel, as well as an increase in operational and management fees due to the change in contractual arrangements, increased procurement of prefabricated facilities, accommodation and refrigeration equipment due to an increased requirement for gabions for the new AMISOM forward operating bases; (d) UNMISS (\$4.7 million), as a result of the higher price of fuel, the planned implementation of closed circuit television (CCTV) systems in various Mission locations to strengthen the perimeter security of the UNMISS compounds, higher costs for unarmed security guard services as a result of new contractual arrangements effective May 2021, and an increase in the number of locations under the cleaning and camp support services contract from 12 to 21; and (e) MONUSCO (\$4.3 million), due mainly to an increase in claims for residential security by uniformed personnel, the replacement of four airport weather

advisory systems in Bunia, Beni, Goma and Bukavu, the acquisition of construction materials for the construction of an apron and a parking area at Goma airport to accommodate the relocation of a C-130 aircraft from Entebbe to Goma, the replacement and replenishment of security and safety equipment for four aviation emergency crash and rescue teams in Bukavu, Goma, Kinshasa and Beni, higher requirements for generator repair services and an increase in the cost of fuel.

22. The overall increase is offset in part by decreased requirements at MINUSCA (\$8.1 million), owing to: (a) the transfer of provisions for its tactical unmanned aircraft systems to air operations services, in line with the recommendation of the Board of Auditors, from security services, under facilities and infrastructure, where the provisions were reflected in the approved budget for the 2021/22 period; (b) the acquisition of fewer spare parts and supplies for the operation and maintenance of wastewater treatment plants and ablution units owing to the sufficient inventory acquired in the previous periods, and the acquisition of fewer prefabricated facilities and less accommodation and refrigeration equipment given the completion of the replacement of old prefabricated buildings; and (c) UNAMID (\$4.9 million), due to the closure of the Operation and the non-inclusion of a budget proposal for the 2022/23 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Ground transportation	79 268.6	97 096.4	17 827.8	22.5

23. The increased requirements of \$17.8 million (or 22.5 per cent) are attributable mainly to: (a) MINUSMA (\$7.5 million), owing to the higher anticipated consumption of fuel for vehicles at a higher average price per litre, based on actual consumption levels for the current period and trends, the net addition of 10 light personnel vehicles, 22 special purpose vehicles and 13 armoured vehicles to improve the protection and security of personnel in remote locations and replace vehicles which have exceeded their life expectancy; (b) UNSOS (\$4.0 million), due mainly to the proposed acquisition of special purpose vehicles and ground transportation assets to replace ageing vehicles and equipment; (c) MINUSCA (\$3.2 million), due primarily to the higher anticipated consumption of fuel for vehicles at a higher average price per litre; (d) MONUSCO (\$1.6 million), due mainly to the replacement of 10 sedan vehicles, 13 trucks, 11 forklifts and 6 cargo vans which are past life expectancy; and (e) UNIFIL (\$1.6 million), due primarily to the higher anticipated average price per litre of fuel for vehicles.

24. The overall increase is offset in part by decreased requirements for: (a) UNFICYP (\$0.6 million), attributable primarily to completion of the five-year plan for the phased replacement of leased vehicles with United Nations-owned vehicles in the 2021/22 period, resulting in the non-requirement for the acquisition of vehicles and the lower cost for the rental of vehicles; and (b) UNAMID (\$0.4 million), due to the closure of the Operation and the non-inclusion of a budget proposal for the 2022/23 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Air operations	553 560.2	594 389.2	40 829.0	7.4

25. The increased requirements of \$40.8 million (or 7.4 per cent) are attributable mainly to: (a) MINUSMA (\$24.7 million), as a result of the higher costs for the deployment of five additional military utility helicopters and increase in the number of unmanned aerial vehicles and systems deployed as part of force adaptation, the higher anticipated consumption of fuel, based on actual consumption trends, additional ground handling charges for expanded air operations support throughout

Mali and areas of interest in neighbouring countries and the Sahel, and the acquisition of equipment and supplies for security enhancement; (b) MINUSCA (\$13.4 million), due primarily to higher costs for fuel due to higher anticipated consumption, based on actual consumption levels for the current period and trends and higher mobilization fees as reflected in the new fuel contract established in November 2021; (c) UNISFA (\$7.1 million), resulting from the rental and operation of military helicopters, owing mainly to the deployment of two additional Mi-17 helicopters under letter of assist, in line with the recommendations contained in the strategic review that highlighted the need for UNISFA to ensure high mobility during operations and the higher projected volume of aviation fuel; and (d) UNMISS (\$6.9 million), due mainly to the higher price and higher volume of fuel.

26. The overall increase is offset in part by decreased requirements for: (a) MONUSCO (\$6.2 million), stemming from the reduction in the fleet by two aircraft in line with the reduction in the Mission footprint and the reconfiguration of the Force Intervention Brigade; the lower cost of MI-8 helicopters and the non-recurrent requirement for the acquisition of three K-loaders and four mechanical loaders acquired in the 2021/22 period; (b) UNAMID (\$3.8 million), due to the closure of the Operation and the non-inclusion of a budget proposal in the 2022/23 period; and (c) UNSOS (\$2.4 million), attributable mainly to lower contractual costs for UNSOS fixed-wing aircraft due to the change in the aircraft type and a reduction in flight hours.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Marine operations	5 509.5	6 870.2	1 360.7	24.7

27. The increased requirements of \$1.4 million (or 24.7 per cent) are attributable mainly to UNMISS (\$1.2 million), arising from the provisions for the rental of a new self-propelled support vessel that could enable a marine unit to patrol 1,200 km of waterways, providing reach to security-risk-prone areas that are inaccessible by road.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Communications and information technology	279 812.4	275 474.5	(4 337.9)	(1.6)

28. The decreased requirements of \$4.3 million (or 1.6 per cent) are attributable mainly to: (a) UNIFIL (\$4.5 million), due primarily to the non-requirement for the acquisition of communications and information technology equipment and the maintenance of the associated equipment and support services, the requirement for which was included in the 2021/22 period budget; (b) UNAMID (\$3.3 million), due to the closure of the Operation and the non-inclusion of a budget proposal in the 2022/23 period; and (c) RSCE (\$0.5 million), due mainly to the lower cost for Internet connectivity service as a result of the utilization by MONUSCO of satellite-based Internet that covers the entire base, including the Centre, at lower costs and the projected reduction in staffing for the period resulting in reduced ICT support service charges.

29. The overall decrease is offset in part by increased requirements for: (a) UNMISS (\$1.9 million), attributable mainly to additional network equipment licence subscription fees due to the acquisition of new equipment in the 2020/21 budget period, increased requirements for checkpoint licences and provisions for information and communications technology contractors for support services in data analytics and the completion of the radio frequency identification project; (b) UNLB (\$0.8 million),

arising from the planned establishment of new contracts to hire equipment with high performance data storage and backup services supporting the hybrid cloud strategy, which will enhance the quality and speed of data storage services while ensuring flexible pay-per-use settlement modalities, and for the replacement of obsolete communications and information technology equipment; (c) UNISFA (\$0.7 million), attributable mainly to the need for the upgrade and expansion of the microwave links connecting team sites to the mission headquarters; and (d) MINUSCA (\$0.7 million), attributable primarily to higher costs for equipment owing to the acquisition of aircraft band transceivers and higher costs for public information and publication services for increased promotional and printing materials and broadcasting services for sensitization on and implementation of a countrywide electoral communication and education campaign.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Medical	31 940.5	29 999.7	(1 940.8)	(6.1)

30. The decreased requirements of \$1.9 million (or 6.1 per cent) are attributable mainly to: (a) UNSOS (\$1.1 million), owing to the reduced acquisition of drugs, surgical consumables and pharmaceutical supplies due to the expected delivery during the budget period of items procured in the 2021/22 period which were delayed owing to logistical challenges in the supply chain as a result of the pandemic; (b) MINUSCA (\$0.7 million), due primarily to the acquisition of fewer first aid kits given the sufficient inventory acquired in the previous period; and (c) UNAMID (\$0.5 million), due to the closure of the Operation and the non-inclusion of a budget proposal in the 2022/23 period.

31. The overall decrease is offset in part by increased requirements for UNISFA (\$0.3 million), attributable mainly to the acquisition of COVID-19 testing equipment and supplies and additional personal protective equipment for the incoming multinational contingent personnel.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Special equipment	100.0	–	(100.0)	(100.0)

32. The reduction of \$0.1 million (or 100 per cent) is attributable to the non-recurring requirement for the acquisition of five items of additional explosive detection equipment for access control gates, as approved in the MINURSO budget for the 2021/22 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Other supplies, services and equipment	337 159.5	349 770.6	12 611.1	3.7

33. The increased requirements of \$12.6 million (or 3.7 per cent) are attributable mainly to: (a) MINUSMA (\$10.2 million), due primarily to the provision of technical working sessions to Malian defence and security forces, the establishment of two coordinated temporary operating bases, increased activities with implementing partners, higher costs for freight and related costs in connection with the higher acquisition levels and the engagement of a higher number of individual contractual

personnel in support of the implementation of the force adaptation plan; (b) MINUSCA (\$7.0 million), due primarily to: (i) higher costs for mine detection and mine clearing services in connection with the additional activities to be undertaken by the Mission, through the Mine Action Service, in line with the reinforced mandate authorized by the Security Council in its resolution 2605 (2021); and (ii) higher costs for other programmatic activities due to increased efforts in its support in the areas of the restoration of State authority, local peace initiatives and victims of sexual exploitation and abuse and to the Mission's efforts to restore the level of programmatic activities to that prior to the slowdown caused by the COVID-19 pandemic and the evolved security and political context following the electoral violence in 2020 and 2021; and (c) UNISFA (\$2.9 million), owing to the increased level of programmatic activities, and other freight and related costs associated with acquisitions under facilities and infrastructure and communications and information technology.

34. The overall increase is offset in part by decreased requirements for UNAMID (\$7.2 million), due to the closure of the Operation and the non-inclusion of a budget proposal for the 2022/23 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Quick-impact projects	13 000.0	13 350.0	350.0	2.7

35. The increased requirements of \$0.4 million (or 2.7 per cent) are attributable to: (a) UNMISS (\$0.5 million), mainly arising from the planned implementation of additional quick-impact projects concerning the political, peace and reconciliation processes to promote the broadening of the political and civic space and locally initiated political engagement and reconciliation initiatives during the consultation process on constitution-making and elections; and (b) UNDOF (\$0.1 million), arising primarily from the proposed inclusion of two additional projects related to the refurbishment of two medical facilities in support of the efforts to mitigate the effect of the COVID-19 pandemic.

36. The overall increase is offset in part by decreased requirements at MONUSCO (\$0.3 million), owing to a reduction in the number of projects, in line with the withdrawal of the Mission from the Kasai provinces in June 2021 and from Tanganyika in June 2022.

Table 2

Proposed resource requirements for quick-impact projects for the 2022/23 period by peacekeeping mission

(Thousands of United States dollars)

	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNDOF</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMISS</i>	<i>Total</i>
Quick-impact projects	3 000.0	4 800.0	1 250.0	300.0	500.0	500.0	3 000.0	13 350.0

Note: While typically represented under a similar group of expenditures, quick-impact projects are not characterized as programmatic activities. Quick-impact projects are used by United Nations peacekeeping operations to establish and build confidence in the mission, its mandate and the peace process, thereby improving the environment for effective mandate implementation.

Table 3
Proposed resource requirements for the 2022/23 period by peacekeeping component

(Thousands of United States dollars; budget year is from 1 July 2021 to 30 June 2022)

Peacekeeping component	Apportionment (2021/22) ^a	Proposed budget (2022/23)	Variance	
			Amount	Percentage
MINURSO	56 537.8	61 039.2	4 501.4	8.0
MINUSCA	1 036 595.6	1 087 084.9	50 489.3	4.9
MINUSMA	1 171 612.5	1 262 069.7	90 457.2	7.7
MONUSCO	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)
UNAMID ^b	78 855.9	–	(78 855.9)	(100.0)
UNDOF	61 218.2	64 868.8	3 650.6	6.0
UNFICYP	53 798.0	54 507.7	709.7	1.3
UNIFIL	476 842.0	507 223.4	30 381.4	6.4
UNISFA	260 445.3	263 374.8	2 929.5	1.1
UNMIK	41 298.5	41 947.3	648.8	1.6
UNMISS	1 115 633.9	1 122 939.0	7 305.1	0.7
UNSOS	519 874.5	526 933.6	7 059.1	1.4
Subtotal	5 915 441.1	6 029 265.4	113 824.3	1.9
UNLB	65 694.7	66 318.8	624.1	1.0
RSCE ^c	40 272.3	43 185.6	2 913.3	7.2
Support account for peacekeeping operations ^d	356 413.1	373 596.0	17 182.9	4.8
Subtotal	6 377 821.2	6 512 365.8	134 544.6	2.1
Voluntary contributions in kind (budgeted)	962.0	827.7	(134.3)	(14.0)
Total	6 378 783.2	6 513 193.5	134 410.3	2.1

^a Exclusive of the proposed request for the authority to enter into commitments for UNISFA for the 2021/22 period in the amount of \$67.5 million, approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2022.

^b Pursuant to Security Council resolution [2559 \(2020\)](#), the UNAMID mandate ended on 31 December 2020. The subsequent liquidation phase and closure continued in the 2021/22 period. Consequently, there is no proposed budget for the 2022/23 period.

^c Inclusive of \$1,820,200 to be charged against the appropriation for the programme budget for 2022 under section 3, Political affairs, approved by the General Assembly in its resolution [76/246](#).

^d Inclusive of requirements for the period from 1 July 2022 to 30 June 2023 for: enterprise resource planning (\$17.2 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$18.2 million).

Main factors contributing to variances in resource requirements for the 2022/23 period by peacekeeping component

	Apportionment	Proposed budget	Variance	
			Amount	Percentage
MINURSO	56 537.8	61 039.2	4 501.4	8.0

37. The proposed budget of \$61.0 million represents an increase of 8.0 per cent (\$4.5 million) compared with the approved budget for the 2021/22 period.

38. The increased requirements are attributable primarily to: (a) international staff (\$1.4 million), resulting from the application of the higher rates for international staff salaries based on the revised salary scale effective 1 January 2022 and the proposed establishment of two international staff posts; (b) air operations (\$0.8 million), resulting from the higher average price of fuel; (c) facilities and infrastructure (\$0.8 million owing to the higher average price of fuel and a proposed new contract for technical support services for team sites related to maintenance and repair of infrastructure; (d) national staff (\$0.7 million), due to the application of the higher step level of the salary scale in the computation of salaries for the General Service staff and the application of the updated salary scale for Laayoune duty station in the 2022/23 period, as well as the appreciation of the Moroccan dirham compared with the United States dollar; and (e) military observers (\$0.5 million), resulting from the application of a higher net daily mission subsistence rate, in accordance with the latest mission subsistence allowance rates effective 1 January 2022.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUSCA	1 036 595.6	1 087 084.9	50 489.3	4.9

39. The proposed budget of \$1,087.1 million represents an increase of 4.9 per cent (\$50.5 million) compared with the approved budget for the 2021/22 period.

40. The increased requirements are attributable primarily to: (a) military contingents (\$20.1 million) resulting from: (i) higher costs for rations owing to mobilization costs for the anticipated establishment of a new rations contract effective March 2023 and a higher average per-person ceiling rate for rations; (ii) higher costs for troop reimbursement, contingent-owned equipment and rations in connection with the anticipated higher average deployment of military personnel in line with Security Council resolution 2566 (2021); and (iii) higher reimbursement costs for contingent-owned equipment owing to the deployment of new or enhanced major equipment for existing units; (b) international staff (\$15.9 million), due primarily to the higher rates for international staff salaries based on the revised salary scale, the proposed conversion of 31 general temporary assistance positions into regular posts and the proposed establishment of seven new international posts; (c) air operations (\$13.4 million), due primarily to higher costs for fuel due to higher anticipated consumption based on actual consumption levels for the current period and trends and higher mobilization fees as reflected in the new fuel contract established in November 2021; and (d) other supplies, services and equipment (\$7.0 million), due primarily to: (i) higher costs for mine detection and mine clearing services in connection with the additional activities to be undertaken by the Mission, through the Mine Action Service, in line with the reinforced mandate authorized by the Security Council in its resolution 2605 (2021); and (ii) higher costs for other programmatic activities due to increased efforts in its support in the areas of the restoration of State authority, local peace initiatives and victims of sexual exploitation and abuse, and due to the Mission's efforts to restore the level of programmatic activities to that prior to the slowdown caused by the COVID-19 pandemic and the evolved security and political context following the electoral violence in 2020 and 2021.

41. The overall increased requirements are offset in part by reduced requirements for: (a) facilities and infrastructure (\$8.1 million), attributable primarily to the acquisition of fewer spare parts and supplies for the operation and maintenance of wastewater treatment plants and ablution units, owing to sufficient inventory acquired in the previous periods, and the acquisition of fewer prefabricated facilities and less accommodation and refrigeration equipment given the completion of the replacement of old prefabricated buildings; and (b) general temporary assistance (\$7.5 million)

attributable primarily to the proposed conversion of 38 general temporary assistance to regular posts.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUSMA	1 171 612.5	1 262 069.7	90 457.2	7.7

42. The proposed budget of \$1,262.1 million represents an increase of 7.7 per cent (\$90.5 million) compared with the approved budget for the 2021/22 period.

43. The increased requirements are attributable primarily to: (a) air operations (\$24.7 million), as a result of the higher costs for the deployment of five additional military utility helicopters and the increase in the number of unmanned aerial vehicles and systems deployed as part of force adaptation, the higher anticipated consumption of fuel, based on actual consumption trends, additional ground handling charges for expanded air operations support throughout Mali and areas of interest in neighbouring countries and the Sahel, and the acquisition of equipment and supplies for security enhancement; (b) military contingents (\$21.6 million), due primarily to the application of the lower delayed deployment factor, higher costs for contingent-owned equipment self-sustainment owing to the expected improved performance of the related equipment, higher costs for rations as they relate to warehouse annual and mobilization fees to guarantee food safety and availability in Timbuktu for Sector West, and higher costs for freight owing to anticipated increases in ocean freight costs based on industry estimates; (c) facilities and infrastructure (\$13.0 million), due primarily to the higher anticipated consumption of generator fuel at a higher average cost based on actual consumption levels for the current period and trends, the acquisition of safety and security equipment to replace the previous ground artillery radar system and higher costs for the operation and maintenance of an end-to-end solution for water supply and wastewater treatment systems, as well as the operation and maintenance of generators; (d) national staff (\$11.0 million), due to the revised salary scale effective September 2021 and the application of the lower vacancy rate for national Professional Officers and national General Service staff; and (e) other supplies, services and equipment (\$10.2 million), due primarily to the provision of technical working sessions to Malian defence and security forces, the establishment of two coordinated temporary operating bases, increased activities with implementing partners, higher costs for freight and related costs in connection with the higher amount of acquisition and the engagement of a higher number of individual contractual personnel in support of the implementation of the force adaptation plan.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MONUSCO	1 042 728.9	1 037 277.0	(5 451.9)	(0.5)

44. The proposed budget of \$1,037.3 million represents a decrease of 0.5 per cent (\$5.5 million) compared with the approved budget for the 2020/21 period.

45. The decreased requirements are attributable mainly to: (a) air operations (\$6.2 million), stemming from the reduction in the fleet by two aircraft in line with the reduction in the Mission footprint and the reconfiguration of the Force Intervention Brigade; the lower cost of MI-8 helicopters and the non-recurrent requirement for the acquisition of three K-loaders and four mechanical loaders acquired in the 2021/22 period; (b) military contingents (\$6.1 million), due mainly to lower requirements for contingent-owned equipment owing to a lower actual

statement of unit requirements, a higher adjustment for non-functional or absent equipment and lower requirements for travel on emplacement, rotation and repatriation owing to the lower cost of rotation for quick-reaction forces; (c) United Nations police (\$3.7 million), due mainly to a reduction in the mission subsistence allowance rate effective 1 January 2022 and a reduction in the proposed average number of United Nations police to be deployed; and (d) military observers (\$3.2 million), due mainly to a reduction in the mission subsistence allowance rate effective 1 January 2022.

46. The overall decreased requirements are offset in part by increased requirements for: (a) facilities and infrastructure (\$4.3 million), due mainly to an increase in claims for residential security by uniformed personnel, the replacement of four airport weather advisory systems in Bunia, Beni, Goma and Bukavu, the acquisition of construction materials for the construction of an apron and a parking area at Goma airport to accommodate the relocation of a C-130 aircraft from Entebbe to Goma, the replacement and replenishment of security and safety equipment for four aviation emergency crash and rescue teams in Bukavu, Goma, Kinshasa and Beni, higher requirements for generator repair services and an increase in the cost of fuel; (b) United Nations Volunteers (\$3.2 million), due mainly to an increase in the requirements for residential security based on the pattern of expenditures, an increase in the cost of medical and life insurance, a new requirement for the payment of a lump sum for rest and recuperation, as the Mission discontinued regular flights to Entebbe for rest and recuperation, and an increase in the requirements related to assignment and repatriation in line with the increase in the number of United Nations Volunteers reaching four years of service; (c) other supplies, services and equipment (\$2.2 million), due mainly to the movement of equipment from Kalemie following the closure of the office, and an increase in freight costs, increased requirements for the mine action programme for the rental of specialized equipment for the detection of improvised explosive devices and the deployment of two personnel for the delivery of the mine action programme; and (d) international staff (\$2.0 million), due mainly to an increase in the estimated monthly average salary costs applied for the 2022/23 period in line with the revised salary scale effective 1 January 2022.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNDOF	61 218.2	64 868.8	3 650.6	6.0

47. The proposed budget of \$64.9 million represents an increase of 6.0 per cent (\$3.7 million) compared with the approved budget for the 2021/22 period.

48. The increased requirements are attributable primarily to: (a) military contingents (\$2.4 million), resulting from the application of a lower vacancy rate to reflect the deployment of 46 additional troops, resulting in higher costs for standard troop reimbursement and mission subsistence allowance, as well as associated costs, such as rations, contingent-owned major equipment and travel on emplacement, rotation and repatriation; (b) facilities and infrastructure (\$1.0 million), due primarily to the higher anticipated average cost of generator fuel, and the higher costs for the acquisition of long-range observation equipment to ensure the safety and security of United Nations personnel; and (c) international staff (\$0.6 million), due primarily to the higher estimated common staff costs, based on higher actual costs, the higher rates for international salaries based on the revised salary scale and the proposed conversion of one general temporary assistance position to an international staff post.

49. The overall increased requirements are offset in part by reduced requirements for: (a) national staff (\$0.2 million), attributable primarily to the application of a

higher vacancy rate; and (b) communications and information technology (\$0.2 million), attributable primarily to lower requirements for the acquisition and maintenance of communications and information technology equipment and support services, and associated spare parts, owing to the non-recurrent requirement for the one-time costs related to the installation of equipment in the newly refurbished positions of the Force.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNFICYP	53 798.0	54 507.7	709.7	1.3

50. The proposed budget of \$54.5 million represents an increase of 1.3 per cent (\$0.7 million) compared with the approved budget for the 2021/22 period.

51. The increased requirements are attributable primarily to the higher mission subsistence allowance rates based on the revised rates effective 1 January 2022, resulting in increased requirements for: (a) United Nations police (\$0.9 million); and (b) military contingents (\$0.7 million).

52. The overall increased requirements are offset in part primarily by reduced requirements for ground transportation (\$0.6 million), attributable primarily to completion of the five-year plan for the phased replacement of leased vehicles with United Nations-owned vehicles in the 2021/22 period, resulting in the non-requirement for the acquisition of vehicles and the related lower cost for rental of vehicles; and for national staff (\$0.4 million), attributable primarily to the impact of the depreciation of the euro against the United States dollar.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNIFIL	476 842.0	507 223.4	30 381.4	6.4

53. The proposed budget of \$507.2 million represents an increase of 6.4 per cent (\$30.4 million) compared with the approved budget for the 2021/22 period.

54. The increased requirements are attributable primarily to: (a) international staff (\$14.9 million), owing to the higher rates for international staff salaries based on the revised salary scale; (b) military contingents (\$8.4 million), as a result of: (i) the higher costs for major contingent-owned equipment, in connection with the restructuring of four key mechanized battalions and the alignment with the revised statements of unit requirements for troop-contributing countries associated with the assessment of the Force; (ii) the higher costs for self-sustainment related to improvements to medical services, the higher factors for operating conditions applicable to the mission area of operations and improved performance rates by some troop-contributing countries; and (iii) the higher costs for the mission subsistence allowance for military staff officers based on the revised rates effective 1 January 2022; and (c) facilities and infrastructure (\$8.0 million), due primarily to the higher anticipated average cost of generator fuel, increased procurement of engineering supplies, prefabricated facilities, accommodation and refrigeration equipment and construction material and field defence supplies for the rehabilitation and major repairs and maintenance of headquarters and sector facilities and force protection-related structures, as well as the engagement of services for construction, alteration, renovation and major maintenance in connection with the proposed hardwall facility for military and civilian personnel, to replace old prefabricated facilities.

55. The overall increased requirements are offset in part by reduced requirements for communications and information technology (\$4.5 million), attributable primarily to the non-requirement for the acquisition of communications and information technology equipment and the maintenance of the equipment and support services.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNISFA	260 445.3	263 374.8	2 929.5	1.1

56. The proposed budget of \$263.4 million represents an increase of 1.1 per cent (\$2.9 million) compared with the approved budget for the 2021/22 period, exclusive of the authority to enter into commitments for UNISFA for the 2021/22 period in the amount of \$67.5 million, approved by the Advisory Committee on Administrative and Budgetary Questions on 23 March 2022.

57. The increased requirements are attributable primarily to: (a) air operations (\$7.1 million), resulting from the rental and operation of military helicopters, owing mainly to the deployment of two additional Mi-17 helicopters under letter-of-assist, in line with the recommendations contained in the strategic review that highlighted the need for UNISFA to ensure high mobility during operations and the higher projected volume of aviation fuel; and (b) other supplies, services and equipment (\$2.9 million), owing to the increased level of programmatic activities, and other freight and related costs associated with acquisitions under facilities and infrastructure and communications and information systems.

58. The overall increased requirements are offset in part by reduced requirements for: (a) military contingents (\$5.7 million), attributable mainly to the reduction in the authorized military strength; and (b) United Nations police (\$1.9 million), attributable mainly to the application of a lower net daily rate for the mission subsistence allowance and a higher planned vacancy rate in the 2022/23 period.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNMIK	41 298.5	41 947.3	648.8	1.6

59. The proposed budget of \$41.9 million represents an increase of 1.6 per cent (\$0.6 million) compared with the approved budget for the 2021/22 period.

60. The increased requirements are attributable primarily to: (a) international staff (\$0.7 million), resulting from the revised base salary scale and the updated post adjustment multiplier for international staff; and (b) United Nations Volunteers (\$0.1 million), due mainly to the increase in the volunteer living allowance and the application of a lower vacancy rate on the basis of historical recruitment patterns.

61. The overall increased requirements are offset in part by reduced requirements for communications and information technology (\$0.2 million), resulting from the reduced cost of leased lines due to a new contract with local Internet service providers, the reduced charges for physical server hosting services due to the lower number of servers in the Mission and no requirement for the cost-sharing provision for the field remote infrastructure monitoring system.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNMISS	1 115 633.9	1 122 939.0	7 305.1	0.7

62. The proposed budget of \$1,122.9 million represents an increase of 0.7 per cent (\$7.3 million) compared with the approved budget for the 2021/22 period.

63. The increased requirements are attributable primarily to: (a) international staff (\$12.7 million), resulting from the higher rates for international staff salaries based on the revised salary scale effective 1 January 2022, the proposed conversion of 16 general temporary assistance positions to posts in the Security and Safety Section and the proposed establishment of 7 international staff posts; (b) air operations (\$6.9 million), due mainly to the higher price and higher volume of fuel; (c) facilities and infrastructure (\$4.7 million), owing to the higher price of fuel, the planned implementation of CCTV systems in various Mission locations to strengthen the perimeter security of the UNMISS compounds, higher contractual costs for unarmed security guard services arising from new contractual arrangements effective May 2021 and an increase in the number of locations under the cleaning and camp support services contract from 12 to 21; and (d) formed police units (\$4.3 million), due mainly to the increase in the average strength of formed police personnel.

64. The overall increased requirements are offset in part by reduced requirements for: (a) military contingents (\$10.9 million), attributable mainly to the application of a lower net daily mission subsistence allowance rate, a decrease in the average strength of military contingent personnel, and lower costs for freight and deployment of contingent-owned equipment owing to the fact that there are no planned repatriations during the 2022/23 period; and (b) United Nations police (\$10.5 million), attributable mainly to the application of a lower net daily mission subsistence allowance rate.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNSOs	519 874.5	526 933.6	7 059.1	1.4

65. The proposed budget of \$526.9 million represents an increase of 1.4 per cent (\$7.1 million) compared with the approved budget for the 2021/22 period.

66. The increased requirements are attributable primarily to: (a) facilities and infrastructure (\$6.7 million), arising mainly from the proposed procurement of warehouse management services to be provided in Mogadishu, Beledweyne, Baidoa, Jawhar and Kismaayo, the increased price of generator fuel and the increase in operational and management fees due to the change in contractual arrangements and increased procurement of prefabricated facilities, accommodation and refrigeration equipment due to the increased requirement for gabions for the new AMISOM forward operating bases; (b) international staff (\$4.1 million), due mainly to the higher rates for international staff salaries based on the revised salary scale effective January 2022; and (c) ground transportation (\$4.0 million), due mainly to the proposed acquisition of special purpose vehicles and ground transportation assets to replace ageing vehicles and equipment.

67. The overall increased requirements are offset in part by reduced requirements for: (a) other supplies, services and equipment (\$3.0 million), attributable mainly to lower freight due to fewer anticipated acquisitions during the 2022/23 period; (b) air operations (\$2.4 million), attributable mainly to lower contractual costs for UNSOs

fixed-wing aircraft due to the change in the aircraft type, as well as a reduction in flight hours, lower utilization of the satellite tracking systems, and a lower number of sorties due to the reduced flight hours; (c) military contingents (\$1.1 million), attributable mainly to reduced costs for rotation and emplacement due to the estimated lower cost of commercial travel; and (d) medical (\$1.1 million), attributable mainly to reduced acquisition of drugs, surgical consumables and pharmaceutical supplies due to expected delivery during the budget period of items procured in the 2021/22 period, which were delayed owing to logistical challenges in the supply chain as a result of the pandemic.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNLB	65 694.7	66 318.8	624.1	1.0

68. The proposed budget of \$66.3 million represents an increase of 1.0 per cent (\$0.6 million) compared with the approved budget for the 2021/22 period.

69. The increased requirements are attributable primarily to: (a) communications and information technology (\$0.8 million), arising from the planned establishment of new contracts to hire equipment with high performance data storage and backup services supporting the hybrid cloud strategy, which will enhance the quality and speed of data storage services while ensuring flexible pay-per-use settlement modalities, and for the replacement of obsolete communications and information technology equipment; and (b) international staff (\$0.2 million), due mainly to the proposed establishment of three new posts, and the realignment of the staff assessment rates with the salary scales.

70. The overall increased requirements are offset in part by reduced requirements for national staff (\$0.2 million), attributable mainly to the impact of the appreciation of the United States dollar against the euro.

	<i>Apportionment</i>	<i>Proposed budget</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
RSCE	40 272.3	43 185.6	2 913.3	7.2

71. The proposed budget of \$43.2 million represents an increase of 7.2 per cent (\$2.9 million) compared with the approved budget for the 2021/22 period.

72. The increased requirements are attributable primarily to: (a) international staff (\$2.5 million), arising from the proposed reduction in vacancy rates, taking into account the current vacancy rates and the Centre's recruitment plan, the updated salary rates for international staff reflecting the revised salary rates effective 1 January 2022, and an increase in the requirement for common staff costs based on trends in actual expenditures; and (b) national staff (\$0.8 million), due primarily to the proposed conversion of two Field Service posts to National Professional Officer posts, the application of a higher step for National Professional Officers to reflect the actual average staff step level and the increase in the requirement for common staff costs based on trends in actual expenditures such as increases in dependency allowances, health insurance and pension subsidies.

73. The overall increased requirements are offset in part by reduced requirements for communications and information technology (\$0.5 million), attributable mainly to the lower cost for Internet connectivity service as a result of the utilization by MONUSCO of satellite-based Internet that covers the entire base, including the

Centre, at lower costs and the projected reduction in staffing for the period resulting in reduced information and communications technology support service charges.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Support account for peacekeeping operations	356 413.1	373 596.0	17 182.9	4.8

74. The proposed budget of \$373.6 million represents an increase of 4.8 per cent (\$17.2 million) compared with the approved budget for the 2021/22 period.

75. The increased requirements are attributable primarily to: (a) standard adjustment in standard salary costs, including vacancy rates (\$9.4 million); (b) transfer of 18 posts previously funded by the peacekeeping operations through a cost-recovery mechanism (\$3.3 million); (c) enterprise resource planning (Umoja), based on the amount noted by the General Assembly in section VI, paragraph 9, of its resolution [76/246](#), and Umoja maintenance and support costs (\$1.8 million); (d) the provision for the triennial Working Group on Contingent-Owned Equipment (\$1.2 million); (e) the delayed impact of post actions approved in the 2021/22 period (\$0.8 million); and (f) the increase in the peacekeeping share of after-service health insurance (\$0.7 million).

Annex II

Analysis of budget performance for the period from 1 July 2020 to 30 June 2021

Table 1

Budget performance for the 2020/21 period by class of expenditure

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

Class of expenditure	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	68 140.2	62 621.1	5 519.1	8.1
Military contingents	2 476 596.0	2 437 863.4	38 732.6	1.6
United Nations police	119 433.8	98 982.7	20 451.1	17.1
Formed police units	249 552.8	232 005.8	17 547.0	7.0
Subtotal	2 913 722.8	2 831 473.0	82 249.8	2.8
Civilian personnel				
International staff	1 278 604.8	1 255 810.4	22 794.4	1.8
National staff	392 749.3	420 894.3	(28 145.0)	(7.2)
United Nations Volunteers	78 417.3	81 424.3	(3 007.0)	(3.8)
General temporary assistance	54 148.4	54 807.8	(659.4)	(1.2)
Government-provided personnel	13 486.5	11 985.7	1 500.8	11.1
Subtotal	1 817 406.3	1 824 922.5	(7 516.2)	(0.4)
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants and consulting services	7 610.2	6 164.7	1 445.5	19.0
Official travel	32 782.4	17 569.9	15 212.5	46.4
Facilities and infrastructure	581 481.9	582 291.8	(809.9)	(0.1)
Ground transportation	94 972.7	93 490.4	1 482.3	1.6
Air operations	617 623.7	473 570.3	144 053.4	23.3
Marine operations	4 204.6	13 598.1	(9 393.5)	(223.4)
Communications and information technology	288 488.6	309 421.0	(20 932.4)	(7.3)
Medical	34 671.2	36 892.8	(2 221.6)	(6.4)
Special equipment	—	—	—	—
Other supplies, services and equipment	380 386.2	371 087.6	9 298.6	2.4
Quick-impact projects	12 500.0	12 358.8	141.2	1.1
Subtotal	2 054 721.5	1 916 445.4	138 276.1	6.7
Enterprise resource planning	13 381.3	13 381.3	—	—
Global service delivery model	868.5	868.5	—	—
Peacekeeping Capability Readiness System	3 881.6	2 738.0	1 143.6	29.5
Umoja maintenance and support cost	18 053.7	20 512.2	(2 458.5)	(13.6)
Gross requirements	6 822 035.7	6 610 340.9	211 694.8	3.1
Staff assessment income	178 305.2	182 039.0	(3 733.8)	(2.1)
Net requirements	6 643 730.5	6 428 301.9	215 428.6	3.2
Voluntary contributions in kind (budgeted)	1 022.0	615.6	406.4	39.8
Total requirements	6 823 057.7	6 610 956.5	212 101.2	3.1

Main factors contributing to variances in resource requirements for the 2020/21 period, by category of expenditure

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Military observers	68 140.2	62 621.1	5 519.1	8.1

1. The decreased requirements of \$5.5 million (or 8.1 per cent) are attributable mainly to: (a) MONUSCO (\$3.8 million), due to a higher actual average delayed deployment factor as a result of COVID-19-related travel restrictions, as well as a lower actual average cost of travel per trip compared with budgeted costs; (b) MINUSMA (\$0.8 million), owing primarily to the ongoing transformation of military observer personnel to military staff officers reflected in military contingent personnel as a part of the Mission's adaptation plan; and (c) UNMISS (\$0.5 million) and MINURSO (\$0.3 million), due mainly to the lower actual average deployment owing mainly to the postponement of rotations and emplacement in connection with COVID-19-related travel restrictions.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Military contingents	2 476 596.0	2 437 863.4	38 732.6	1.6

2. The decreased requirements of \$38.7 million (or 1.6 per cent) are attributable mainly to: (a) MONUSCO (\$26.4 million), due mainly to a higher than approved actual average delayed deployment factor, owing to the early repatriation of one airfield services unit and the delay in the deployment of one battalion resulting from COVID-19-related travel restrictions, lower requirements for travel on emplacement, rotation and repatriation, a lower actual average daily cost of rations and delays in the deployment of contingent-owned equipment; (b) UNIFIL (\$13.7 million), mainly as a result of the lower costs for major contingent-owned equipment, owing to a the revised statement of unit requirements, reflected in the memorandums of understanding with the troop-contributing countries, which were amended during the period in line with the internal review of the Force's military capabilities, resulting in less equipment deployed, as well as the lower actual average deployment of military contingent personnel owing to the restructuring of some contingent units and the unanticipated repatriation of one military unit of the maritime task force; (c) MINUSCA (\$9.5 million), stemming from fewer actual claims for contingent-owned equipment, due primarily to the delayed deployment of major equipment, the non-deployment of one aviation unit and a quick reaction force and the reduced serviceability of contingent-owned equipment, as well as lower actual costs for travel on emplacement, rotation and repatriation due to the lower rate per hour for chartered flights reflected in the new long-term charter contract; and (d) MINUSMA (\$5.4 million), due primarily to the lower costs for delivery fees for rations, because the contingents have, alternatively, collected rations directly from four distribution points, and the unserviceability of some equipment damaged during hostile action incidents.

3. The overall decrease is offset in part by increased requirements at: (a) UNSOS (\$14.5 million) for contingent-owned equipment, owing primarily to the reimbursements to AMISOM troop-contributing countries for major equipment lost in hostile action, the retroactive application of mission factors for contingent-owned major equipment and increased availability and improved performance and

serviceability of major equipment, higher-than-budgeted deployment levels of self-sustainment capabilities by AMISOM military contingent units and unbudgeted freight costs for the deployment of contingent-owned equipment, owing to logistical challenges related to repatriation by road, for security reasons, of the contingent-owned equipment of two AMISOM military contingent units; and (b) UNISFA (\$3.6 million), attributable mainly to higher-than-planned average monthly deployment levels of military contingent personnel, pursuant to Security Council resolution 2519 (2020).

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
United Nations police	119 433.8	98 982.7	20 451.1	17.1

4. The decreased requirements of \$20.5 million (or 17.1 per cent) are attributable mainly to: (a) MONUSCO (\$12.6 million), due mainly to a higher actual average delayed deployment factor, owing to the non-deployment of 200 United Nations police personnel as a result of COVID-19-related travel restrictions; (b) UNMISS (\$6.0 million), due mainly to the lower actual average deployment owing to the postponement of rotations and emplacement in connection with the COVID-19 pandemic; (c) UNISFA (\$3.7 million), due to a higher actual average vacancy rate owing to delays in visa processing by the host country and restrictions in connection with the COVID-19 pandemic; and (d) MINUSCA (\$1.8 million), due primarily to a lower mission subsistence allowance owing to a higher actual average vacancy rate resulting from delays in recruitment stemming from COVID-19-related travel restrictions, as well as a lower actual average daily mission subsistence allowance rate as more police personnel were deployed in regions where United Nations accommodation was provided.

5. The overall decrease is offset in part by increased requirements at MINUSMA (\$2.5 million), attributable primarily to the higher actual number of United Nations police provided with no accommodation and a lower number of United Nations police provided with accommodation as compared with the approved budget.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Formed police units	249 552.8	232 005.8	17 547.0	7.0

6. The decreased requirements of \$17.5 million (or 7.0 per cent) are attributable mainly to: (a) UNISFA (\$12.0 million), owing to the non-deployment of the planned three formed police units, as a result of delays in the processing of visas and clearances by the host country, and restrictions in connection with the COVID-19 pandemic; and (b) MONUSCO (\$10.4 million), due mainly to a higher actual average delayed deployment factor of 25.5 per cent, compared with the approved factor of 6.4 per cent, owing to the cancellation of the deployment of one formed police unit as a result of the Mission's phased withdrawal plan, and lower actual cost of rations.

7. The overall decrease is offset in part by increased requirements at UNMISS (\$6.1 million), attributable mainly to the higher actual average deployment of formed police unit personnel, as a result of the delayed repatriation of one formed police unit due to operational requirements, lower actual deductions for non-deployment or non-functional contingent-owned equipment against formed police reimbursement costs and unbudgeted freight costs for the repatriation of equipment and the shipment of additional ammunition.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
International staff	1 278 604.8	1 255 810.3	22 794.5	1.8

8. The decreased requirements of \$22.8 million (or 1.8 per cent) are attributable mainly to: (a) UNMISS (\$9.9 million), resulting from the lower actual average incumbency rate, lower-than-anticipated requirements for common staff costs and lower actual costs for danger pay due mainly to a lower-than-anticipated number of days spent in the mission area by staff members, in connection with the COVID-19 pandemic; (b) MONUSCO (\$8.6 million), due mainly to a higher actual average vacancy rate and the postponement of entitlement travel due to COVID-19-related travel restrictions; (c) UNAMID (\$4.8 million), due to lower-than-planned payments due to staff members at the time of separation from service or relocation to another duty station, as well as lower danger payments due to remote working arrangements in regions where no danger pay is provided; and (d) MINUSCA (\$4.4 million), as a result of lower actual common staff costs and danger pay entitlement owing to the limited geographic mobility of the Mission personnel, and the implementation of flexible working arrangements in connection with the COVID-19 pandemic resulting in lower costs for rest and recuperation, home leave and danger pay.

9. The overall decrease is offset in part by increased requirements at (a) MINUSMA (\$4.1 million), attributable primarily to a higher average post-adjustment multiplier of 43.3 per cent compared with 28.4 per cent applied in the approved budget, and the lower actual average vacancy rate; and (b) UNIFIL (\$2.2 million), attributable primarily to the higher actual average post adjustment multiplier for international staff, and the impact of the application of the revised salary scale for both international and national staff, effective 1 January 2021.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
National staff	392 749.3	420 894.3	(28 145.0)	(7.2)

10. The increased requirements of \$28.1 million (or 7.2 per cent) are attributable mainly to: (a) UNMISS (\$8.6 million), resulting from the revised salary scales for local staff in South Sudan effective retroactively since 1 November 2019, and a higher actual danger pay rate effective 1 January 2021; (b) MINUSCA (\$4.3 million), due primarily to higher salary costs, owing to the higher actual average level/step of the salary scale for General Service staff and the appreciation of the Central African franc against the United States dollar; (c) MINUSMA (\$4.1 million), due primarily to the lower actual average vacancy rates; (d) MONUSCO (\$3.4 million), due mainly to a lower actual average vacancy rate for National Professional Officers and an increase in the salary scale in Uganda for National Professional Officers and for national General Service staff effective 1 September 2020; and (e) UNLB (\$2.2 million), owing to the depreciation of the United States dollar against the euro.

11. The overall increase is offset in part by decreased requirements at RSCE (\$0.5 million), owing mainly to a higher actual average vacancy rate compared with the approved rate.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
United Nations Volunteers	78 417.3	81 424.3	(3 007.0)	(3.8)

12. The increased requirements of \$3.0 million (or 3.8 per cent) are attributable mainly to: (a) MONUSCO (\$5.1 million), primarily due a lower actual average vacancy rate and higher entitlements including a higher average actual volunteer living allowance; (b) UNAMID (\$1.6 million), due mainly to the increase in the volunteer living allowance owing to an increase in the post adjustment multiplier for the Sudan and an additional provision to cover payments at the time of the repatriation of the United Nations Volunteers; and (c) MINUSMA (\$1.1 million), due primarily to the lower actual average vacancy rate.

13. The overall increase is offset in part by decreased requirements at MINUSCA (\$5.0 million), attributable primarily to the lower actual United Nations Volunteers living allowance and lower actual number of Volunteers eligible for settling-in grants, pre-departure and repatriation entitlements and rest and recuperation, given the implementation of flexible working arrangements in connection with the COVID-19 pandemic.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
General temporary assistance	54 148.4	54 807.8	(659.4)	(1.2)

14. The increased requirements of \$0.7 million (or 1.2 per cent) are attributable mainly to: (a) UNISFA (\$0.6 million), due mainly to an additional need for short-term general temporary assistance positions for security purposes, primarily in connection with the COVID-19 pandemic and increased tensions among the local population; (b) MONUSCO (\$0.6 million), due mainly to higher-than-planned entitlement payments, including termination indemnity, repatriation grant and education grant; and (c) support account (\$0.4 million), as a result of changes in standard salary for Professional and General Service categories and owing to additional general temporary assistance requirements in OIOS for lower-than-budgeted vacancy rate, and in the Department of Operational Support for short-term or peak workload needs.

15. The overall increase is offset in part by decreased requirements at UNAMID (\$0.9 million), attributable primarily to lower-than-planned payments due to staff members at the time of their separation from service or relocation to another duty station.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Government-provided personnel	13 486.5	11 985.7	1 500.8	11.1

16. The decreased requirements of \$1.5 million (or 11.1 per cent) are attributable mainly to: (a) MONUSCO (\$0.9 million), due to a higher actual average vacancy rate; and (b) UNMISS (\$0.6 million), as a result of lower actual average deployment.

17. The overall decrease is offset in part by increased requirements at MINUSMA (\$0.1 million), attributable primarily to the lower actual average vacancy rate.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Consultants and consulting services	7 610.2	6 164.7	1 445.5	19.0

18. The decreased requirements of \$1.4 million (or 19.0 per cent) are attributable mainly to UNSOS (\$1.0 million), MONUSCO (\$0.5 million) and UNMISS (\$0.3 million), due mainly to the cancellation of a number of consultancy engagements owing to movement restrictions and quarantine requirements in connection with the COVID-19 pandemic.

19. The overall decrease is offset in part by increased requirements at UNISFA (\$0.7 million), attributable mainly to additional specialized technical skills required to support facilities and environmental projects.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Official travel	32 782.4	17 569.9	15 212.5	46.4

20. The decreased requirements of \$15.2 million (or 46.4 per cent) are attributable mainly to the COVID-19-related travel restrictions, resulting in reduced requirements for official travel in all missions, except MONUSCO, with the largest underexpenditures in the support account (\$6.4 million), MINUSMA (\$2.7 million), UNMISS (\$2.3 million) and MINUSCA (\$1.5 million).

21. The overall decrease is offset in part by increased requirements at MONUSCO (\$1.4 million), due mainly to the relocation of all international and national staff and their dependants based in Goma as a result of the volcanic eruption in May and June 2021.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Facilities and infrastructure	581 481.9	582 291.8	(809.9)	(0.1)

22. The increased requirements of \$0.8 million (or 0.1 per cent) are attributable mainly to: (a) MINUSCA (\$26.7 million), due primarily to the acquisition of unbudgeted prefabricated buildings and ablution units for accommodation of the additional military and police personnel, as well as the acquisition of sufficient wastewater treatment plants for additional personnel as authorized by the Security Council in its resolution [2566 \(2021\)](#) and upgrades to all existing camps for uniformed personnel to provide adequate accommodation for female peacekeepers and in compliance with COVID-19-related measures, the unbudgeted construction of a steel-reinforced concrete security perimeter wall around mission camps, the unbudgeted enhancement of one existing mini tactical unmanned aircraft system and the deployment of two additional mini tactical unmanned aircraft systems to strengthen the capabilities of the Mission in the light of the deteriorating security situation; (b) UNMISS (\$13.2 million), due mainly to the acquisition of prefabricated accommodation facilities and ablution units to establish COVID-19 isolation and quarantine facilities and the critical need to replace worn-out prefabricated facilities, as well as the repair of dilapidated internal roads; (c) UNISFA (\$9.7 million), due mainly to the acquisition of prefabricated structures to replace the obsolete and hazardous accommodations of military contingents, the acquisition of additional

spare parts and supplies, owing to the refurbishment of water treatment plants and prefabricated structures, and higher costs for construction materials and field defence supplies for projects including flood mitigation and a new helipad; and (d) MINURSO (\$1.8 million), due mainly to the acquisition of eight unbudgeted diesel hybrid power systems, in order to accelerate the implementation of the Mission environmental action plan, and the unbudgeted costs for replacing obsolete prefabricated structures, as well as the replacement of 150 air conditioners.

23. The overall increase is offset in part by decreased requirements at: (a) MINUSMA (\$40.0 million), attributable primarily to: (i) lower actual costs for construction projects at reduced rates by the service providers; (ii) the non-implementation of the contract for end-to-end operation and maintenance of water supply and wastewater treatment systems; (iii) the deferred acquisition of construction materials for the maintenance of the premises and for security enhancements owing to the COVID-19 pandemic; and (iv) the non-implementation of the contract for the waste disposal services and lower charges for non-hazardous solid waste collection and disposal as a result of the COVID-19 pandemic; and (b) MONUSCO (\$8.6 million), due mainly to: (i) a lower number of claims for expended ammunition from troop-contributing countries; (ii) delays in the acquisition of field defence supplies and construction materials as a result of the COVID-19-related supply chain disruptions; (iii) delays in the implementation or the cancellation of construction projects; (iv) a lower actual weighted average price of diesel; (v) efforts to decrease the level of stockholding; and (vi) the postponement of the acquisition of water-bottle making consumables and plumbing materials as a result of the COVID-19-related supply chain disruptions.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Ground transportation	94 972.7	93 490.4	1 482.3	1.6

24. The decreased requirements of \$1.5 million (or 1.6 per cent) are attributable mainly to: (a) the lower actual consumption of fuel due to the COVID-19-related movement restrictions; and (b) the lower actual average price of fuel. The largest overexpenditures were in UNSOS (\$5.1 million), MINUSMA (\$2.2 million), UNMISS (\$0.6 million) and UNDOF (\$0.4 million).

25. The overall decrease is offset in part by increased requirements at (a) MONUSCO (\$4.6 million), due mainly to the replacement of light passenger vehicles, armoured vehicles and ambulances that were past life expectancy; and (b) UNISFA (\$2.6 million), attributable mainly to the increased acquisition of heavy specialized equipment in support of Force mobility.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Air operations	617 623.7	473 570.3	144 053.4	23.3

26. The decreased requirements of \$144.1 million (or 23.3 per cent) are attributable mainly to: (a) MINUSMA (\$47.5 million), owing to: (i) the non-deployment of six fixed-wing intelligence, surveillance and reconnaissance platforms arising from the unsuccessful pledge from a troop-contributing country and the lengthy process related to acquiring a commercial solution; (ii) the non-deployment of unmanned aircraft systems owing to challenges in sourcing these commercially; and (iii) lower actual consumption of 12.2 million litres of fuel at a lower actual average price per litre compared with 15.2 million litres of fuel and the available reserve of fuel purchased

during previous periods; (b) UNMISS (\$26.7 million), due mainly to the lower costs for the operation of the Mission's Mi-26 helicopters as a result of a change in carrier effective September 2020, the non-tasking of one helicopter for eight months owing to maintenance and fewer-than-anticipated flight hours, owing mainly to flight restrictions in connection with the COVID-19 pandemic, the grounding of a fixed-wing aircraft for five months and the lower actual average price for aviation fuel; (c) UNSOS (\$22.4 million), owing to: (i) reduced requirements under rental and operation of helicopters resulting from new contracts for helicopters, the non-availability of one helicopter, the lower rental for and operation of fixed-wing aircraft owing to the replacement of a fixed-wing aircraft and the termination of the contract for another aircraft, as well as a lower number of flight hours under helicopters and fixed-wing aircraft in connection with the COVID-19 pandemic; (ii) delays in the procurement process and transfer of airport vehicles and equipment; and (iii) lower cost per litre of aviation fuel and to a reduced number of flights in connection with COVID-19; (d) MINUSCA (\$19.7 million), due to the lower costs for rental operations for helicopters owing to the lower actual number of flight hours compared with the budgeted hours as a result of the non-deployment of three attack helicopters, the unserviceability of two helicopters for an extended period and the delayed deployment of three helicopters. The lower actual number of flight hours also resulted in lower actual consumption of fuel (7.1 million litres compared with 9.8 million litres budgeted); and (e) MONUSCO (\$19.0 million), due mainly to the replacement of four helicopters with new ones with lower flight hour rates, a lower number of hours flown as a result of COVID-19-related travel restrictions, the early release of one helicopter on 1 March 2021, in line with the Mission's phased withdrawal plan, and of one fixed-wing aircraft in January 2021 and a lower actual average price of fuel.

27. The overall decrease is offset in part by increased requirements at UNAMID (\$1.2 million), attributable mainly to: (a) higher costs of rental and operations of the rotary-wing aircraft owing to higher-than-planned reliance on air support during UNAMID drawdown and the need to cover guaranteed flight hours; and (b) higher-than-planned cost of fuel owing to an increase in the cost per litre and insufficiency of the aviation fuel already held in stock during UNAMID drawdown.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Marine operations	4 204.6	13 598.1	(9 393.5)	(223.4)

28. The increased requirements of \$9.4 million (or 223.4 per cent) are attributable mainly to: (a) MINUSCA (\$2.9 million), due primarily to the acquisition of sea containers for the shipment of equipment and assets to support the deployment of the additional uniformed personnel; (b) UNMISS (\$2.9 million), due mainly to the acquisition of more than 940 units of sea containers needed for the packing and shipment of the additional prefabricated facilities; (c) UNSOS (\$1.6 million), due mainly to the procurement of five inflatable boats and outboard motors for AMISOM and to the acquisition of sea containers for the transportation of equipment and supplies from vendors to the UNSOS area of operations; and (d) MONUSCO (\$0.5 million), due mainly to the additional acquisition of sea containers for the transportation of prefabricated facilities and generators.

29. The overall increase is offset in part by decreased requirements at MINUSMA (\$1.0 million), attributable primarily to the lower acquisition of containers owing to the transportation constraints and delays in the context of the COVID-19 pandemic.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Communications and information	288 488.6	309 421.2	(20 932.6)	(7.3)

30. The increased requirements of \$20.9 million (or 7.3 per cent) are attributable mainly to: (a) MINUSMA (\$15.1 million), owing to the implementation of camp protection and security technology services and for the provision of advanced threat detection and sensor information fusion systems services; (b) UNMISS (\$5.3 million), due mainly to the acquisition of additional equipment to enhance the management of goods and materials; as well as the replacement of networking equipment and data storage servers to meet the United Nations standards and software licence subscription costs for the additional equipment acquired during the period; and (c) MONUSCO (\$4.5 million), resulting from the modernization and upgrading of the security of the Mission's infrastructure and systems.

31. The overall increase is offset in part by decreased requirements at (a) MINUSCA (\$3.0 million), attributable primarily to: (i) lower actual costs for telecommunications and network services due to replacement of the usage of cellular services with Internet-based applications and owing to the lower actual number of electoral staff members based in locations without United Nations information and communications technology infrastructure; and (ii) lower actual costs for equipment and spare parts owing to the non-acquisition of the budgeted equipment given the adequate inventory acquired during the 2019/20 period; and (b) UNLB (\$2.0 million), resulting from the reprioritizations of the network service equipment replacement and the acquisition of information technology spare parts to cover projected overexpenditure under group II, civilian personnel.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Medical	34 671.2	36 892.8	(2 221.6)	(6.4)

32. The increased requirements of \$2.2 million (or 6.4 per cent) are attributable mainly to the acquisition of medical equipment, such as polymerase chain reaction machines, supplies and services in connection with the COVID-19 pandemic, including for preventive measures and for COVID-19 patients within mission areas and the peacekeeping missions' share of the costs for the United Nations system-wide medical evacuation arrangements outside of the mission areas of operations, for which provisions were not included in the approved budget. The largest overexpenditures were in MINUSCA (\$1.5 million), MONUSCO (\$1.3 million), MINUSMA (\$1.0 million), UNMISS (\$0.9 million) and UNIFIL (\$0.7 million).

33. The overall increase is offset in part by decreased requirements at UNSOS (\$3.5 million), due mainly to reduced numbers of medical evacuations by UNSOS to destinations outside of Somalia and a decrease in the number of individuals requiring hospitalization and to the non-utilization of the special provision that had been made for hospitalizations at the time of the elections.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Other supplies, services and equipment	380 386.2	371 087.6	9 298.6	2.4

34. The decreased requirements of \$9.3 million (or 2.4 per cent) are attributable mainly to: (a) MINUSMA (\$8.2 million), as a result of the delayed implementation of programmatic activities owing to the restrictions in connection with the COVID-19 pandemic and lower actual freight and related costs associated with the acquisition of facilities and infrastructure that was not realized as planned, as well as reduced inland cargo movement owing to COVID-19 restrictions; (b) UNSOS (\$7.5 million), due mainly to lower freight costs, owing mainly to the transfer of responsibility for the transportation of rations within Somalia from third-party logistics contractors to the turnkey contract for rations, for which expenditure was recorded under military and police personnel, as well as lower freight costs due to reduced procurement of goods, owing to restrictions in connection with COVID-19; (c) MONUSCO (\$3.8 million), due mainly to the lower rate of implementation of programmatic activities as a result of restrictions in connection with the COVID-19 pandemic, of armed conflict in some areas and of the volcanic eruption in Goma; and (d) UNAMID (\$3.2 million), due mainly to lower-than-planned costs of freight of United Nations-owned assets to higher-than-anticipated number of UNAMID assets transferred to other United Nations field operations at the cost of the receiving office, gifted to the local authorities or sold locally.

35. The overall decrease is offset in part by increased requirements at (a) MINUSCA (\$8.5 million), attributable to freight costs for the transportation of assets to support the additional authorized uniformed personnel, for which a provision was not included in the approved budget, and higher than budgeted actual costs for individual contractual personnel, including more skilled workers at higher rates than budgeted and additional workers for security services, and administrative and management fees; (b) UNMISS (\$3.8 million), were attributable mainly to the write-off of uncollectible receivables, the engagement of additional individual contractors for maintenance services due to the delayed establishment of outsourced contracts and to foreign exchange losses; and (c) support account (\$3.7 million), owing to the absorption of the deferred peacekeeping share of the contribution for the administration of justice in the amount of \$1.9 million from the 2018/19 period and increased the peacekeeping share of after-service health insurance due to higher levels of actual medical expenditures by retired staff, resulting in additional expenditures of \$0.7 million.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Quick-impact projects	12 500.0	12 358.8	141.2	1.1

36. The decreased requirements of \$0.1 million (or 1.1 per cent) are attributable mainly to the lower actual number of projects implemented compared with the budgeted number of projects, owing to delays in the approval and commencement of some projects, in connection with the prevailing security situation in the regions, and to the delayed implementation of some projects owing to the travel restrictions in connection with the COVID-19 pandemic at MINUSCA (\$0.06 million) and MINUSMA (\$0.03 million).

Table 2
Budget performance for the 2020/21 period by peacekeeping component

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

Peacekeeping component	Apportionment	Expenditure	Variance	
			Amount	Percentage
MINURSO	57 524.7	56 239.8	1 284.9	2.2
MINUSCA	937 711.7	936 317.8	1 393.9	0.1
MINUSMA	1 183 384.7	1 103 359.2	80 025.5	6.8
MONUSCO	1 075 338.6	1 002 121.6	73 217.0	6.8
UNAMID	484 687.1	477 342.8	7 344.3	1.5
UNDOF	63 343.2	60 282.3	3 060.9	4.8
UNFICYP	51 750.1	51 726.3	23.8	–
UNIFIL	480 649.1	468 733.3	11 915.8	2.5
UNISFA	263 783.9	263 187.5	596.4	0.2
UNMIK	39 827.3	39 682.8	144.5	0.4
UNMISS	1 178 515.1	1 171 901.3	6 613.8	0.6
UNSOS	550 608.6	525 615.7	24 992.9	4.5
Subtotal	6 367 124.1	6 156 510.4	210 613.7	3.3
UNLB	62 058.2	62 053.1	5.1	–
RSCE	37 159.2	36 284.5	874.7	2.4
Support account for peacekeeping operations	355 694.2	355 492.9	201.3	0.1
Subtotal	6 822 035.7	6 610 340.9	211 694.8	3.1
Voluntary contributions in kind (budgeted)	1 022.0	615.6	406.4	39.8
Total	6 823 057.7	6 610 956.5	212 101.2	3.1

Main factors contributing to variances in resource requirements for the 2020/21 period by peacekeeping component

	Apportionment	Expenditure	Variance	
			Amount	Percentage
MINURSO	57 524.7	56 239.8	1 284.9	2.2

37. The underexpenditure of \$1.3 million was attributable primarily to reduced requirements under: (a) air operations (\$3.4 million), owing mainly to: (i) a reduction in flight hours owing to the COVID-19-related restrictions on movement within the mission area, resulting in lower contractual costs and lower fuel consumption (1.9 million litres compared with the budgeted 2.9 million litres); (ii) the non-payment of one-time costs for the rotary-wing aircraft contract, owing to the selection of the same air carrier operating in the mission area; (iii) lower cost of a new contract for helicopters; and (iv) lower average actual price of fuel; and (b) ground transport (\$0.3 million), as a result of (i) lower cost of workshop equipment due to the receipt of workshop equipment from another mission at no cost; and (ii) lower cost of fuel due to lower fuel consumption resulting from reduced ground patrols, as a result of the resumption of hostilities and restrictions in connection with the COVID-19 pandemic, and a lower average actual price of fuel.

38. The overall reduction was offset in part by higher requirements for: (a) facilities and infrastructure (\$1.8 million), due mainly to the acquisition of eight unbudgeted diesel hybrid power systems, in order to accelerate the implementation of the Mission environmental action plan, and the unbudgeted costs of replacing obsolete prefabricated structures and 150 air conditioners; and (b) national staff (\$1.0 million), due to retroactive increase of national staff salary scales effective 1 April 2020 and the unfavourable exchange rate for the Moroccan dirham to the United States dollar.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUSCA	937 711.7	936 317.8	1 393.9	0.1

39. The underexpenditure of \$1.4 million was attributable primarily to reduced requirements under: (a) air operations (\$19.7 million), due to the lower costs for rental operations for helicopters owing to the lower actual number of flight hours compared with the budgeted hours as a result of the non-deployment of three attack helicopters, the unserviceability of two helicopters for an extended period and the delayed deployment of three helicopters. The lower actual number of flight hours also resulted in lower actual consumption of fuel (7.1 million litres compared with 9.8 million litres budgeted); and (b) military contingents (\$9.5 million), stemming from fewer actual claims for contingent-owned equipment, due primarily to the delayed deployment of major equipment, owing to procurement challenges faced by the troop-contributing country, the non-deployment of one aviation unit and a quick reaction force, and the reduced serviceability of contingent-owned equipment, as well as lower actual costs for travel on emplacement, rotation and repatriation, due to the lower rate per hour for chartered flights reflected in the new long-term charter contract.

40. The overall reduction was offset in part by higher requirements for: (a) facilities and infrastructure (\$26.7 million), attributable primarily to the acquisition of unbudgeted prefabricated buildings and ablution units for accommodation of the additional military and police personnel as authorized by the Security Council in its resolution [2566 \(2021\)](#) and to upgrade all existing camps for uniformed personnel to provide adequate accommodation for female peacekeepers, as well as to comply with the COVID-19-related measures, the unbudgeted construction of a steel-reinforced concrete security perimeter wall around mission camps, the unbudgeted enhancement of one existing mini tactical unmanned aircraft systems and the deployment of two additional mini tactical unmanned aircraft systems, to strengthen the capabilities of the Mission in the light of the deteriorating security situation, and the acquisition of wastewater treatment plants to provide clean water for the additional authorized uniformed personnel; and (b) other supplies, services and equipment (\$8.5 million), attributable to freight costs for the transportation of assets to support the additional authorized uniformed personnel for which a provision was not included in the approved budget, and higher than budgeted actual costs for individual contractual personnel, including more skilled workers at higher rates than budgeted and additional workers for security services, and administrative and management fees.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUSMA	1 183 384.7	1 103 359.2	80 025.5	6.8

41. The underexpenditure of \$80.0 million was attributable mainly to reduced requirements under: (a) air operations (\$47.5 million), owing to: (i) the non-deployment of six fixed-wing ISR platforms arising from the unsuccessful pledge

from a troop-contributing country and the lengthy process related to acquiring a commercial solution; (ii) the non-deployment of unmanned aircraft systems owing to challenges in sourcing these commercially; and (iii) lower actual consumption of 12.2 million litres of fuel at a lower actual average price per litre compared with 15.2 million litres of fuel and the available reserve of fuel purchased during previous periods and consumed during the 2020/21 period; (b) facilities and infrastructure (\$40.4 million), due primarily to: (i) lower actual costs for construction projects at reduced rates by the service providers; (ii) the non-implementation of the contract for end-to-end operation and maintenance of water supply and wastewater treatment systems; (iii) the deferred acquisition of construction materials for the maintenance of the premises and for security enhancements owing to the COVID-19 pandemic; and (iv) the non-implementation of the contract for the waste disposal services and lower charges for non-hazardous solid waste collection and disposal as a result of the COVID-19 pandemic; and (c) other supplies, services and equipment (\$8.2 million), as a result of the delayed implementation of programmatic activities for disarmament, demobilization and reintegration, as well as other programmatic activities owing to the COVID-19-related restrictions, and lower actual freight and related costs associated with the acquisition of facilities and infrastructure that was not realized as planned, as well as reduced inland cargo movement due to COVID-19 restrictions.

42. The overall reduction was offset partially by higher requirements for communications and information technology (\$15.1 million), owing to the implementation of camp protection and security technology services and for the provision of advanced threat detection and sensor information fusion systems services, as well as for the unanticipated acquisition of equipment which required licensing and software, including to counter increased attacks on MINUSMA camps, for which a provision was not included in the approved budget.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MONUSCO	1 075 338.6	1 002 121.6	73 217.0	6.8

43. The underexpenditure of \$73.2 million was attributable mainly to reduced requirements under: (a) military contingents (\$26.4 million), due mainly to a higher actual average delayed deployment factor of 8.0 per cent, compared with an approved delayed deployment factor of 4.2 per cent owing to the early repatriation of one airfield services unit and the delay in the deployment of one battalion as a result of the COVID-19-related travel restrictions, lower requirements for travel on emplacement, rotation and repatriation owing to the reverse rotation of troops and improved sequencing of flights, which led to an improvement in fleet utilization, a lower actual average daily cost for rations and delays in the deployment of the equipment of one battalion, two quick reaction forces and other supporting units as a result of the COVID-19-related disruptions in the movement of cargo; (b) air operations (\$19.0 million), due mainly to the replacement of four helicopters with new ones with lower flight hour rates, a lower number of hours flown as a result of the COVID-19-related travel restrictions, the early release of one helicopter on 1 March 2021, in line with the Mission's phased withdrawal plan, and of one fixed-wing aircraft in January 2021 and a lower actual average price of fuel; (c) United Nations police (\$12.6 million), due mainly to a higher actual average delayed deployment factor of 43.5 per cent, compared with an approved delayed deployment factor of 10 per cent, owing to the non-deployment of 200 United Nations police personnel as a result of the COVID-19-related travel restrictions; and (d) formed police units (\$10.4 million), due mainly to: (i) a higher actual average delayed deployment factor of 25.5 per cent, compared with an approved delayed deployment

factor of 6.4 per cent, owing to the cancellation of the deployment of one formed police unit as a result of the Mission's phased withdrawal plan; and (ii) a lower actual cost of rations.

44. The overall reduction was offset in part by higher requirements for United Nations Volunteers (\$5.1 million), due mainly to a lower actual average vacancy rate and higher entitlements, including a higher average actual volunteer living allowance.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNAMID	484 687.1	477 342.8	7 344.3	1.5

45. The underexpenditure of \$7.3 million was attributable mainly to reduced requirements under: (a) international staff (\$4.8 million), due to lower-than-planned payments due to staff members at the time of separation from service owing to reassignment of international staff members to other United Nations field operations and the United Nations offices, as well as lower danger payments due to remote working arrangements in regions where no danger pay is provided; (b) other supplies, services and equipment (\$3.2 million), due mainly to lower-than-planned costs of freight of United Nations-owned assets which were transferred to other United Nations field operations at the cost of the receiving office, gifted to the local authorities or sold locally; (c) formed police units (\$1.8 million), owing to lower cost of freight of contingent-owned equipment due to the requirement to retain additional formed police units for the remaining liquidation period as well as combining shipments of contingent-owned equipment; and (d) communications and information technology (\$1.2 million), stemming from faster-than-planned drawdown of the UNAMID information technology and communications infrastructure and decommission of more information technology equipment.

46. The overall reduction was offset in part by higher requirements for: (a) national staff (\$1.7 million), attributable to retroactive payment made to security personnel for overtime work performed from 2012 to 2014; and (b) United Nations Volunteers (\$1.6 million), attributable mainly to the provision to cover payments at the time of the repatriation and the increase in the volunteer living allowance owing to increase in the post adjustment multiplier for the Sudan.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNDOF	63 343.2	60 282.3	3 060.9	4.8

47. The underexpenditure of \$3.1 million was attributable primarily to reduced requirements under: (a) military contingents (\$1.6 million), arising from the lower costs for contingent-owned major-equipment and related freight and deployment costs due to delayed deployment owing to the COVID-19-related restrictions and to the finalization of memoranda of understanding that resulted in fewer equipment than included in the approved budget; (b) international staff (\$1.0 million), owing to the higher actual average vacancy rate as a result of the COVID-19-related delayed recruitment and onboarding of staff, and lower actual costs for danger pay owing to the lower actual number of personnel eligible, given the implementation of telecommuting arrangements; and (c) ground transportation (\$0.4 million), due primarily to the lower volume of fuel for vehicles owing to the COVID-19-related movement restrictions, and the non-acquisition of three light passenger vehicles and one fire truck, which was provided through transfer from UNAMID.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNFICYP	51 750.1	51 726.3	23.8	–

48. The overall reduction was offset in part by higher requirements for facilities and infrastructure (\$0.4 million), attributable primarily to the acquisition of prefabricated facilities, accommodation and refrigeration equipment and construction materials and field defence supplies for eight prefabricated observation towers, the reconstruction of one additional United Nations position and the improvement of three United Nations positions in the area of operations of the Force to meet the immediate operational requirements.

49. The underexpenditure of \$0.02 million was attributable primarily to reduced requirements under: (a) facilities and infrastructure (\$1.0 million), resulting primarily from: (i) the engagement of fewer constructions, alteration, renovation and major maintenance services and the deferred acquisition of prefabricated facilities and equipment, owing to the reprioritization of resources to cover additional requirements for military and police personnel and civilian personnel costs; and (ii) lower costs of utilities owing to lower electricity rates; (b) air operations (\$0.2 million); (c) other supplies, services and equipment (\$0.2 million), resulting primarily from the reprioritization of resources to cover additional requirements for military and police personnel and civilian personnel costs; and (d) official travel (\$0.2 million), resulting from fewer trips for official travel and training, owing to the worldwide travel restrictions in connection with the COVID-19 pandemic.

50. The overall reduction was offset in part by higher requirements for: (a) international staff (\$0.7 million), attributable primarily to higher actual average post adjustment multiplier of 27.3 per cent, compared with the rate of 17.5 per cent in the approved budget; and (b) military contingents (\$0.7 million), due primarily to the higher actual cost for the standard troop cost reimbursement for military contingent personnel, owing to the 14 days quarantine requirement for incoming troops during rotation, in connection with the COVID-19 pandemic.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNIFIL	480 649.1	468 733.3	11 915.8	2.5

51. The underexpenditure of \$11.9 million was attributable primarily to reduced requirements under: military contingents (\$13.7 million), mainly as a result of the lower costs for major contingent-owned equipment, owing to the revised statement of unit requirements, reflected in the memorandums of understanding with the troop-contributing countries, which were amended during the period in line with the internal review of the Force's military capabilities finalized in 2019, and fewer equipment deployed, as well as to the lower actual average deployment of military contingent personnel owing to the restructuring of some contingent units, and resulting from the unanticipated repatriation of one military unit of the maritime task force.

52. The overall reduction was offset in part by higher requirements for international staff (\$2.2 million) and national staff (\$1.7 million), attributable primarily to the higher actual average post adjustment multiplier for the international staff, and the impact of the application of the revised salary scale for both international and national staff, effective 1 January 2021.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNISFA	263 783.9	263 187.5	596.4	0.2

53. The underexpenditure of \$0.6 million was attributable primarily to reduced requirements under: (a) formed police units (\$12.0 million), owing to the non-deployment of the planned three formed police units, as a result of delays in the processing of visas and clearances by the host country, and the COVID-19-related restrictions; and (b) air operations (\$5.6 million), due mainly to lower-than-planned number of flight hours resulting from the COVID-19-related traffic restrictions, difficulties in procuring a third fixed-wing aircraft and to lower actual average unit costs of fuel for air operations.

54. The overall reduction was offset in part by higher requirements for: (a) facilities and infrastructure (\$9.7 million), attributable mainly to the acquisition of prefabricated structures to replace the obsolete accommodations of military contingents, the acquisition of additional spare parts and supplies, owing to the refurbishment of water treatment plants and prefabricated structures, and higher costs for construction materials and field defence supplies for projects including flood mitigation and a new helipad; (b) military contingents (\$3.6 million), attributable mainly to higher-than-planned average monthly deployment levels of military contingent personnel, pursuant to Security Council resolution 2519 (2020); and (c) communications and information technology (\$3.5 million), attributable mainly to: (i) additional equipment required to enhance bandwidth for the communications within the UNISFA headquarters; (ii) additional maintenance of equipment to support the implementation of the field remote infrastructure monitoring system across various mission locations; and (iii) additional spare parts and equipment needed to provide redundancy to existing equipment, and to support network equipment acquired to support the operating base in Kadugli, as well as the additional number of software licences for security applications required to support the increase in the number of staff members who telecommuted during the 2020/21 period.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNMIK	39 827.3	39 682.8	144.5	0.4

55. The underexpenditure of \$0.1 million was attributable primarily to reduced requirements under: (a) international staff (\$0.7 million), arising from the higher actual average vacancy rate and the lower common staff costs such as mobility, education and settling-in grants, due to the COVID-19-related restriction on movement of personnel; and (b) official travel (\$0.3 million), due to the lower number of official travel and the cancellation of external training courses due to the COVID-19-related restrictions on movement of personnel.

56. The overall reduction was offset in part by higher requirements for national staff (\$0.9 million), attributable to the depreciation of the United States dollar against the euro and the 2.7 per cent national staff salary increment promulgated on 10 April 2020, effective November 2019 retroactively.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNMISS	1 178 515.1	1 171 901.3	6 613.8	0.6

57. The underexpenditure of \$6.6 million was attributable primarily to reduced requirements under: (a) air operations (\$26.7 million), due mainly to the lower costs for the operation of the Mission's Mi-26 helicopters as a result of a change in carrier effective September 2020, the non-tasking of one helicopter for a period of eight months, owing to maintenance and fewer-than-anticipated flight hours, owing mainly to the COVID-19-related flight restrictions, and the grounding of a fixed-wing aircraft for five months, as well as the lower actual average price for aviation fuel; (b) international staff (\$9.9 million), arising from the lower actual average incumbency rate, lower-than-anticipated requirements for some common staff costs and danger pay; and (c) United Nations police (\$6.0 million), due mainly to the lower actual average deployment due to the postponement of rotations and emplacement in connection with the COVID-19 pandemic.

58. The overall reduction was offset partially by higher requirements for: (a) facilities and infrastructure (\$13.2 million), attributable mainly to the acquisition of prefabricated accommodation facilities and ablution units to establish COVID-19 isolation and quarantine facilities, and the critical need to replace worn-out prefabricated facilities, as well as the repair of dilapidated internal roads; (b) national staff (\$8.6 million), resulting from the revised salary scales effective retroactively since 1 November 2019, and a higher actual danger pay rate effective 1 January 2021; and (c) formed police units (\$6.1 million), attributable mainly to the higher actual average deployment of formed police unit personnel, as a result of the delayed repatriation of one formed police unit due to operational requirements, lower actual deductions for non-deployment or non-functional contingent-owned equipment against formed police reimbursement costs and unbudgeted freight costs for the repatriation of equipment and the shipment of additional ammunition.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNSOS	550 608.6	525 615.7	24 992.9	4.5

59. The underexpenditure of \$25.0 million was attributable primarily to reduced requirements under: (a) air operations (\$22.4 million), owing to: (i) reduced requirements under rental and operation of helicopters resulting from new contracts for helicopters, the non-availability of one helicopter, the lower rental and operation of fixed-wing aircraft owing to the replacement of a fixed-wing aircraft and the termination of the contract for another aircraft, as well as a lower number of flight hours under helicopters and fixed-wing aircraft in connection with the COVID-19 pandemic; (ii) delays in the procurement process and transfer of airport vehicles and equipment; and (iii) lower cost per litre of aviation fuel and lower consumption of fuel due to a reduced number of flights in connection with COVID-19 restrictions; (b) other supplies, services and equipment (\$7.5 million), due mainly to lower freight costs due to reduced procurement of goods, due to restrictions in connection with COVID-19; (c) ground transportation (\$5.1 million), owing mainly to the lower actual average price per litre, and lower-than-budgeted consumption by 1.1 million litres due to the implementation of fuel control measures and restricted mobility as a result of COVID-19, and lower repairs and maintenance costs, owing to restricted mobility related to COVID-19; and (d) medical (\$3.5 million), due mainly to reduced numbers of medical evacuations by UNSOS to destinations outside of Somalia, to a decrease

in the number of individuals requiring hospitalization and to the non-utilization of the special provision that had been made for hospitalizations at the time of the elections, and of medical supplies, due mainly to global COVID-19-related supply chain and logistical constraints on deliveries.

60. The overall reduction was offset partially by higher requirements for military contingents (\$14.5 million), attributable mainly to contingent-owned equipment, owing primarily to the reimbursements to AMISOM troop-contributing countries for major equipment lost in hostile action, the retroactive application of mission factors for contingent-owned major equipment and increased availability and improved performance and serviceability of major equipment and higher-than-budgeted deployment levels of self-sustainment capabilities by AMISOM military contingent units, as well as unbudgeted freight costs for the deployment of contingent-owned equipment, owing to logistical challenges related to repatriation of the contingent-owned equipment of two AMISOM military contingent units.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNLB	62 058.2	62 053.1	5.1	–

61. The underexpenditure of \$0.01 million was attributable primarily to the reprioritization under (a) communications and information technology (\$2.0 million); and (b) facilities and infrastructure (\$0.4 million), to cover projected overexpenditure under civilian personnel; and reduced requirements under (c) official travel (\$0.4 million), resulting from the COVID-19-related travel restrictions resulting in suspension of events and training.

62. The overall reduction was offset in part by higher requirements for: (a) national staff (\$2.2 million); and (b) international staff (\$1.1 million), owing to the depreciation of the United States dollar against the euro, which impacted the remunerations of national staff paid in euros, and the post adjustment multipliers for the international staff.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
RSCE	37 159.2	36 284.5	874.7	2.4

63. The underexpenditure of \$0.9 million was attributable primarily to reduced requirements under: (a) national staff (\$0.5 million), owing mainly to a higher actual average vacancy rate compared with the approved rate; and (b) communications and information technology (\$0.3 million), stemming from lower expenditures for Internet connectivity service as a result of the utilization by MONUSCO of satellite-based Internet that covers the entire base including the Regional Service Centre, at lower Internet connectivity costs.

64. The overall reduction was offset in part by higher requirements for international staff (\$0.5 million), attributable mainly to the application of revised salary scales for the international professional staff category effective January 2021, and a higher common staff costs as a result of education grant claims from the 2019/20 period which were settled in the 2020/21 period after the lockdowns were lifted.

	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Support account for peacekeeping operations	355 694.2	355 492.9	201.3	0.1

65. The underexpenditure of \$0.2 million was attributable primarily to reduced requirements under: (a) official travel (\$6.3 million), due to the COVID-19-related travel restrictions; and (b) peacekeeping capability readiness system (\$1.1 million), due mainly to the lower actual number of formed units at its rapid deployment level, partly due to logistical challenges for procurement and training experienced by troop- and police-contributing countries during the COVID-19 pandemic.

66. The overall reduction was offset in part by higher requirements for: (a) other supplies, services and equipment (\$3.7 million), owing mainly to the absorption of the peacekeeping share of contribution for the administration of justice in the amount of \$1.9 million deferred from the 2018/19 period and increased peacekeeping share of after-service health insurance due to higher level of actual medical expenditures by retired staff resulting in additional expenditures of \$0.7 million; and (b) Umoja maintenance and support cost (\$2.5 million), where the total expenditure was at the level originally proposed by the Secretary-General for the 2020/21 period under the support account ([A/74/743](#)), which was similar to the level for the 2019/20 period, and while the \$2.5 million reduction was apportioned under the final approved budget, the costs could not be contained.

Annex III

Unmanned aircraft systems

<i>Mission</i>	<i>Type of arrangement (commercial/letter of assist)</i>	<i>Number of units</i>	<i>Manufacturer/type of system</i>	<i>2021/22 deployment status</i>	<i>Proposed 2022/23 (United States dollars)</i>
MONUSCO	Commercial	3	Falco Evo (medium-altitude long-endurance unmanned aircraft system)	Deployed	11 089 900
	Memorandum of understanding	103	Unmanned aircraft systems (micro and mini)	All deployed except 3 micro unmanned aircraft systems yet to be deployed	530 544
MINUSMA	Letter of assist	3	Unarmed Heron-1 (medium-altitude long-endurance unmanned aircraft system)	Deployed	6 000 000
	Letter of assist	10	Unarmed Luna (tactical unmanned aircraft system)	Deployed	1 015 440
	Letter of assist	4	Unmanned aircraft systems (micro and mini)	Deployed	21 540
	Letter of assist	3	Unarmed Wing Loong (medium-altitude long-endurance unmanned aircraft system)	Budgeted, not yet deployed, under Force generation	6 600 000
	Commercial	3	Unarmed tactical unmanned aircraft system	Budgeted for the 2022/23 period, not yet deployed, to be sourced commercially	6 900 000
	Memorandum of understanding	66	Unmanned aircraft systems (micro and mini)	All deployed except 8 micro unmanned aircraft systems yet to be deployed	560 448
MINUSCA	Memorandum of understanding	79	Unmanned aircraft systems (micro and mini)	Partially deployed, except 42 micro unmanned aircraft systems and 8 mini unmanned aircraft systems yet to be deployed	552 864
	Letter of assist	4	Orbiter 2 and Orbiter 3	Deployed. Efforts for their replacement by a commercial solution are under way.	12 658 700

Note: The unmanned aircraft system includes mini and micro unmanned aircraft systems provided by military contingents under memorandum of understanding are subject to the provisions governing contingent-owned equipment.

Annex IV

Death and disability compensation

1. From 1 January to 31 December 2021, 226 death and disability claims amounting to \$7.6 million were processed, of which 161 amounting to \$5.7 million were paid.
2. As at 31 December 2021, there were 566 pending claims, of which 388 are related to post-traumatic stress disorder stemming from incidents that occurred at peacekeeping missions.
3. Following the receipt of numerous post-traumatic stress disorder claims, the Department of Operational Support, with the Office of Legal Affairs, coordinated the development of internal guidelines for the purpose of evaluating compensation claims for injury caused by post-traumatic stress disorder to ensure that all eligible individuals were compensated appropriately, while ensuring the fairness and transparency of the compensation process and the reimbursement of valid and substantiated claims.
4. The majority of injuries were caused by events that had occurred 15 to 20 years ago at missions such as the United Nations Protection Force (UNPROFOR) and the United Nations Preventive Deployment Force (UNPREDEP). The submission of such claims is often delayed because symptoms of post-traumatic stress disorder can take years/decades to be felt or be recognized. The post-traumatic stress disorder claims are now being reviewed by specialists in the field to ascertain whether causation is linked to service in a United Nations mission and to determine the percentage of permanent impairment. As at 31 December 2021, there were 388 pending post-traumatic stress disorder claims, most of which were related to closed missions.
5. In accordance with the decision of the General Assembly, a study has been completed to provide a holistic analysis of post-traumatic stress disorder related to uniformed personnel, with a view to promoting a sustainable and appropriate approach to such claims. Based on the study, a Secretary-General's report on post-traumatic stress disorder framework for uniformed personnel has been prepared for the General Assembly for its consideration ([A/76/662](#)), which includes a proposal on the establishment of a reserve fund for compensation for death and disability claims, including post-traumatic stress disorder disability claims, related to closed missions.
6. The Secretariat endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims when all documentation is provided.

Status of claims for death and disability compensation, 2021

A. Summary of death and disability compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
MINUJUSTH	—	—	—	—	—	—	—	—
MINUSCA	29	1 202	3	112	1	—	21	617
MINUSMA	69	2 526	11	159	11	100	93	2 497
MINUSTAH	3	30	—	—	—	—	1	70
MONUSCO	16	627	12	506	3	4	24	481
UNAMID	5	242	7	548	6	125	8	186
United Nations Confidence Restoration Operation in Croatia	—	—	—	—	—	—	2	25
UNFICYP	—	—	—	—	—	—	10	105
United Nations Guard Contingent in Iraq	—	—	—	—	—	—	13	131
UNIFIL	15	267	2	154	1	—	22	382
UNIIMOG	—	—	—	—	—	—	1	8
UNIKOM	—	—	—	—	—	—	9	98
UNISFA	2	18	2	154	—	—	9	356
UNMEE	—	—	—	—	—	—	4	36
UNMIK	1	11	—	—	—	—	—	—
UNMIL	—	—	—	—	—	—	3	102
UNMIS	—	—	—	—	—	—	1	10
UNMISS	16	659	1	—	1	42	3	80
UNOCI	5	115	—	—	—	—	1	1
UNPREDEP	—	—	—	—	—	—	3	35
UNPROFOR	—	—	4	34	—	—	337	3 640
UNTAC	—	—	—	—	—	—	1	2
Total	161	5 697	42	1 667	23	271	566	8 862

B. Death compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
MINUJUSTH	—	—	—	—	—	—	—	—
MINUSCA	13	1 026	1	77	—	—	6	405
MINUSMA	23	1 943	1	77	1	77	17	1 355
MINUSTAH	—	—	—	—	—	—	1	70
MONUSCO	7	540	6	456	—	—	5	306
UNAMID	3	231	7	548	1	70	1	77
UNIFIL	1	77	2	154	—	—	1	82
UNISFA	—	—	2	154	—	—	4	231
UNMIK	—	—	—	—	—	—	—	—
UNMIL	—	—	—	—	—	—	1	77
UNMISS	7	551	—	—	—	—	2	80
UNOCI	—	—	—	—	—	—	—	—
Total	54	4 368	19	1 466	2	147	38	2 683

C. Disability compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
MINUSCA	16	175	2	35	1	—	15	212
MINUSMA	46	583	10	82	10	23	76	1 142
MINUSTAH	3	30	—	—	—	—	—	—
MONUSCO	9	87	6	50	3	4	19	175
UNAMID	2	11	—	—	5	55	7	109
United Nations Confidence Restoration Operation in Croatia	—	—	—	—	—	—	2	25
UNFICYP	—	—	—	—	—	—	10	105
United Nations Guard Contingent in Iraq	—	—	—	—	—	—	13	131
UNIFIL	14	190	—	—	1	—	21	300
UNHMOG	—	—	—	—	—	—	1	8
UNIKOM	—	—	—	—	—	—	9	98
UNISFA	2	18	—	—	—	—	5	125
UNMEE	—	—	—	—	—	—	4	36
UNMIK	1	11	—	—	—	—	—	—
UNMIL	—	—	—	—	—	—	2	25

	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
<i>Peacekeeping mission</i>								
UNMIS	—	—	—	—	—	—	1	10
UNMISS	9	109	1	—	1	42	1	—
UNOCI	5	115	—	—	—	—	1	1
UNPREDEP	—	—	—	—	—	—	3	35
UNPROFOR	—	—	4	34	—	—	337	3 640
UNTAC	—	—	—	—	—	—	1	2
Total	107	1 329	23	201	21	124	528	6 179

^a Claims listed as closed are awaiting additional documentation (usually medical information) from Governments for which several reminders have been sent to the permanent missions. These claims are not rejected and can be reopened at any time upon submission of additional documentation by troop-contributing and police-contributing countries.

Annex V

Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

1. The Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions was amended to reflect the provisions approved by the General Assembly in its resolution [74/279](#). The amendments to the Manual were issued on 31 August 2020 in all six official languages of the United Nations ([A/75/121](#)). United Nations Headquarters and field missions continue to coordinate activities to ensure that the provisions of the Manual are implemented.

B. Liabilities relating to troop-contributing and formed police-contributing countries

2. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2020 and 2021 is set out below. The estimated amount owed contains liabilities in arrears to UNAMID for the period from January to September 2021, and, for all active peacekeeping missions, the estimated current liabilities for the period from October to December 2021, which will fall due in March 2022.

3. Preparations have commenced for the 2023 Working Group on Contingent-owned equipment. The 2023 Working Group is scheduled to meet in January 2023 to conduct its triennial review of reimbursement rates and to update the major equipment, self-sustainment and medical support services categories.

4. The quarterly payments for military contingents and formed police unit costs and for contingent-owned equipment and self-sustainment claims are explained in more detail in annex IX to the present report.

Table 1

Status of liabilities relating to troop- and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2020 ^a	2021
Owed as at 1 January	840 661	621 072
Estimated amounts owed	2 060 496	2 050 269
Less: payments made during the year	2 280 085	2 080 793
Balance as at 31 December	621 072	590 548

^a Supersedes the information provided in [A/75/786](#).

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2020 ^a	2021
Owed as at 1 January	412 751	329 367
Estimated amounts owed	1 194 254	1 205 723
Less: payments made during the year	1 277 638	1 215 441
Balance as at 31 December	329 367	319 649

^a Supersedes the information provided in A/75/786.**C. Liabilities for contingent-owned equipment and self-sustainment**

(Thousands of United States dollars)

	2020	2021
Owed as at 1 January	427 910	291 705
Estimated amounts owed	866 242	844 546
Less: payments made during the year	1 002 447	865 352
Balance as at 31 December	291 705	270 899

5. The details of deductions to personnel reimbursements, in accordance with General Assembly resolution 67/261, for the calendar years 2018 to 2021 are provided in table 2.

Table 2

Deductions to personnel reimbursements in accordance with General Assembly resolution 67/261, 2018–2021

(Thousands of United States dollars)

Mission ^a	2018	2019	2020	2021	Total
MINURSO	–	72.3	49.4	109.9	231.6
MINUSCA	8 678.6	4 542.7	5 207.0	6 038.7	24 467.0
MINUSMA	17 516.8	16 814.9	21 122.6	21 198.3	76 652.6
MINUJUSTH	53.6	161.4	332.7	–	547.7
MINUSTAH	–	–	–	–	–
MONUSCO	13 558.9	12 124.4	12 185.9	8 101.2	45 970.4
UNAMID	8 011.6	8 544.1	1 459.9	2 154.6	20 170.2
UNDOF	238.4	544.2	227.4	205.7	1 215.7
UNFICYP	–	–	–	–	–
UNIFIL	2 177.1	901.3	1 274.1	1 621.9	5 974.4
UNISFA	1 669.4	4 155.0	5 214.6	976.0	12 015.0
UNMIL	22.8	–	–	–	22.8
UNMISS	12 431.9	11 240.5	15 760.4	7 665.2	47 098.0
UNOCI	–	–	–	–	–
UNSOS	–	–	23.8	–	23.8
Total	64 359.1	59 100.8	62 857.8	48 071.5	234 389.2

^a According to the quarterly payment in which deductions are applied.

6. Table 3 provides information on the status of the finalization of memorandums of understanding for deployed units in active peacekeeping missions.

Table 3

Status of memorandums of understanding for deployed units as at 31 December 2021

<i>Mission</i>	<i>Signed memorandums of understanding</i>	<i>Draft memorandums of understanding</i>
MINURSO	1	—
MINUSCA	43	1
MINUSMA	53	3
MONUSCO	55	—
UNAMID	3	—
UNDOF	11	—
UNFICYP	8	—
UNIFIL	40	—
UNISFA	15	—
UNMISS	37	—
UNSOS	54	1
Total	320	5

Annex VI

Air operations

A. Cargo utilization by aircraft type, January–December 2021

Mission	Agreement	Aircraft	Total			
			Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie
MINURSO	Commercial	AN-26	248.85	222	1.12	0.20
MINUSCA	Commercial	AN-26	86.56	137	0.63	0.11
	Commercial	AN-74	427.27	403	1.06	0.19
MINUSMA	Commercial	AN-74	34.23	16	2.14	0.21
	Military	C-130	2 021.89	364	5.55	0.27
MONUSCO	Commercial	AN-26	543.18	246	2.21	0.40
	Commercial	L-382	2 998.33	430	6.97	0.35
	Commercial	MI-26	1 323.15	269	4.92	0.25
	Military	C-130	1 727.91	454	3.81	0.19
UNMISS	Commercial	AN-26	120.96	44	2.75	0.50
	Commercial	L-382	3 266.86	365	8.95	0.45
	Commercial	MI-26	6 496.67	1 052	6.18	0.32
UNSOS	Commercial	AN-26	2 304.93	1 015	2.27	0.41
	Commercial	L-382	3 252.17	577	5.64	0.28

B. Total number of passengers moved within missions using United Nations assets, January–December 2021

Mission	United Nations	Non-Peace Operations	
		United Nations Personnel	Non-United Nations
MINURSO	4 144	27	427
MINUSCA	35 546	1 439	5 433
MINUSMA	65 217	2 060	8 787
MONUSCO	65 846	762	2 958
UNAMID	11 109	254	3 677
UNFICYP	1 056	—	—
UNIFIL	6 268	12	194
UNISFA	16 679	388	3 865
UNMISS	78 018	2 401	8 317
UNSOS	31 733	596	5 392
Total	315 616	7 939	39 050

Annex VII

Planned mine action activities for the period from 1 July 2022 to 30 June 2023

(Thousands of United States dollars)

<i>Mission</i>	<i>Quality Management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive devices threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2021/22</i>	<i>Planned resources required for 2022/23</i>	<i>Implementing partner/ agency</i>
MINURSO		X			Provision of greater access for military observers to once restricted areas in order to assist in the monitoring of the ceasefire and to ensure safe passage for the local population. The Mission will also provide landmine safety and awareness education training to all newly appointed MINURSO civilian and military personnel and bolster the capacity of local mine action stakeholders, including the Sahrawi Mine Action Coordination Office, through regular coordination meetings.	3 255.0	3 028.7	UNOPS
MINUSCA			X	X	Activities to be implemented include: (a) predeployment assessments and facilitation of the design and conduct of in-country training; (b) conduct training and mentoring activities on search and detect techniques for an infantry unit; (c) provide post-blast investigation training to the force; (d) support the evaluation and accreditation of members of the force explosive ordnance disposal teams for humanitarian demining; (e) deliver explosive ordnance risk awareness training sessions for the Mission personnel and the humanitarian community; (f) deliver risk education sessions to the civilian population in the west of the country; and (g) assist the Government in setting up a national coordination structure to respond to the threat of explosive ordnance. On weapons and ammunition management, and in support of the restoration and progressive extension of accountable and effective State authority, promote best practices by the national defence and security forces through the provision of specialized training, quality assurance, close monitoring of weapons and ammunition management activities and enhancement of weapons and ammunition storage facilities.	6 440.0	9 880.3	UNOPS
MINUSMA	X	X		X	Provide mentoring and training assistance, upon request, to all infantry troop-contributing countries, both prior to deployment and when in-mission, with respect to improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills); specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit	44 831.0	44 500.0	UNOPS

<i>Mission</i>	<i>Quality Management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive devices threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2021/22</i>	<i>Planned resources required for 2022/23</i>	<i>Implementing partner/ agency</i>
					deployed to central and northern Mali; and dedicated training for tactical commanders on planning and response. The programme also provides context-specific training and mentoring in accordance with United Nations standards to the explosive ordnance disposal companies of two troop-contributing countries to ensure that they are qualified to conduct basic improvised explosive device response tasks prior to deployment, and that their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once in-mission. In addition, an explosive ordnance disposal team to cover operational gaps in Timbuktu and an explosives-detecting dog capacity to help to secure MINUSMA premises and to enhance MINUSMA explosive threat management capacity will be provided.			
MONUSCO		X			Deliver explosive ordnance disposal operations in support of the protection of civilians in conflict-affected areas.	3 444.7	4 301.6	UNOPS
UNFICYP		X			The programme will help reduce the risk of mine and explosive remnants of war threats to UNFICYP peacekeepers and staff, contribute to greater force protection, facilitate UNFICYP support for confidence-building measures between communities and preparations for a settlement agreement and contribute to the shared goal of a mine-free Cyprus.	325.3	38.1	UNOPS
UNIFIL	X	X			Quality assurance training and monitoring for UNIFIL demining contingent personnel; liaison with the Lebanese Mine Action Centre and support in risk education for communities and for UNIFIL and humanitarian actors operating under the United Nations umbrella in support of UNIFIL activities, for a stable and secure environment in southern Lebanon.	1 171.5	500.5	UNOPS
UNISFA	X	X	X		Decrease in the threat of landmines and explosive remnants of war as a result of survey, clearance, risk education and weapons and ammunition destruction activities to provide a safe and secure environment for UNISFA peacekeepers, safe voluntary returns and peaceful migration, the delivery of humanitarian aid and the effective functioning of the Joint Border Verification and Monitoring Mechanism.	10 535.9	10 197.0	UNOPS
UNMISS		X			Decrease in the threat of landmines and unexploded ordnance as a result of survey and clearance activities to provide a safer environment for the voluntary return and resettlement of internally displaced persons and refugees.	30 042.8	29 550.5	UNOPS

<i>Mission</i>	<i>Quality Management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive devices threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2021/22</i>	<i>Planned resources required for 2022/23</i>	<i>Implementing partner/ agency</i>
UNSOS	X	X	X	X	Provision of explosive hazard management and improvised explosive device threat mitigation capability, provision of operational explosive detection dog teams to support AMISOM troops/bases, enhance AMISOM and Somali security forces capability to mitigate the threat posed by improvised explosive device threat, enhance the capacity of Somali security forces to safely and securely store and manage ammunition and explosives, deployment of quick response teams, manual mine clearance teams, explosive ordnance risk education teams and explosive ordnance risk education and community liaison officers in support of AMISOM mobility operations and stabilization activities.	42 352.8	41 913.4	UNOPS

Annex VIII

Programmatic activities

Proposed resource requirements for programmatic activities for the 2022/23 period by peacekeeping mission

(Thousands of United States dollars)

<i>Activity or category</i>	<i>MINURSO</i>	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNFICYP</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMIK</i>	<i>UNMISS</i>	<i>UNSOS</i>	<i>Total</i>
Civilian arms control programme	–	–	–	1 600.0	–	–	5.4	–	–	–	1 605.4
Community stabilization projects	–	450.0	–	353.0	–	–	427.4	1 007.0	–	–	2 237.4
Rule of law/human rights/security institutions/security sector reform	–	8 020.9	4 645.9	4 756.0	–	–	847.3	980.0	2 290.5	–	21 540.6
Peace consolidation	–	555.2	–	700.0	–	–	185.7	–	953.8	–	2 394.7
Confidence-building	–	–	1 532.8	492.0	–	–	418.0	389.1	935.3	–	3 767.2
Other	–	384.1	1 293.1	–	–	–	–	–	–	–	1 677.2
Community violence reduction	–	5 800.0	3 000.0	3 000.0	–	–	373.0	–	275.0	–	12 448.0
Electoral Affairs Division	–	–	2 402.4	–	–	–	–	–	–	–	2 402.4
Gender activities	–	200.0	559.3	400.0	–	–	243.2	–	–	–	1 402.5
Disarmament, demobilization and reintegration	–	600.0	5 376.4	1 870.9	–	–	–	–	–	–	7 847.3
Mine action	3 028.7	9 880.3	44 500.0	4 301.6	38.1	500.5	10 197.0	–	29 550.5	41 913.4	143 910.1
Total	3 028.7	25 890.5	63 309.9	17 473.5	38.1	500.5	12 697.0	2 376.1	34 005.1	41 913.4	201 232.8

Annex IX

Management of the cash balances of all active peacekeeping operations

A. Cross-borrowing principles

1. The General Assembly, in its resolution [73/307](#) on improving the financial situation of the United Nations, approved on a trial basis, for three budget periods starting with the 2019/20 period, the management of the cash balances of all active peacekeeping operations as a pool while maintaining the balances in separate special accounts for each mission. The Assembly also requested the Secretary-General to ensure that proper oversight and controls were in place and that mandate implementation by the lending mission was not negatively impacted. In the same resolution, the Assembly requested the Secretary-General to report annually on the progress in this regard.

2. The approved measure has alleviated short-term cash liquidity problems of some of the peacekeeping operations, which helped to facilitate the earlier-than-normal settlement of liabilities to troop- and police-contributing countries. For example, during the 2019/20, 2020/21 and 2021/22 periods, the arrangement resulted in settlements to troop- and police-contributing countries that would otherwise not have been paid at that time as a result of liquidity constraints in the accounts of some peacekeeping missions.

3. The ability to cross-borrow has a positive effect in various areas, such as: (a) the increased timeliness of the settlement of payments to troop- and police-contributing countries for their contribution of troops, formed police units and related contingent-owned equipment and self-sustainment capabilities; (b) alleviating short-term cash constraints relating to payments of staff salaries and payments to vendors; and (c) bridging a potential liquidity gap based on mission-specific requirements in case of unforeseen circumstances leading to higher expenditures than initially approved, or delays in the collection of assessed contributions in the context of mandate renewal during the implementation period.

4. Subsequent to the adoption of General Assembly resolution [73/307](#), a mechanism was established to meet the liquidity requirements of active peacekeeping operations through internal borrowing among active peacekeeping operations. When an active mission requires a loan from another active mission, an analysis of the capacity of a mission to provide a loan takes into account multiple parameters, including: (a) a mission's current cash position and the cash equivalent number of months of operating reserve; (b) the estimated cash requirements for the remainder of the financial period; (c) the status of outstanding contributions from Member States, future assessments and prudent expectations of when further receipts might occur; and (d) the projected timing of cash shortfalls of the borrowing mission and the ability to repay the loan.

B. Settlement of liabilities to troop- and police-contributing countries

5. With the ability to manage cash balances of all active peacekeeping operations as a pool, more timely and additional payments have been effected to troop- and police-contributing countries. The prompt payment of claims has a positive impact on the implementation of mandates in terms of improved performance, including the improvement in the deployment and serviceability of contingent-owned equipment by troop- and police-contributing countries.

6. Each quarter, the decision to pay troop- and police-contributing countries takes into account the ability to borrow from another mission. However, an actual loan is granted only when cash is very low and there is a risk of non-payment if cash is not replenished with a loan from another mission. As a result, it is the ability to cross-borrow, rather than the actual loan level, that has enabled the settlement of far more arrears to troop- and police-contributing countries than the actual borrowing between missions. This is an inherent feature of liquidity management, whereby decisions that will impact cash outflows have to be made in conditions of uncertainty about the status of cash inflows; liquidity reserves provide more insurance against defaults and encourage greater risk-taking in such decisions, meaning an active peacekeeping mission with a poor cash position is now able to maintain a lower level of cash balance (operating reserve) at any given time, as the ability to cross-borrow from another active peacekeeping mission exists, should it become necessary.

7. Troop- and police-contributing countries are usually paid on a quarterly basis. Following the adoption by the General Assembly of resolution 73/307 in July 2019, at the time of issuance of the present report, 10 quarterly payment cycles had been completed as at 31 December 2021. Table 1 provides a summary of the payments effected in each quarter, including the estimated payments effected using the ability to cross-borrow. The amount paid that was enabled by the ability to cross-borrow was estimated with a simple formula that measures whether a payment for a mission reduces its cash balance below a cash reserve of three months of operating costs, exclusive of liabilities due to troop- and police-contributing countries. A more detailed description of the payments in each quarter of 2021 is proved below.

Table 1
Payments enabled by the ability to cross-borrow

(United States dollars)

<i>Fiscal period</i>	<i>Fiscal quarter</i>	<i>Total paid per quarter</i>	<i>Amount enabled by the ability to cross-borrow</i>	<i>Percentage enabled by cross-borrowing</i>
2019/20	July–September 2019	691 765 805	172 114 600	25
2019/20	October–December 2019	545 453 509	215 968 020	40
2019/20	January–March 2020	125 110 552	97 494 043	78
2019/20	April–June 2020	535 487 981	203 932 062	38
Total, 2019/20		1 897 817 847	689 508 725	36
2020/21	July–September 2020	879 666 139	249 852 777	28
2020/21	October–December 2020	739 820 826	69 468 280	9
2020/21	January–March 2021	533 814 232	144 057 453	27
2020/21	April–June 2021	421 353 165	126 198 409	30
Total, 2020/21		2 574 654 362	589 576 919	23
2021/22	July–September 2021	600 249 995	289 292 420	48
2021/22	October–December 2021	525 376 072	142 636 385	27
Total, 2021/22^a		1 125 626 067	431 928 805	38

^a As at 31 December 2021.

July 2019 to December 2020 payment cycles

8. The details of payments effected to troop- and police-contributing countries from 1 July 2019 to 31 December 2020 were provided in the previous overview reports ([A/74/736](#)) and ([A/75/786](#)).

March 2021 payment cycle

9. For the period from 1 January to 31 March 2021, settlements were effected in March 2021 in the amount of \$533.8 million, of which \$144.1 million was enabled by the ability to cross-borrow. After those payments were effected, the arrears to troop- and police-contributing countries amounted to \$69.5 million, including UNAMID liabilities of \$64.7 million for the period from April to September 2020, owing to its continued precarious cash situation following the termination of its mandate on 31 December 2020 and the uncertainty related to the timing of the receipt of assessed contributions. The remaining arrears of \$4.8 million at the end of March 2021 related to MINURSO and UNDOF and were settled in early April 2021 and are therefore included in paragraph 10 of this section.

June 2021 payment cycle

10. During the quarter from 1 April to 30 June 2021, an ad hoc payment was effected in April 2021 in the amount of \$4.8 million, of which \$0.04 million was enabled by the ability to cross-borrow. After the payment was effected, the amount of \$64.7 million remained in arrears for UNAMID liabilities.

11. In order to effect the payments in June 2021, a loan of \$25 million was issued from MINUSMA to UNSOS. Payments were effected in June 2021 in the total amount of \$416.6 million, of which \$126.2 million was estimated to have been enabled by the ability to cross-borrow, i.e. those payments which caused individual missions' cash balances to fall below a three-month operating reserve. The payment comprised the latest quarter of services rendered by uniformed personnel and for certified claims for the major equipment component of contingent-owned equipment for all peacekeeping operations with the exception of UNAMID. After the payments were effected, \$175.1 million remained in arrears relating to: (a) \$99.0 million for UNAMID covering claims for four quarters for contingent-owned equipment (April 2020 to March 2021) and for two quarters of services rendered by uniformed personnel (October 2020 to March 2021); and (b) \$76.1 million for the self-sustainment component of contingency-owned equipment for the most recent quarter of certified claims (January to March 2021) for all active peacekeeping operations.

September 2021 payment cycle

12. During the quarter from 1 July to 30 September 2021, the loan to UNSOS increased to \$65 million, and in August 2021 an additional ad hoc payment was made in order to settle all liabilities for contingent-owned equipment in all active peacekeeping missions, except for UNAMID. The payments amounted to \$76 million, of which \$54 million was enabled by the ability to cross-borrow.

13. Additional settlements were effected in the amount of \$524.3 million in September 2021, of which \$235.3 million was enabled by the ability to cross-borrow. A total of \$87.6 million remained in arrears as at 30 September 2021, fully pertaining to UNAMID.

14. At the end of the quarter, the loan to UNSOS had been fully repaid, while the loans to MINURSO and UNMIK remained outstanding, in the amounts of \$15.0 million and \$32.5 million, respectively.

December 2021 payment cycle

15. During the quarter from 1 October to 31 December 2021, settlements were effected in December 2021 in the amount of \$525.4 million, of which \$142.6 million was enabled by the ability to cross-borrow. The payment comprised the latest quarter of services rendered by uniformed personnel and for certified claims for contingent-owned equipment for all peacekeeping operations with the exception of UNAMID. For UNAMID, payments related to services rendered by troops and certified claims for liabilities for contingent-owned equipment relating to the period from October 2020 to December 2020. After the payments were effected, the amount of \$52.3 million remained in arrears, comprising only UNAMID liabilities.

C. Loans for other ongoing operating costs

16. As a result of General Assembly resolution [73/307](#), MINURSO and UNMIK repaid their loans to closed peacekeeping operations in October 2019 and obtained new loans from an active peacekeeping operation (MINUSMA). However, in line with the provisions of such borrowing from active peacekeeping operations, the facility was not extended to UNAMID in the 2020/21 period, because of the uncertain and delayed collection of assessments, which suggested a risk in the ability to repay the loan to the lending mission in the first half of the financial period, in the context of the drawdown and liquidation of UNAMID following the termination of the Operation's mandate on 31 December 2020 (Security Council resolution [2559 \(2020\)](#)).

17. During the 2020/21 period and the first six months of the 2021/22 period, MINURSO and UNMIK continued to utilize the cross-borrowing ability, with loans from MINUSMA. In the 2020/21 and the 2021/22 period, UNSOS also utilized a loan from MINUSMA. As at 30 June 2021, UNSOS had a loan from MINUSMA in the amount of \$40 million, which increased to \$65 million in August 2021 and which was repaid in full on 30 September 2021. As at 31 December 2021, loans to MINURSO and UNMIK from MINUSMA amounted to \$15 million and \$32.5 million, respectively.

D. Status of loans

18. The status of cross-borrowing loans among active peacekeeping operations at the end of each quarter from 31 December 2020 to 31 December 2021 is presented in table 2.

Table 2
Loans among active peacekeeping operations

(United States dollars)

<i>Fiscal period</i>	<i>31 December 2020</i>	<i>31 March 2021</i>	<i>30 June 2021</i>	<i>30 September 2021</i>	<i>31 December 2021</i>
MINURSO	10 000 000	10 000 000	10 000 000	15 000 000	15 000 000
UNMIK	15 000 000	22 500 000	32 500 000	32 500 000	32 500 000
UNSOS			40 000 000		
MINUSMA	(25 000 000)	(32 500 000)	(82 500 000)	(47 500 000)	(47 500 000)

Annex X

Transfer of assets

1. In response to the recommendation of the Advisory Committee in its report [A/76/7/Add.1](#) to present an option for a full cost-recovery arrangement, with a detailed analysis of assets transferred between all the missions during the last 10 years, and include a cost-benefit analysis for the transfer of those assets for the consideration of the Assembly at the second resumed part of its seventy-sixth session in the context of the peacekeeping operations overview report of the Secretary-General, which was approved by the General Assembly in its resolution [76/247](#) A–C, the Secretariat has prepared the present analysis. The table provides the details of the property and corresponding net book values transferred from peacekeeping operations to other activities funded from assessed contributions, covering the transfers from peacekeeping operations that have closed in the period from 2012 to 2021. The total quantity of property transferred to special political missions from peacekeeping missions was 2,242 property items, with a net book value or operational value of \$4.3 million.

Summary of property items transferred from peacekeeping operations to special political missions

<i>Transferring peacekeeping operation</i>	<i>Quantity</i>	<i>Acquisition value</i>	<i>Net book value/operational value^a</i>
UNOCI	711	3 111 186	1 421 398
UNMIL	2	3 455	3 455
MINUJUSTH	1 529	18 041 314	2 876 387
Total	2 242	21 155 955	4 301 240

^a For non-capitalized property, i.e. property expensed under IPSAS standards, an operational value is assigned in lieu of a net book value.

2. The transfer of property, including from peacekeeping operations to special political missions, is a disposal method that occurs during a peacekeeping mission's liquidation in compliance with financial regulation 5.14, which stipulates that property in good condition is to be redeployed to other peacekeeping operations or to other missions funded from assessed contributions. Disposal methods other than transfer are considered only when property is not fit for redeployment to another peacekeeping or political mission.

3. Conversely, during a mission's mandate, commercial sale is the preferred disposal method, under rule 105.23. Transfers of property during the mandate period are rare.

4. The data on the transfer of property indicates that the largest transfer of property from a peacekeeping mission to a political mission occurred during the liquidation of MINUJUSTH to the follow-on political mission, BINUH. Such transfer of property was part of the transition plan developed in accordance with resolution [2476 \(2019\)](#), to ensure continuity of operations in Haiti and a seamless, successful and responsible transition to BINUH.

5. With respect to the option of the transfer or redeployment of property on a full recovery basis, under financial rule 105.23 or financial regulation 5.14 (b), respectively, the Secretariat considers that the terms "transfer" or "redeployment" do not imply cost recovery.