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

## Budget performance of the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2014 to 30 June 2015

### Report of the Secretary-General

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## Summary

The present report details the total expenditure for the United Nations Logistics Base at Brindisi, Italy (UNLB), for the period from 1 July 2014 to 30 June 2015. The total expenditure has been linked to the objective of UNLB through the results-based-budgeting framework under the support component.

During the reporting period, UNLB further consolidated and streamlined its support activities as the United Nations Global Service Centre. UNLB has evolved from a logistics base focused primarily on transportation and distribution services to an integrated operational Centre that provides global information and communications technology, logistics and supply chain operational management and enabling support services throughout the life cycle of field missions.

The Global Service Centre incurred \$66.5 million in expenditure for the reporting period, representing a budget implementation rate of 94.5 per cent (compared with expenditure of \$68.5 million, or an implementation rate of 100 per cent, in the prior financial period).

The lower requirements under civilian personnel were primarily attributable to the appreciation of the United States dollar against the euro and lower-than-budgeted common staff costs for international staff as a result of the lower actual post adjustment multiplier, compared with the budgeted post adjustment. Requirements were also lower under general temporary assistance, reflecting higher actual average vacancy rates for international staff and the favourable impact of the appreciation of the United States dollar.

### Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2014 to 30 June 2015)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Civilian personnel	44 796.0	40 943.3	3 852.7	8.6
Operational costs	25 542.6	25 540.2	2.4	0.0
<b>Gross requirements</b>	<b>70 338.6</b>	<b>66 483.5</b>	<b>3 855.1</b>	<b>5.5</b>
Staff assessment income	6 218.3	5 989.8	228.5	3.7
<b>Net requirements</b>	<b>64 120.3</b>	<b>60 493.7</b>	<b>3 626.6</b>	<b>5.7</b>
Voluntary contributions in kind (budgeted)	—	—	—	—
<b>Total requirements</b>	<b>70 338.6</b>	<b>66 483.5</b>	<b>3 855.1</b>	<b>5.5</b>

The incumbency level for international and national staff increased compared with the prior period for posts, but was offset slightly by the lower level of incumbency for temporary positions for national staff.

### Human resources incumbency performance

<i>Category</i>	<i>Vacancy rate 2013/14 (percentage)<sup>a</sup></i>	<i>Approved 2014/15<sup>b</sup></i>	<i>Actual 2014/15 (average)</i>	<i>Vacancy rate 2014/15 (percentage)<sup>a</sup></i>
International staff	12.3	127	113	11.0
National staff	4.9	284	273	3.9
Temporary positions <sup>c</sup>				
International staff		5	2	60.0
National staff	33.3	8	5	37.5

<sup>a</sup> Based on monthly incumbency and approved monthly strength.

<sup>b</sup> Represents the highest level of authorized strength.

<sup>c</sup> Funded under general temporary assistance.

The present report also outlines the status of the implementation of the strategic deployment stocks during the financial period from 1 July 2014 to 30 June 2015, as requested by the General Assembly in its resolution 56/292 and subsequent resolutions, the most recent being resolution 69/309.

### Performance of strategic deployment stocks

(Thousands of United States dollars; budget year is from 1 July 2014 to 30 June 2015)

<i>Category</i>	<i>Issued</i>	<i>Expenditure</i>
Strategic deployment stocks	63 308.9	34 284.1

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

## I. Introduction

1. The proposed budget for the maintenance of the United Nations Logistics Base at Brindisi, Italy (UNLB), for the period from 1 July 2014 to 30 June 2015 was set out in the report of the Secretary-General of 31 January 2014 ([A/68/727](#)) and amounted to \$71,485,900 gross (\$65,161,000 net). The Advisory Committee on Administrative and Budgetary Questions, in its related report ([A/68/782/Add.8](#)), recommended the approval of the amount of \$70,338,600 gross (\$64,097,200 net) for the period.

2. The General Assembly, in its resolution 68/284, approved an amount of \$70,338,600 gross (\$64,120,300 net) for the maintenance of UNLB for the period from 1 July 2014 to 30 June 2015. The total amount has been assessed on Member States.

3. The General Assembly, by its resolution 56/292, endorsed the concept and implementation of the strategic deployment stocks, set out in the report of the Secretary-General of 14 March 2002 ([A/56/870](#)), for one complex mission and approved \$141,546,000 for that purpose. The objective of the strategic deployment stocks is to provide the capability to deploy relevant missions within rapid deployment time frames and to reduce the procurement lead time for mission-critical equipment required during the start-up or expansion phase. It is a revolving dynamic capability that is continuously evaluated to ensure that its equipment is appropriate for meeting evolving operational requirements. In its resolution 59/299, the Assembly approved the inclusion of strategic deployment stocks replenishment within the commitment authority described in section IV, paragraph 1, of its resolution 49/233 A. In its resolution 64/269, the Assembly decided that, if a decision of the Security Council relating to the start-up phase or expansion phase of peacekeeping operations resulted in the need for expenditure, the Secretary-General was authorized, with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, to enter into commitments up to \$50 million of the balance of the stores available from the strategic deployment stocks and draw upon them, with the drawings from the stocks to be replenished when the initial appropriation was received.

## II. Mandate performance

### A. Overall

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

5. A memorandum of understanding governing the use of property and facilities at Brindisi by the United Nations was signed by the Secretary-General and the Government of Italy on 23 November 1994. The first addendum to the memorandum, in respect of the donation of three new warehouses, was signed on 7 December 2001, and the second addendum, pertaining to the transfer of additional premises and areas to UNLB by the Government of Italy, was signed on 4 August

2008. A third addendum, in respect of the transfer of six buildings and an open area to UNLB by the Government of Italy, was signed on 23 November 2011. A memorandum of understanding governing the use of premises at Valencia, Spain, by the United Nations was signed by the Secretary-General and the Government of Spain on 28 January 2009.

6. During the reporting period, UNLB further consolidated and streamlined its existing support capabilities and functions as the Global Service Centre with the mandate to ensure effective and efficient support to field missions. The Global Service Centre continued its evolution from a logistics base focused primarily on transportation and distribution services to the envisaged holistic and integrated operational centre. As part of the global field support strategy, the Global Service Centre operated as a unified entity comprising UNLB and the facility in Valencia to provide global information and communications technology, logistics and supply chain operational management, as well as enabling support services throughout the life cycle of field missions, from start-up planning and preparation to liquidation.

7. In addition, the Global Service Centre played an essential role in support of Umoja implementation, including through legacy system data quality analyses, data cleansing and, in particular, the centralization of data maintenance functions to ensure the consistency of data handling. Eighteen national General Service posts from the field missions were made available to the Centre to assist in the maintenance of master data critical to the effective deployment of the system. The Centre continued to support Umoja implementation through other activities, including the creation of training capacity in Valencia, the reinforcement of service desk capacity in Brindisi and the strengthening of other technical support elements, such as information security and operational resilience.

8. Furthermore, the Global Service Centre hosted the Umoja converged infrastructure solutions (vBlocks) and through the twin technology arrangement between Brindisi and Valencia, disaster recovery services and information security arrangements for Umoja were guaranteed. The connectivity between missions and the Global Service Centre was continuously monitored and guaranteed 99.9 per cent of the time. A second-level (tier 2) service desk was established in the Centre to provide operational support or categorize incidents for escalation to Umoja for resolution by process experts and business analysts (tier 3 support).

9. During the performance reporting period, the Global Service Centre contributed to three expected accomplishments by delivering on related key outputs, as shown in the frameworks below. These frameworks are grouped under the following functional areas: the Base Support Service, the Logistics Service, the Service for Geospatial, Information and Telecommunications Technologies and the tenant units of the Department of Peacekeeping Operations hosted at UNLB, which include the Standing Police Capacity, the Justice and Corrections Standing Capacity and the Integrated Training Service.

10. In the present report, actual performance is assessed against the planned results-based-budgeting frameworks set out in the 2014/15 budget. In particular, the performance report compares the actual indicators of achievement, that is, the extent to which actual progress has been made during the period against the expected accomplishments, with the planned indicators of achievement, and the actual completed outputs with the planned outputs.

## **B. Budget implementation**

11. The following milestones were achieved during the performance reporting period:

- (a) Completion of the first phase of the reprofiling of the Service for Geospatial, Information and Telecommunications Technologies as a singular service provider under a common technological leadership;
- (b) Implementation of the centralization of the geospatial information systems;
- (c) Hosting of the Inspira system in the Global Service Centre;
- (d) Finalization of the annual strategic deployment stocks composition review, which was aligned with modularization and mission demand;
- (e) Completion of detailed design packages for modularization for 50-, 200- and 1,000-person camps, as well as an airbase and a logistics base.

12. The Logistics Service successfully managed the following activities:

- (a) Provision of start-up support to the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), including the materials resourcing plan, camp designs and deployment of the logistics support team, and coordination of the asset liquidation for transfer from the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA) to MINUSCA;
- (b) Provision of support to the United Nations Mission for Ebola Emergency Response (UNMEER), including the coordination of necessary support with respect to equipment, such as information and communications technology (ICT) equipment, armored vehicles and ambulances, and other supplies and equipment; the specialized delivery of vehicles to Ebola-infected areas; the establishment of aviation operations; the provision of on-the-ground logistics operational support for local mission activities; and the provision of engineering support for office accommodation and an engineering environmental assessment;
- (c) Deployment of mission support teams to various field operations;
- (d) Coordination and provision of analysis reports, including recommendations to missions regarding global acquisition planning;
- (e) Provision of asset liquidation coordination and on-the-ground support to the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL), the United Nations Office in Burundi (BNUB), the United Nations Electoral Observation Mission in Burundi (MENUB) and UNMEER;
- (f) Review of 67 requests for technical review of field engineering projects requiring procurement action;
- (g) Provision of engineering technical support through preparation of technical documents and field visits to 10 field missions;
- (h) Development and implementation of the Aviation Information Management System (AIMS) with six field missions, in collaboration with the United Nations Office for Project Services;

(i) Provision of periodic global-level analysis of inventory trend reports highlighting asset management areas requiring adjustment in order to reduce the overall inventory levels in missions;

(j) Conduct of a client satisfaction survey on the quality of the logistics support provided.

13. The Service for Geospatial, Information and Telecommunications Technologies, formerly known as the Communications and Information Technology Service, successfully completed a number of projects as follows:

(a) Hosting, maintenance and service desk support for centrally hosted applications, the Inspira system, Umoja and iNeed;

(b) Development of geospatial applications and geovisualization data projects and execution of geo-operation products in field missions;

(c) Management of five centralized global geospatial databases;

(d) Achievement of ISO 20000 and ISO 27001:2013 certifications in the areas of information technology service management and information security management;

(e) Achievement by the facility in Valencia of tier 3 certification from the Uptime Institute, validating its robustness;

(f) Provision of continued support to the voice, video and data systems hosted and operated at the Global Service Centre in Brindisi and Valencia;

(g) Implementation of a remote mission support model on a limited scale;

(h) Installation of 1,080 additional solar panels, for a total installed base of 1,780 solar panels, which resulted in the generation of the Global Service Centre's first gigawatt hour of solar power.

14. The Base Support Service successfully managed the following activities:

(a) Provision of acquisition planning and full procurement support services to the United Nations Support Mission in Libya (UNSMIL), the United Nations Regional Office for Central Africa (UNOCA), the United Nations Office for West Africa (UNOWA), the Cameroon-Nigeria Mixed Commission and the Office of the Special Envoy for the Sahel;

(b) Provision of back-office support services to UNSMIL, which has 15 positions embedded within the Global Service Centre;

(c) Provision of support in the area of finance to the Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria/Office of the Special Envoy of the Secretary-General for Syria.

15. The Regional Aviation Safety Office successfully managed the following activities:

(a) Conduct of six aviation safety visits to three field missions;

(b) Organization and execution of two live exercises of the aviation emergency response plan.

16. The Field Central Review Bodies Unit successfully managed the following activities:

- (a) Completion of reference checks for rostered candidates;
- (b) Endorsement of candidates for placement on the roster;
- (c) Processing of education grant claims for mission staff.

17. The Field Contracts Management Unit successfully managed the following activities:

- (a) Provision of a model template for the statement of works for the provision of level 3 medical services;
- (b) Hosting of the annual conference for contract management;
- (c) Provision of advice, guidance documents and standard operating procedures to support contract management policy;
- (d) Provision and maintenance of an online community of practice on contract management.

18. The tenant units of the Department of Peacekeeping Operations successfully managed the following activities:

#### **Standing Police Capacity**

(a) Provision of assistance to the United Nations Assistance Mission in Afghanistan (UNAMA), MINUSCA, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Integrated Peace-Building Office in Guinea-Bissau (UNIOGBIS), the United Nations Mission in Liberia (UNMIL), UNDP in Chad and Sierra Leone, the United Nations Mission in South Sudan (UNMISS), the United Nations Assistance Mission in Somalia (UNSOM) and UNDP in Sri Lanka;

(b) Participation in four review and assessment missions to different field missions and preparation of related reports in support of the mandate of the Police Division;

- (c) Participation in two international police conferences.

#### **Justice and Corrections Standing Capacity**

- (d) Provision of start-up support to MINUSCA;

- (e) Provision of assistance and support to four existing missions;

(f) Operational assessment and evaluation missions in support of five field operations.

#### **Integrated Training Service**

(g) Delivery of civilian predeployment training courses to a total of 414 civilian personnel;

(h) Provision of training support (training enhancement visits and training sessions) to peacekeeping missions and Member States.



## **Additional information requested**

### **Centralization of geospatial information systems**

19. In its resolution 69/309, the General Assembly recalled the recommendation of the Advisory Committee on Administrative and Budgetary Question, in paragraph 46 of its report ([A/69/839/Add.9](#)), and requested the Secretary-General to ensure that the centralization effort under way regarding geospatial information systems results in a reduction in the resources dedicated to such systems in the field missions and to report thereon in his next report on UNLB.

20. In that regard, it will be recalled that for the 2014/15 period, which was the first year of implementation of the geospatial information systems consolidation initiative, a total of 14 posts were proposed and approved for abolishment in field missions and that the creation of 7 positions at the Global Service Centre was approved. A corresponding number of software licenses and equipment were reassigned and redeployed. Since then, major efforts have been undertaken to define the work flow and the new infrastructure to be implemented during the second year of the consolidation, namely the 2015/16 period. At this stage, it is anticipated that the centralization of the geospatial information system will yield major benefits in field missions during the 2015/16 and 2016/17 periods. The restructuring and consolidation of functions of the Geospatial Information Services Centre is now finalized and the Centre was relocated from the Logistics Service to the Service for Geospatial, Information and Telecommunications Technologies. Reductions in recurrent annual staff costs and infrastructure, as well as one-time cost savings on hardware consolidation, can be expected.

### **Progress towards achievement of the end-state vision of the global field support strategy**

21. In paragraph 12 of its report ([A/69/839/Add.9](#)), the Advisory Committee recommended that the General Assembly request the Secretary-General to provide comprehensive information on the progress made towards the achievement of the end-state vision of the global field support strategy for the supply chain management and modularization pillar and the reprofiling of UNLB as the Global Service Centre under the shared services pillar. The recommendation was endorsed by the Assembly and information thereon is provided below.

#### *Supply chain management*

22. Supply chain policy papers, including a supply chain management vision, strategy and road map, were approved by the Under-Secretary-General for Field Support in May 2015. The vision has been defined as a well-managed and agile supply chain to support United Nations field missions with effectiveness and efficiency. The strategy has been organized in four interlinked building blocks as follows:

- (a) Define a framework of integrated end-to-end supply chain management processes with clearly defined functions, roles and responsibilities;
- (b) Offer different supply chain solutions for different situations, customer needs and challenges;
- (c) Provide solutions for infrastructure, technology and resources (including human resources) to support and enable the supply chain management processes;

(d) Introduce a performance management framework to measure, monitor and manage the supply chain to ensure effectiveness and efficiency.

23. The implementation road map remains at a nascent stage, providing high-level indicative timelines to be updated as the programme implementation process evolves.

24. The overall implementation of the supply chain management strategy will be a multi-year programme, during which a blueprint will be developed based on industry standards and best practices to communicate the end-state vision and maintain focus on delivering transformation and business change in processes, organization, tools/technologies and information, to be aligned with the roll-out of Umoja Extension 2, and other related activities.

25. Taking these factors into account, the Administration has launched four short-term pilot projects for immediate implementation, as follows:

(a) Analysis of the East Africa corridor to identify opportunities to improve the movement of supplies in the region;

(b) Analysis of mission acquisition planning to improve decision-making and sourcing, to establish adequate and relevant systems contracts and ensure better forecasting and analysis of mission needs;

(c) Analysis of the standard international commercial terms used in procurement and commercial transactions by reviewing current use of shipping terms to develop strategic recommendations;

(d) Standardization of centralized warehousing with relevant standard operating procedures and guidance.

26. It is envisaged that implementation of these projects will form the initial foundation for long-term implementation, while contributing to process improvement in relevant areas.

#### *Modularization*

27. The Global Service Centre has achieved all its assigned tasks according to the global field support strategy project implementation plan in relation to modularization to fulfil the end-state vision for field missions to have the capacity to respond in a timely manner to requirements by drawing on a range of deployable individual modules and enabling capacities. The following has been achieved in relation to modularization:

(a) **Standardized designs.** Missions have access to and are using standardized engineering design packages, which are completed for the 50-, 200- and 1,000-person camps, as well as for the logistics base and the airbase. Missions have access to and are using environmentally sustainable methods for power, water and waste management in the modular designs;

(b) **Strategic deployment stocks.** The composition of the strategic deployment stocks was reviewed and updated to incorporate the materials and equipment for modules. This includes transport, medical, engineering, supply and ICT items;

(c) **Deployment of modules and materials.** During the five years of implementation of the global field support strategy (2010-2015), modules and

materials have been deployed to 21 missions, including the United Nations Support Office for the African Union Mission in Somalia (UNSOA), UNMISS, BINUCA, the United Nations Disengagement Observer Force (UNDOF), MINUSMA, the African-led International Support Mission in Mali, the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic (OPCW-UN Joint Mission), UNSMIL, the United Nations Interim Security Force for Abyei (UNISFA), UNIOGBIS, MINUSTAH, the United Nations Interim Force in Lebanon (UNIFIL), MINUSCA, the United Nations Peacekeeping Force in Cyprus (UNFICYP), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), UNMEER, the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Truce Supervision Organization (UNTSO), UNSOM and UNMIL. The types of modules deployed to missions include security, water supply, wastewater treatment, energy supply, ablution, kitchen, accommodation, workshop and maintenance, warehouse, medical, ICT, fuel storage, fire protection, light and heavy vehicle and geographic information system modules.

(d) **Enabling capacity.** The Global Service Centre implemented the highly successful mission support teams concept in 2010. The mission support teams provided by the Centre entailed 286 staff deployments in support of 69 field operations and Headquarters requests, providing logistics, engineering, property management, liquidation, geospatial information and telecommunications technology and administrative support. In 2014, the Centre piloted the global mission support teams concept, by which a database of over 100 field staff members with various logistics, engineering and administrative skills was established. The pilot commenced with three missions; however, it was deemed unsuccessful, as missions were reluctant to release staff owing to the overall cutback on mission posts. The pilot was therefore cancelled.

28. Using the modularization concept, support was provided to the start-up operations of UNSMIL, MINUSMA and MINUSCA through deployment of mission support teams, provision of camp designs, development of statements of works and deployment of modules to the field missions.

*Reprofiling of the United Nations Logistics Base at Brindisi as the Global Service Centre*

29. Under the shared services pillar of the global field support strategy, UNLB was reprofiled as a Global Service Centre to operate as a unified entity comprising the United Nations Logistics Base at Brindisi, Italy, and the facility in Valencia, Spain, to provide global information and communications technology, logistics and supply chain operational management, as well as enabling support services, throughout the life cycle of field missions, from start-up planning and preparation to liquidation.

30. UNLB currently provides the following administrative support to field missions under the umbrella of the global field support strategy:

(a) The comprehensive operational mission procurement and acquisition support service (COMPASS), which is the vehicle through which UNLB provides procurement support to special political missions with limited or no procurement capacity. The missions concerned are UNOWA, United Nations support for the Cameroon-Nigeria Mixed Commission and UNOCA.

(b) A number of key support activities for UNSMIL are provided through a back-office structure based in Brindisi. Under this arrangement, 15 posts from UNSMIL are based in Brindisi in the procurement (2), logistics (4), ICT (1), human resources (3), travel (1), administration (1) and finance (3) areas.

31. The forthcoming annual report of the Secretary-General on the overview of the financing of the United Nations peacekeeping missions, to be presented to the General Assembly for its consideration at the second part of its resumed seventieth session, in May 2016, will present further details on implementation during the 2014/15 period and beyond, with completion and mainstreaming of the strategy.

#### **Non-Secretariat entities hosted at Brindisi and Valencia**

32. In paragraph 55 of its report (A/69/839/Add.9), the Advisory Committee recommended that the General Assembly request the Secretary-General to include, in future performance reports and budget submissions regarding UNLB, information on all of the personnel occupying the facilities in Brindisi and Valencia, as well as details on administrative and cost recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises.

33. During the reporting period, the Global Service Centre has hosted support personnel of other entities in Brindisi and Valencia on a cost recovery basis, as follows:

(a) A total of 466 workspace-months in Brindisi and Valencia as shown in the breakdown below.

<i>Workspace-months in 2014/15</i>	<i>Brindisi</i>	<i>Valencia</i>	<i>Total</i>
International Computing Centre	49	405	454
Office of Information and Communications Technology	0	12	12
<b>Total</b>	<b>49</b>	<b>417</b>	<b>466</b>

(b) A total of 59 support personnel of other entities occupied Global Service Centre premises as at 30 June 2015, as shown in the breakdown below.

<i>Occupancy as at 30 June 2015</i>	<i>Brindisi</i>	<i>Valencia</i>	<i>Total</i>
International Computing Centre	6	52	58
Office of Information and Communications Technology	0	1	1
<b>Total</b>	<b>6</b>	<b>53</b>	<b>59</b>

34. A cost recovery framework is being developed by the Administration to provide for a comprehensive recovery of the costs associated with the use of the facilities by non-Secretariat support personnel. Costs are prorated when they relate to facility services such as cleaning, gardening, security and maintenance.

### **Financial implementation**

35. The overall budget implementation rate for the period from 1 July 2014 to 30 June 2015 was 94.5 per cent. Expenditures for the 2014/15 period amounted to \$66,483,500, resulting in an unencumbered balance of \$3,855,100. The unencumbered balance was primarily attributable to reduced requirements under civilian personnel (\$3,852,700, or 8.6 per cent) owing to: (a) the appreciation of the United States dollar against the euro; (b) a lower post-adjustment multiplier for international staff, as determined by the International Civil Service Commission; and (c) in respect of general temporary assistance, higher actual average vacancy rates compared to budgeted rates, as well as the appreciation of the United States dollar.

36. Expenditure under operational costs amounted to \$25,540,200, representing full implementation of the budget under this category. The overall implementation reflects higher-than-planned expenditures under some categories, primarily information technology, facilities and infrastructure and other supplies, services and equipment, which were fully offset by lower-than-planned expenditure elsewhere, principally under communications. An analysis of variances is set out in section IV of the present report.

### **C. Partnerships, country team coordination and integrated missions**

37. UNLB provided satellite connectivity and other information technology support for several training sessions organized by the World Food Programme (WFP) at their San Vito base. In addition, the Service for Geospatial, Information and Telecommunications Technologies continued to provide the United Nations Humanitarian Response Depot of WFP with telephony and data services support. The International Computing Centre and the United Nations Office for Project Services received office computer services as well as Internet protocol telephony and computer network services. The services were provided on a cost-recovery basis.

38. The Service for Geospatial, Information and Telecommunications Technology of the Global Service Centre also provided communications and information technology services on a cost-recovery basis to non-Department of Field Support entities, such as the Department of Economic and Social Affairs, the Office of Information and Communication Technology, the Department of Safety and Security and the International Computing Centre.

39. Cooperation with other United Nations agencies, funds and programmes, as well as other offices of the Secretariat, has also been expanded and strengthened through the provision of geospatial, information and telecommunications technologies services and conference services in support of the International Criminal Tribunal for Rwanda, the International Tribunal for the Former Yugoslavia, the Special Tribunal for Lebanon, United Nations Assistance to the Khmer Rouge Trials and the International Criminal Court, offices away from Headquarters (the United Nations Office at Geneva, the United Nations Office at Nairobi and the United Nations Office at Vienna), the United Nations Relief and Works Agency for Palestine Refugees in the Near East, WFP, the Economic Commission for Africa, the Office for the Coordination of Humanitarian Affairs, the Economic and Social Commission for Western Asia, the Joint Inspection Unit and the International Commission against Impunity in Guatemala. Furthermore, the Global Service Centre continued to collaborate with WFP in areas of common interest, such as

aviation, services and training, and provided logistical support, when required, to WFP airlifts, including ground handling. The services were provided on a cost-recovery basis.

40. In addition, the Global Service Centre, through the Standing Police Capacity, continued to enhance partnerships with other regional organizations, such as the African Union, the Economic Community for West African States and the European Union. The Standing Police Capacity also continued to provide training support to the Center of Excellence for Stability Police Units at Vicenza, Italy, by providing it with training under peacekeeping-related training modules. In addition, the Standing Police Capacity provided assistance to UNDP in Chad, through the Global Focal Point for Police, Justice and Corrections, with UNDP covering travel-related expenses.

41. During the reporting period, the Director of the Global Service Centre continued to be the designated Area Security Coordinator for all United Nations system offices in the area, including the United Nations Humanitarian Response Depot, the United Nations Office for Project Services and the International Computing Centre.

42. The Regional Aviation Safety Office of the Global Service Centre continued to enhance regional mission cooperation through the provision of advice and assistance to affiliated missions in the establishment, implementation and management of their aviation safety programmes and by ensuring that the aviation safety policies, guidelines and procedures of the Departments of Peacekeeping Operations and Field Support were implemented.

## D. Results-based-budgeting frameworks

**Expected accomplishment 1.1:** Enhanced operational and technical support to peacekeeping missions and other field operations

### *Planned indicators of achievement*

### *Actual indicators of achievement*

Centralized control and monitoring of 100 per cent of strategic air movements through the global tracking system, including cost-benefit analysis and aircraft selection, to reduce regional aviation operating costs and optimize fleet utilization

Achieved. Centralized control and monitoring was provided for 100 per cent of the strategic air movements

100 per cent on time provision of ground-handling services, meteorological information-assistance in obtaining air traffic rights for Italian airspace within 5 days from the time of a request made by a field mission/office

Achieved. 100 per cent on time provision of ground-handling services and meteorological information-assistance in obtaining air traffic rights for the Italian airspace within 5 days

Recomposition and replenishment of the strategic deployment stocks based on utilization over the past 5 periods, incorporating lessons learned, change of planning assumptions and technological advances	Achieved. The annual review of the composition of the strategic deployment stocks was completed in April 2015. Replenishment of strategic deployment stocks was carried out in full, apart from 166 line items for which there were no system contracts in place	
Availability of the wide area network infrastructure 99.9 per cent of the time	Achieved. 99.96 per cent availability	
Availability of centrally hosted field mission applications 99.85 per cent of the time	Achieved. 99.86 per cent availability	
Availability of centrally hosted United Nations enterprise services 99.9 per cent of the time	Achieved. 99.95 per cent availability	
Availability of Umoja connectivity and support infrastructure 99.9 per cent of the time	Achieved. 99.97 per cent availability	
Delivery of all requested geoproducts within agreed deadline, provision of geoservices in under 10 days and spatial and terrain analysis within 3 months from the time of a request made by a field mission/office	66 per cent of geoproducts were delivered within the agreed deadline. The response took longer in some cases owing to the increased number of requests by field missions 100 per cent of geoservices were provided on time 100 per cent of spatial and terrain analyses were provided on time	
Provision of centralized imagery management and processing service, including derivation of value added products within 1 month from the time of a request made by a field mission/office	Achieved. 100 per cent on time	
Delivery of geospatial applications and decision support tools within 3 to 5 months from the time of a request made by a field mission/office	Achieved. 100 per cent on time	

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Logistics Service</b>		
Review of 100 per cent of the requests submitted for technical review of field engineering projects requiring procurement action	Yes	100 per cent of 67 requests were processed in line with the Global Service Centre's standard operating procedure
Provision of technical support to at least 2 field missions through preparation of technical documents and field visits	10	Technical support was provided to MINUSMA, MINUSCA, UNMOGIP, UNMEER, UNTSO, UNOWA, UNOCA, UNMISS, UNISFA and UNSOA

Response to 100 per cent of requests for the development of statement of requirements and/or technical specifications for complex engineering projects for field missions	Yes	100 per cent of requests received from missions were completed (1 specific to MINUSCA and 3 for all field missions for provision of statement of works on global systems contracts)
Maintenance and further development of the SharePoint engineering database and accessibility of the online standards library to all missions 24 hours a day, 7 days a week	Yes	The SharePoint engineering database was maintained and further developed and additional access was provided to field mission engineering staff
Conduct of a client satisfaction survey on the quality of the logistics support provided	Yes	The survey was sent on 27 March 2015 to 669 recipients and closed on 17 April 2015. 13.3 per cent completed the survey. The results of the survey reflected a level of customer satisfaction of 92.80 per cent for quality and 93.30 per cent for time effectiveness
Maintenance of 100 per cent of strategic deployment stocks of vehicles, generators and equipment and materials in readiness status	Yes	100 per cent of strategic deployment stocks of vehicles, generators and equipment and materials were maintained in readiness status
Annual review of the composition of strategic deployment stocks to meet the requirements of predefined service packages and to ensure optimal rotation of stock	Yes	The annual review of the composition of the strategic deployment stocks was conducted with the aim of ensuring that the configuration and make-up of the stocks is operationally effective
Testing, inspection, maintenance and repair of 100 per cent of strategic deployment stocks, the United Nations reserve and the Global Service Centre's operational fleet of vehicles, generators and equipment	Yes	100 per cent of strategic deployment stocks, the United Nations reserve and the Global Service Centre's operational fleet of vehicles, generators and equipment were tested, inspected and maintained
Provision of ground-handling services, meteorological information, assistance in obtaining air traffic rights for Italian airspace and support for all aircraft operating at the Global Service Centre	Yes	Assistance was provided for 22 air movements
Provision of centralized planning and tasking of 100 per cent of United Nations strategic airlift movements	Yes	Planning and tasking were carried out for 100 per cent of the 139 United Nations strategic airlift movements
Flight monitoring and tracking of 100 per cent of the United Nations aviation fleet	Yes	Monitoring and tracking were carried out for 100 per cent of the average United Nations aviation fleet of 128 aircraft
Conduct of a baseline study on the supply and engineering assets in 2 large and 1 mid-size peacekeeping operations to check accuracy of data between Galileo and actual assets on the ground	Yes	A baseline study was conducted and a report was completed for three missions (UNSOA, MINUSTAH and UNOCI)
Finalization of the costing modules for 200-, 1,000- and 50-man camps	Yes	Costing modules for 200-, 1,000- and 50-man camps were finalized



Set-up of a methodology for the overall improvement of the global asset management function	Yes	Standard operating procedure for global asset management and management of accoutrements was approved and published on the Global Service Centre Point intranet on 16 December 2014
100 per cent support of United Nations contracted aircraft operating at the Global Service Centre as part of the global field support strategy	Yes	100 per cent support for 11 contracted aircraft, representing 22 air movements
100 per cent physical verification of property, plant and equipment at the Global Service Centre in compliance with the International Public Sector Accounting Standards	Yes	100 per cent of property, plant and equipment was verified
<b>Service for Geospatial, Information and Telecommunications Technologies</b>		
Image processing and derivation of surveillance and monitoring products of 1,200 km <sup>2</sup> , feature extraction of 10,800 km <sup>2</sup> , topographic mapping of 92,600 km <sup>2</sup> , and thematic mapping of 54,000 km <sup>2</sup> of ground surface	3,247	km <sup>2</sup> image processing and derivation of surveillance and monitoring products. The output was higher owing to increased demand from field operations
	8,416	km <sup>2</sup> feature extraction. The output was lower owing to lower demand from field operations
	77,273	km <sup>2</sup> topographic mapping. The output was lower owing to lower demand for the services from UNAMID
	10,253,101	km <sup>2</sup> thematic mapping of ground surface. The output was higher owing to the inclusion of land cover at the country level versus camp/site level
Development of 8 geospatial applications, development of 9 geovisualization data projects, and execution of 50 geo-operation products in field missions	8	Geospatial applications
	10	Geovisualization data projects. The output was higher owing to the additional project for Ebola response
	208	Geo-operation products. The output was higher owing to increased demand from field operations
Organization of 3 advanced Geographic Information System training courses	3	Training courses
Management of 3 centralized global geospatial databases	5	Global geospatial databases. The output was higher owing to the increase in centralized geospatial support services resulting from increased reliance by missions on geospatial databases

Spatial and terrain analyses for groundwater assessment of 20,000,000 m <sup>2</sup> , campsite selection and topographic profiling of 36,000 km <sup>2</sup> , line of sight analyses of 1,000 km <sup>2</sup> and trafficability of 50,000 km <sup>2</sup> of ground surface	20,241,900	m <sup>2</sup> spatial and terrain analysis for groundwater assessment. The output was higher owing to a request by MINUSMA to perform groundwater exploration for 13 additional sites
	40,000	km <sup>2</sup> campsite selection and topographic profiling. The output was higher owing to a request by MINUSCA to perform campsite selection analyses for 6 additional sites
	1,920	km <sup>2</sup> line of sight analysis. The output was higher owing to increased demand from field operations
	No	No analysis of trafficability of ground surface. There was no output because there was no demand from field operations
Satellite bandwidth technical management, voice, video and data connectivity services and remote support for a satellite network consisting of: 27 regional Earth station hubs, 374 satellite out-stations and 440 inter-mission and mission-to-hub satellite links, using 30 transmit and receive systems at 2 teleports via 4 satellites, plus staging and preparation of satellite communication out-stations	27	Regional Earth station hubs
	374	Satellite out-stations
	1,026	Inter-mission and mission-to-hub satellite links. The output was higher owing to the lease of an additional transponder and links supporting the Umoja and Microsoft Exchange satellite platform
	30	Transmit and receive systems
Design and integration of alternative carbon-free energy that will fully sustain the deployable telecommunications systems during operations in the field	2	Teleports via 4 satellites
	Yes	An alternate carbon-free energy system was designed and proven to sustain telecommunications systems in the field. The system was integrated at the Global Service Centre with the mobile deployable telecommunications system and later transferred to UNMEER
	63	Inter-mission trunk voice circuits. The output was lower owing to the change from E1 to trunk voice circuits, which allowed provision of the same level of services with less circuits
	62	Commercial E1 voice lines. The output was higher owing to an increase in demand from field operations
Combined operation, support and maintenance of 83 E1 inter-mission voice lines, 52 commercial E1 voice lines, 19 leased lines and 3 high-speed Internet links	29	Leased lines. The output was higher owing to an increase in demand from field operations
	2	High-speed Internet links. The output was lower owing to the increase in capacity of existing links to satisfy the increased demand

Operation, support and maintenance of the combined network infrastructure (Brindisi and Valencia), consisting of 145 routers,	165	Routers
218 switches, 12 firewalls, 52 virtual firewalls, 8 web application delivery appliances, 11 network analyser modules,	114	Switches. The output was lower owing to the use of higher capacity switching devices
9 intrusion detection system modules,	15	Firewalls
40 wide area network accelerators,	94	Virtual firewalls
4 virtual private network gateways,	14	Web application delivery appliances
33 Internet protocol voice network devices	12	Network analyser modules
and 54 items of videoconference equipment	9	Intrusion detection system modules
	80	Wide area network accelerators
	4	Virtual private network gateways
	73	Internet protocol voice network devices
	78	Items of videoconference equipment
		The overall increase in the support requirements was due to increased reliance on centralized voice, data and video infrastructure
Hosting, maintenance and service desk support for 40 centrally hosted applications, and the human resources Inspira system, for all field missions and Headquarters, the Secretariat and other United Nations programmes; maintenance and administration of mail routing for 55,000 mailboxes and mail replication for global operations; administration of a 1,000 terabyte tier 2 and 500 terabyte tier 3 back-up operation for disaster recovery and business continuity of field missions, and systems and storage management of 1,200 virtual machines, 200 physical servers and 1,300 terabytes of data storage	48	Centrally hosted applications. The output was higher because there were new applications that required hosting
	46,595	Mailboxes and mail replication for global operations. The output was lower owing to the cleaning of mailboxes during the migration from Lotus Notes to Microsoft Exchange e-mail
	411	Terabyte back-up operation for disaster recovery and business continuity of field missions at tier 2
	966	Terabyte back-up operation for disaster recovery and business continuity of field missions at tier 3
	2,197	Virtual machines
	367	Physical servers
		The overall increase in servers and related requirements is due to an increased reliance on centralized voice, data and video infrastructure
	1,127	Terabytes of data storage
	88	Routers

Remote management of the Department of Field Support/Department of Peacekeeping Operations wide area network infrastructure, consisting of 114 routers, 47 switches, 1 firewall, 40 wide area network accelerators and 45 items of videoconference equipment external to the Global Service Centre network infrastructure	165	Switches
	15	Firewalls
	36	Wide area network accelerators
	43	Items of videoconference equipment
		The variance in output is owing to changes in MINUSMA, MINUSCA, MINURSO, and UNSMIL infrastructure configurations and successful implementation of remote mission support services
Operate and manage all infrastructure support systems, located at Brindisi and Valencia, required for the hosting and connectivity of 2 Vblock integrated solution systems for Umoja	2	Vblock integrated solution systems for Umoja were operated and managed
Establishment and support of standardized ICT service management processes across 10 peacekeeping operations	10	Peacekeeping operations: UNIFIL, UNDOF, UNSOA, the United Nations Interim Administration Mission in Kosovo (UNMIK), UNFICYP, UNMIL, the United Nations Mission for the Referendum in Western Sahara (MINURSO), MINUSCA, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and MINUSMA
Hosting of virtual data centres for operational resiliency for 6 peacekeeping operations	7	Peacekeeping operations: UNOCI, MINUSCA, MINURSO, UNIFIL, MONUSCO, UNMIK and UNISFA
Provision of information and communications technology technical back-office and high-level skill support, including infrastructure monitoring and event management, for 3 peacekeeping operations	2	Peacekeeping operations: MINUSMA and MINUSCA. Support was also provided to UNSMIL
<b>Base Support Service</b>		
Provision of management and administrative support to a staffing complement of 425 civilian personnel, 3 staff from the Field Staff Union, 15 UNSMIL staff, 120 individual contractors and 40 consultants	393	Civilian personnel
	3	Staff from the Field Staff Union
	15	UNSMIL staff
	6	MINUSMA national staff
	73	Individual contractors. The actual output was lower owing to lower requirements for individual contractors, as the target was based on historical data
	32	Consultants. The output was lower owing to lower requirements for consultants

Coordination of 250 learning activities involving 3,000 participants	249	Learning activities involving 4,257 participants. The number of participants was higher owing to increased demand
Organization and management of 30 official visits	19	Official visits. The output was lower owing to fewer requests for official visits
Organization and delivery of 30 learning programmes for staff members of the Global Service Centre	25	Learning programmes. The output was lower owing to fewer requests for learning programmes
Provision of medical services to the Global Service Centre civilian personnel, their dependants and United Nations trainees in Brindisi	2,911	Individuals were provided with medical services
Provision of medical briefings to 320 newly recruited civilian staff attending predeployment training	Yes	25 medical briefings were provided for 411 newly recruited civilian staff
Provision of 6 briefing sessions on sexually transmitted infections and HIV, for all Global Service Centre personnel	6	Briefing sessions were conducted
Maintenance of the Global Service Centre operational vehicle fleet, comprising 124 vehicles at Brindisi and 5 vehicles at Valencia	124 5	Vehicles at Brindisi Vehicles at Valencia
Maintenance of 58 hard-wall buildings (61,136 m <sup>2</sup> ) and 13 soft-wall structures (7,215 m <sup>2</sup> ), 111 prefabricated container units and 307,073 m <sup>2</sup> of open areas, including green areas, concrete and asphalted areas, and roads and parking areas in Brindisi	58	Hard-wall buildings (61,136 m <sup>2</sup> )
	13	Soft-wall structures (7,215 m <sup>2</sup> )
	111	Prefabricated container units
	307,073	m <sup>2</sup> of open areas, including green areas, concrete and asphalted areas, and roads and parking areas
Maintenance of 10 hard-wall buildings, including 3 main buildings and 7 minor buildings (access pavilion; warehouse; garbage room; control cabin; gardening pumps and implements room; energy centre, including section centre and power generators; and subscriber electric station) (8,783 m <sup>2</sup> ) and an open area of 34,717 m <sup>2</sup> , including parking areas	10	Hard-wall buildings (8,783 m <sup>2</sup> )
	34,717	m <sup>2</sup> of open area, including parking areas

## Office of the Director

### Regional Aviation Safety Office

Conduct 9 aviation safety visits to the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Assistance Mission in Iraq (UNAMI) (3 visits each)	6	Aviation safety visits were conducted in UNAMI, UNIFIL and UNFICYP (2 visits each). The output was lower owing to the revision of the directive of the Regional Aviation Safety Office, which reduced the number of visits to UNFICYP and UNIFIL from 3 to 2 each. The third visit to UNAMI was cancelled by the Mission owing to security concerns
Organization and execution of 2 live exercises of the aviation emergency response plan in UNFICYP and UNIFIL	2	Live exercises were organized and executed in UNIFIL and UNFICYP
Development and implementation of a web-based portal with electronic aviation safety programme tools for all missions	No	The development and implementation of the web-based portal with electronic aviation safety programme tools is in progress, with modules under development. The portal is operational and accessible to all missions and its learning management system module provided in-house-developed e-learning courses to 441 staff members in 17 field missions and at Headquarters

### Security Office

Provision of security services 24 hours a day, 7 days a week, at Brindisi and Valencia	Yes	Security services were provided 24 hours a day, 7 days a week
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### Field Central Review Bodies Unit

Completion of reference checks for up to 1,250 rostered candidates for mission positions	2,400	Reference checks completed. The output was higher owing to the clearing of backlog
Endorsement of 1,800 candidates by the field central review bodies for placement on the roster	1,899	Candidates were endorsed. The output was higher owing to increased rostering and selection activity

### Unplanned output

Processing of 1,300 education grant claims for staff	1,684	Education grant claims were processed. The activity was not included in the 2014/15 results-based-budgeting framework owing to a proposal to relocate the Unit to the Regional Service Centre at Entebbe, Uganda, which was not approved by the General Assembly
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### Field Contracts Management Unit

Provision of 1 model template for scopes of work and scopes of requirement for the acquisition of commodities/services for the field	Yes	The model template for statement of works for provision of level 3 medical services was completed
Hosting of 1 conference for field operations contract management staff	1	The fourth annual field contract management conference was hosted for field missions
Provision and maintenance of an online community of practice on contract management for field staff	Yes	The online community of practice was available and maintained and new users were given access upon request
Provision of advice on contract management practice and policy through 15 videoconferences with field missions	18	Videoconferences were held with field missions and Headquarters. The output was higher owing to the participation of additional missions (MINUSCA, UNTSO and UNFICYP)
Provision of guidance documentation and standard operating procedures supporting the contract management policy of the Department of Peacekeeping Operations/ Department of Field Support	3	Guidance documents were provided. The Field Contract Management Manual was completed and is planned to be implemented in 2015/16
Establishment of an initial capability for reporting on contractor performance across multiple field missions	Yes	The web-based contractor performance reporting tool was completed in June 2015

### Expected accomplishment 1.2: Rapid deployment to field operations throughout their life cycles as mandated by Headquarters

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Establishment of communications links within 24 hours of the arrival of the information and communications technology equipment and Global Service Centre information and communications technology personnel at new missions	Achieved. Communications links were established in UNMEER within 24 hours
Deployment of service packages to mission areas within 90 days of the issuance of Headquarters instructions to the Global Service Centre	Achieved. 62 shipments were dispatched within 29 days of receipt of Headquarters instructions
Identification and deployment of strategic deployment stocks and other logistical equipment capable of supporting start-up teams and initial troop and police deployments, within 90 days of the issuance of Headquarters instructions to the Global Service Centre	Achieved. Strategic deployment stocks were identified and deployed within 90 days of request

Deployment of mission support teams within 15 days of deployment approval date	22 missions were supported by 75 staff from the Global Service Centre Mission Support Team. Of these deployments, 64 met the deadline of 15 days. The remainder were delayed owing to external factors, such as the issuance of travel documentation, including visas, and/or issues related to medical clearance
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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Logistics Service</b>		
Coordination of the liquidation of field missions by the Global Service Centre in conjunction with the Department of Field Support	7	Coordination of the liquidation of seven field missions: BINUCA, UNIPSIL, the OPCW-UN Joint Mission, the International Criminal Tribunal for Rwanda, BNUB, MENUB and UNMEER
Deployment of modularized service packages to field missions as requested	15	Missions requested and received modularized service packages
Technical evaluations for all shipping contracts completed within 24 hours of receipt	Yes	74 technical evaluations for individual shipping contracts were completed within 24 hours of the receipt of the request or additional technical clarifications
100 per cent of aircraft loaded within predefined landing and take-off times	Yes	100 per cent (14 aircraft) were loaded within predefined landing and take-off times
Deployment of 100 per cent of modules (available in strategic deployment stocks) to field missions within 30 days of the approval date	Yes	39 modules in strategic deployment stocks were deployed within 30 days of the approval date
Establishment of 1 Global Mission Support Team database for skill set identification	1	A Global Mission Support Team database was established comprising 3 missions as a pilot (MONUSCO, UNIFIL and UNOCI)

#### **Service for Geospatial, Information and Telecommunications Technologies**

Organization of 2 full-scale deployment exercises for information and communications technology personnel to ensure that capabilities to establish communications links are available for deployment to field operations	2	Full-scale deployment exercises were conducted in UNLB and UNMEER
Review and maintenance of all information and communications technology fly-away kits, part of the strategic deployment stocks, to ensure full readiness for deployment	2	ICT fly-away kits were regularly reviewed and maintained



Deployment of one geographic rapid deployment module, and deployment of geographic information system staff to new and/or expanding missions	1	Geographic rapid deployment module and geographic information system staff deployed to UNMEER
	1	Geographic information system staff deployed to UNDOF
<b>Base Support Service</b>		
Provision of administrative support for the deployment of 85 staff members to various missions	67	Staff were provided with administrative support. The output was lower owing to fewer-than-estimated requests
Provision of administrative support for the recruitment, administration and travel of 25 geospatial services consultants	33	Geospatial services consultants were provided with administrative support. The output was higher owing to increased demand from missions (UNSOA, MONUSCO and UNAMID)

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	
Increased number of start-up and existing police components in field missions assisted, including support to the Police Division of the Department of Peacekeeping Operations (2012/13: 6; 2013/14: 13; 2014/15: 14)	Achieved. 29 missions were undertaken to assist start-up and existing police components in field missions. The output was significantly higher owing to increased demand from field missions	
Increased number of assessment missions (2012/13: 0; 2013/14: 4; 2014/15: 5)	4 assessment missions were undertaken. The output was lower owing to lower demand from the missions	
Increased number of interactions with police components or experts in field missions to improve preparedness for the implementation of functions (2012/13: 6; 2013/14: 8; 2014/15: 9)	Achieved. 14 interactions were undertaken with police components or experts in field missions. The output was higher owing to unplanned interactions with different field missions through remote assistance teams	
Increased number of start-up and/or existing justice and corrections components in field missions supported (2012/13: 6; 2013/14: 8; 2014/15: 9)	Achieved. Support was provided to 10 missions (5 deployments, to MINUSCA, MINUSTAH, MONUSCO, UNAMID and UNMISS; and 5 operational assessment and evaluation visits, to UNMISS, UNOCI, UNIOGBIS, UNAMID and MONUSCO)	
<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>

### Standing Police Capacity

Provision of 6 assistance missions to police components in existing peacekeeping operations for up to 3 months in support of national law enforcement capacity-building	29	Assistance missions were undertaken. The output was higher owing to increased demand for deployment from field missions, in particular from UNAMA, MINUSMA and UNDP in Chad
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Establishment and strengthening of police components in 2 new and/or expanding mid-sized missions	No	There were no requests from the missions
Provision of support to the Police Division of the Department of Peacekeeping Operations in the implementation of 5 review and assessment reports	4	Review and assessment reports implemented. The output was lower owing to lower demand from the missions
Implementation of 5 assessment missions to the police components in peacekeeping missions, special political missions and United Nations funds, programmes and agencies	No	There were no requests from the missions
Participation in 2 international police conferences to directly liaise with police expert counterparts on best practices and promote Standing Police Capacity activities and Police Division strategic vision	2	Participation in two international police conferences: a conference on the strategic guidance framework for international police peacekeeping and the Annual Conference of the International Association of Chiefs of Police
<b>Justice and Corrections Standing Capacity</b>		
Provision of support to 4 new or existing missions, upon request, for 2 to 3 months	5	Provision of start-up capacity to 1 new mission (MINUSCA) and support to 4 existing missions (MINUSTAH, MONUSCO, UNAMID and UNMISS). The output was higher owing to higher demand from the missions
5 operational assessment and evaluation missions in support of justice and corrections components in field operations	5	Operational and assessment missions were undertaken to UNMISS, UNOCI, UNIOGBIS, UNAMID and MONUSCO
Outreach activities, including 4 articles on justice and corrections and 3 visits to other rapidly deployable capacities/international organizations	4	Articles were distributed and published on iSeek and in magazines and newsletters
	3	Outreach visits were made to Global Focal Point retreats in New York and Brussels and the Geneva representative of the International Security Sector Advisory Team visited Brindisi
Preparation and issuance of 6 end-of-mission/trip/assessment reports	11	End-of-mission/trip/assessment reports were prepared and issued for: UNAMA (1), MINUSCA (3), MINUSTAH (2), UNIOGBIS (1), UNAMID (1), MONUSCO (2) and UNOCI (1). The output was higher due to the fact that 2 or 3 reports were drafted for some of the missions

Participation in 1 international justice/ corrections conference to keep abreast with global justice and corrections-related developments, network and foster new partnerships, raise awareness and promote its role in justice and corrections support

1

Participation in the Fifth United Nations International Corrections Conference in Burkina Faso

### **Integrated Training Service**

Provision of 20 predeployment training sessions to 320 civilian personnel

26

Civilian predeployment training sessions were provided to 414 civilian personnel. The output was higher owing to the provision of training sessions for the start-up of MINUSCA, which constituted about 25 per cent of the total number of participants. The running of concurrent sessions allowed the additional participants to attend the course without delaying their deployment

### III. Resource performance

#### A. Financial resources

(Thousands of United States dollars; budget year is from 1 July 2014 to 30 June 2015)

Category	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
<b>Civilian personnel</b>				
International staff	22 277.7	20 011.0	2 266.7	10.2
National staff	21 349.8	20 037.0	1 312.8	6.1
United Nations Volunteers	—	—	—	—
General temporary assistance	1 168.5	895.3	273.2	23.4
<b>Subtotal</b>	<b>44 796.0</b>	<b>40 943.3</b>	<b>3 852.7</b>	<b>8.6</b>
<b>Operational costs</b>				
Civilian electoral observers	—	—	—	—
Consultants	491.9	648.2	(156.3)	(31.8)
Official travel	1 000.0	1 056.8	(56.8)	(5.7)
Facilities and infrastructure	7 217.4	7 627.6	(410.2)	(5.7)
Ground transportation	570.3	548.4	21.9	3.8
Air transportation	—	—	—	—
Naval transportation	—	—	—	—
Communications	7 014.2	2 839.1	4 175.1	59.5
Information technology	7 971.2	11 261.6	(3 290.4)	(41.3)
Medical	351.0	70.4	280.6	79.9
Special equipment	—	—	—	—
Other supplies, services and equipment	926.6	1 488.1	(561.5)	(60.6)
Quick-impact projects	—	—	—	—
<b>Subtotal</b>	<b>25 542.6</b>	<b>25 540.2</b>	<b>2.4</b>	<b>0.0</b>
<b>Gross requirements</b>	<b>70 338.6</b>	<b>66 483.5</b>	<b>3 855.1</b>	<b>5.5</b>
Staff assessment income	6 218.3	5 989.8	228.5	3.7
<b>Net requirements</b>	<b>64 120.3</b>	<b>60 493.7</b>	<b>3 626.6</b>	<b>5.7</b>
Voluntary contributions in kind (budgeted)		—	—	—
<b>Total requirements</b>	<b>70 338.6</b>	<b>66 483.5</b>	<b>3 855.1</b>	<b>5.5</b>

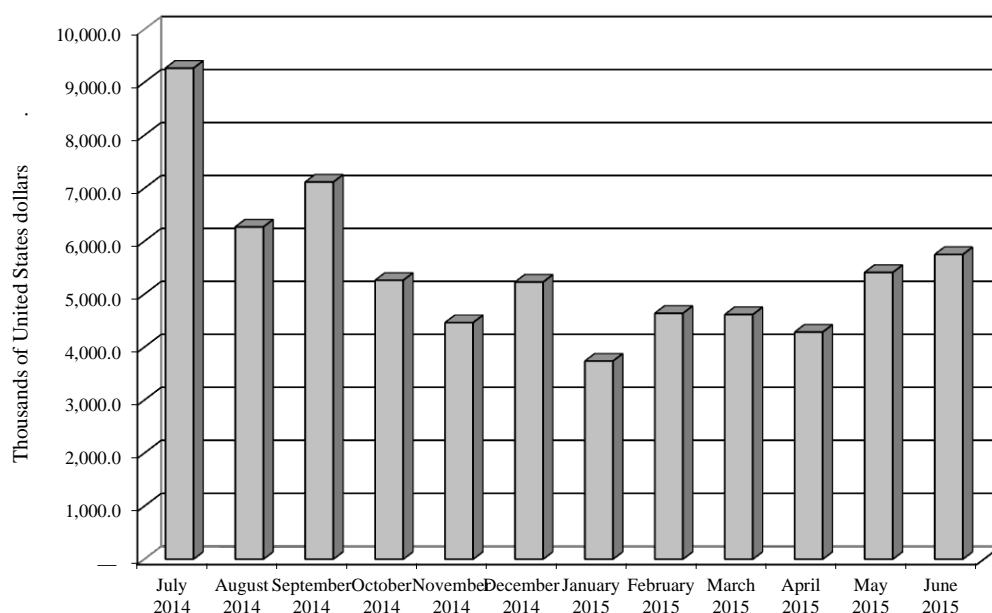
## B. Summary information on redeployments across groups

(Thousands of United States dollars)

Group	Appropriation		
	Original distribution	Redeployment	Revised distribution
Civilian personnel	44 796.0	(146.3)	44 649.7
Operational costs	25 542.6	146.3	25 688.9
<b>Total</b>	<b>70 338.6</b>	<b>–</b>	<b>70 338.6</b>
Percentage of redeployment to total appropriation			<b>0.2</b>

43. Resources were redeployed from civilian personnel to operational costs in anticipation of higher expenditures in the latter category. However, as indicated in the table in section III.A above, actual operational costs (\$25,540,200) were within the overall level of the original distribution (\$25,542,600) for operational costs, and hence the redeployed funds were not required.

## C. Monthly expenditure pattern



44. The high levels of expenditure during the first quarter, particularly in July 2014, were due mainly to obligations being raised for major activities, such as the implementation of the acquisition plan, which have a longer lead time, and full-year contractual costs for utilities for Brindisi and Valencia, which take place at the beginning of the period. In addition, given the requirements of the solicitation and procurement processes, combined with the fact that all telecommunications services, maintenance and support services are needed throughout the year, funds under information technology were also committed at the start of the financial period.

## D. Other revenue and adjustments

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>
Investment revenue	135.8
Other revenue	226.4
Cancellation of prior-period obligations	388.2
<b>Total</b>	<b>750.4</b>

## E. Value of non-budgeted contributions

(Thousands of United States dollars)

<i>Category</i>	<i>Actual value</i>
Memorandum of understanding <sup>a</sup>	3 676.5
Voluntary contributions in kind (non-budgeted)	—
<b>Total</b>	<b>3 676.5</b>

<sup>a</sup> Inclusive of office buildings, workshops, warehouse structures and open spaces from the Government of Italy (\$2,851,400) and office buildings, operational buildings and open spaces from the Government of Spain (\$825,100).

## IV. Analysis of variances<sup>1</sup>

	<i>Variance</i>	
<b>International staff</b>	\$2 266.7	10.2%

45. The lower requirements were mainly attributable to a lower post-adjustment multiplier for international staff, as decided by the International Civil Service Commission, at an average of 44.8 per cent, compared with the budgeted post adjustment of 64.8 per cent.

	<i>Variance</i>	
<b>National staff</b>	\$1 312.8	6.1%

46. The lower requirements were primarily attributable to the positive impact of the appreciation of the United States dollar against the euro. The budgeted exchange rate was 0.736 euro per United States dollar, while the actual average exchange rate was 0.834. The lower requirements were offset in part by a lower actual vacancy rate of 3.9 per cent, as compared with the budgeted vacancy rate of 6 per cent.

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

	<i>Variance</i>	
<b>General temporary assistance</b>	\$273.2	23.4%

47. The lower requirements were mainly attributable to: (a) a higher actual average vacancy rate for international staff of 60 per cent, compared with the budgeted rate of 30 per cent; (b) lower-than-budgeted actual common staff costs for international staff; and (c) the positive impact of the appreciation of the United States dollar against the euro, as described above, on national staff salaries under general temporary assistance.

	<i>Variance</i>	
<b>Consultants</b>	(\$156.3)	(31.8%)

48. The additional requirements were attributable to: (a) the unplanned cost of a consultant hired to undertake preparatory work for the staff classification exercise as a pilot project; and (b) the higher-than-budgeted cost of the engineering consultancy services for a study on sustainable solid waste management solutions and design of integrated solid waste management facilities for the United Nations field missions, owing to the complexity of such services. The higher requirements were offset in part by: (a) more courses being held at Brindisi and Valencia with a higher number of participants per session, resulting in lower expenditure for training consultants; and (b) the requirements for training consultants being initially budgeted under consultants, whereas the expenditure was recorded in other supplies, services and equipment.

	<i>Variance</i>	
<b>Official travel</b>	(\$56.8)	(5.7%)

49. The additional requirements were mainly attributable to a higher number of requests for non-training travel, including for the workshops for Umoja local process experts, workshops associated with the design and implementation of procedures for cost recovery in Umoja and the workshops regarding shared services.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	(\$410.2)	(5.7%)

50. The higher expenditures were mainly attributable to requirements for supplies and some electrical equipment being initially budgeted under communications, whereas the expenditure was recorded in facilities and infrastructure.

	<i>Variance</i>	
<b>Communications</b>	\$4 175.1	59.5%

51. The lower expenditures were primarily attributable to the requirements for maintenance of equipment and communications support services being initially budgeted under communications, whereas the expenditure was recorded in information technology.

	<i>Variance</i>	
<b>Information technology</b>	(\$3 290.4)	(41.3%)

52. The higher expenditures were mainly attributable to: (a) the requirements for maintenance of equipment being initially budgeted under communications, whereas the expenditure was recorded in information technology; and (b) higher-than-planned maintenance costs for storage equipment, owing to the longer-than-planned lead time for the establishment of the new lease contract for data storage.

	<i>Variance</i>	
<b>Medical</b>	\$280.6	79.9%

53. The lower requirements were attributable mainly to: (a) lower expenditure for medical services owing to the limited availability of qualified English-speaking consultant doctors; and (b) non-payment of the medical warehouse and inventory management fee, as purchase orders were not issued before the closure of the financial year.

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	(\$561.5)	(60.6%)

54. The higher expenditures were mainly attributable to the requirements for training consultants and for maintenance services being initially budgeted under consultants and facilities and infrastructure, respectively, whereas the expenditure was recorded in other supplies, services and equipment.

## V. Resource performance: strategic deployment stocks

55. During the fiscal year 2014/15, the composition of strategic deployment stocks was reviewed and final composition amounting to \$92.7 million was approved in April 2015. The major changes were as follows:

(a) A 49 per cent increase under engineering owing to high consumption and increased demand for hardwall and softwall modular structures and generators and the introduction of 100-person expeditionary camps;

(b) A 29 per cent increase under information and communications technology owing to the introduction of mobile command posts and high demand for and consumption of network and satellite equipment;

(c) A 30 per cent decrease under medical owing to a reduction in low consumption items, such as the laboratory module and the bullet wound treatment kit;

(d) A 23 per cent increase under supplies owing to the introduction of helicopter landing mats, refrigeration equipment and fuel tanks, as well as to high consumption of and increased demand for safety and security equipment, accommodation equipment and expanding office shelter;

(e) A 26 per cent increase in transport owing to high consumption of and increased demand for armoured vehicles, light vehicles, ambulances and vehicle attachments.



## Financial resources

56. The total value of the funding allotted for strategic deployment stocks for the period from 1 July 2014 to 30 June 2015 was \$110.8 million, which included the \$45.3 million rolled over from the prior-period fund balance, the \$63.3 million representing the replenishment value of strategic deployment stocks shipped to peacekeeping and special political missions and the \$2.2 million of other revenue and adjustments.

57. The replenishment values of strategic deployment stocks issued to missions and the movement of funds for strategic deployment stocks are shown in the tables below.

### Replenishment values of strategic deployment stocks issued to missions

(Thousands of United States dollars; budget year is from 1 July 2014 to 30 June 2015)

<i>Receiving operation</i>	<i>Amount</i>
<b>Peacekeeping operations</b>	
United Nations Disengagement Observer Force	1 707.9
United Nations Interim Administration Mission in Kosovo	53.6
United Nations Interim Force in Lebanon	205.1
United Nations Interim Security Force for Abyei	1 643.7
United Nations Logistics Base	15.0
United Nations Mission for the Referendum in Western Sahara	1 219.5
United Nations Mission in Liberia	775.4
United Nations Mission in South Sudan	801.3
United Nations Multidimensional Integrated Stabilization Mission in Mali	2 225.0
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	46 036.2
United Nations Operation in Côte d'Ivoire	18.5
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	1 946.4
United Nations Peacekeeping Force in Cyprus	276.6
United Nations Support Office to the African Union Mission in Somalia	327.8
African Union/United Nations Hybrid Operation in Darfur	33.9
United Nations Truce Supervision Organization	47.0
<b>Subtotal</b>	<b>57 332.9</b>
<b>Political and peacebuilding missions and other recipients</b>	
United Nations Integrated Peacebuilding Office in Guinea-Bissau	127.1
United Nations Mission for Ebola Emergency Response	3 447.5
United Nations Support Mission in Libya	1.4
Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic	2.6
United Nations Integrated Peacebuilding Office in the Central African Republic	64.7
United Nations Office for the Coordination of Humanitarian Affairs	4.5

<i>Receiving operation</i>	<i>Amount</i>
United Nations Headquarters	2.0
United Nations Assistance Mission in Somalia	2 326.2
<b>Subtotal</b>	<b>5 976.0</b>
<b>Total replenishment value of stocks issued to missions in the period</b>	<b>63 308.9</b>

### **Movement of funds for strategic deployment stock and category of expenditure**

(Thousands of United States dollars. Budget year is from 1 July 2014 to 30 June 2015)

<i>Movement</i>	<i>Amount</i>
Rollover of fund balance from 2013/14	45 348.4
Value of replenished stocks issued to missions in 2014/15	63 308.9
Other revenue/adjustments in 2014/15	2 211.6
<b>Total value</b>	<b>110 868.9</b>
Rollover of 2014/15 unencumbered balance and other revenue to 2015/16	76 606.2
Expenditure in 2014/15	34 284.1
Cancellation of prior-period obligations	(21.4)
<b>Total expenditure for the period</b>	<b>110 868.9</b>
<b>Category of expenditure</b>	
Facilities and infrastructure	12 411.7
Ground transportation	12 465.7
Air transportation	700.4
Naval transportation	1 330.6
Communications	1 292.0
Information technology	4 414.1
Medical	344.1
Other supplies, services and equipment	1 325.5
<b>Expenditure in 2014/15</b>	<b>34 284.1</b>

## **VI. Actions to be taken by the General Assembly**

58. The actions to be taken by the General Assembly in connection with the financing of the United Nations Logistics Base at Brindisi, Italy, are:

(a) To decide on the treatment of the unencumbered balance of \$3,855,100 with respect to the period from 1 July 2014 to 30 June 2015;

(b) To decide on the treatment of other revenue for the period ended 30 June 2015 amounting to \$750,400 from investment revenue (\$135,800), other revenue (\$226,400) and the cancellation of prior-period obligations (\$388,200).

## **VII. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors, as endorsed by the General Assembly in its resolution 69/309**

### **A. Advisory Committee on Administrative and Budgetary Questions**

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*Request*

*Response*

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#### **[A/69/839/Add.9](#)**

The Advisory Committee considers that there is a need for greater clarification on the various arrangements in place for the provision of administrative support to field missions and full transparency regarding the resources made available to UNLB and cost recovery arrangements. It therefore recommends that the General Assembly request the Secretary-General to provide henceforth, in the performance reports and budgetary proposals for UNLB, comprehensive information on the posts, positions and other resources provided by missions/offices, with details on the services provided to each mission. In parallel, mission budgets should clearly show the corresponding resources that are being provided to UNLB or reduced. The Secretary-General should also provide details on the budgeting parameters applied to estimated requirements for the posts and positions provided to or outposted at UNLB (salaries, other staff costs, common staff costs, temporary assistance, vacancy rates, related operational costs and any other relevant factors), as well as comparative estimates of the resource requirements related to those posts/positions had they been located in the providing mission/department/office (para. 24).

In accordance with the authorized resources for UNSMIL for the biennium 2014-2015, the Global Service Centre is hosting 15 UNSMIL staff members (10 international and 5 national posts) that are embedded into the Centre's structure and perform services for both entities (i.e., UNSMIL and the Centre, including the entities supported by the Centre).

This operational concept has proved to be very efficient, and UNSMIL, on a yearly basis, is reporting efficiency gains of about \$1 million. In addition, owing to the deterioration in the security situation in Libya, UNSMIL was forced, in the period from July 2014 to March 2015, to evacuate some of its personnel to UNLB. In this regard, during that period, the Centre temporarily hosted 75 UNSMIL personnel and provided continuity of support services.

Concerning UNOWA and UNOCA, resources have been provided by the missions as follows:

(a) UNOWA has 1 National Procurement Officer located in Dakar, Senegal, budgeted and funded by UNOWA, who reports to the Chief Procurement Officer of the Centre in performing his procurement duties. In addition, in accordance with the signed service level agreement, UNOWA will reimburse the Centre \$40,000 per year for the procurement services provided from Brindisi as from 1 April 2015;

(b) Similarly, UNOCA has 1 National Procurement Officer located in Libreville, Gabon, budgeted and funded by UNOCA and reporting to the Chief Procurement Officer of the Centre in performing his professional functions. In addition, according to the signed service level agreement, UNOCA is to reimburse the Centre \$40,000 per year for the procurement services provided from Brindisi as from 31 March 2015; however, it was agreed that UNOCA would start reimbursing funds from 1 January 2016.

<i>Request</i>	<i>Response</i>
<p>The Advisory Committee expects that every effort will be made to implement the recommendations of the Board of Auditors and that details on actual achievements and outstanding targets will be provided in the next performance report (para. 28).</p>	<p>There were a total of 31 recommendations, of which 2 were from the 2012/13 audit and 29 from the 2013/14 audit in the areas of assets, the global field support strategy, air operations, information and communications technology, risk management, programme management and travel. To date, the Centre has implemented 19 recommendations and 12 are in progress.</p>
<p>Given the large number of entities served by UNLB, the Advisory Committee recommends that the General Assembly request the Secretary-General to provide in his future performance reports and budget proposals for UNLB, for information purposes, an overview of the extrabudgetary funds made available to UNLB, the resources utilized (including personnel) and the services provided to external entities (para. 51).</p>	<p>With respect to the services provided to external entities, during 2014/15, the Service for Geospatial, Information and Telecommunications Technologies provided the following ICT services on a cost-recovery basis to the following non-Department of Field Support entities: the Department of Economic and Social Affairs, the Office for the Coordination of Humanitarian Affairs, the Office of Information and Communications Technology, the Department of Safety and Security, the International Computing Centre, the United Nations Relief and Works Agency for Palestine Refugees in the Near East and WFP. The following ICT services were provided:</p> <ul style="list-style-type: none"> <li>(a) Connectivity services;</li> <li>(b) Data storage;</li> <li>(c) Telecommunications services;</li> <li>(d) Hosting services;</li> <li>(e) Application services;</li> <li>(f) Event monitoring;</li> <li>(g) Campus services.</li> </ul> <p>A separate fund was established in Umoja in order to ensure complete transparency on funds recovered and resources utilized for the provision of those services.</p> <p>Total cost recoveries from non-Department of Field Support entities during 2014/15 amounted to \$2,486,012. All funds are used to provide services for the same customers. The cost of each service incorporates the cost of resources utilized to provide the support. Contractual staff were used to provide support, with total expenditure for such staff amounting to \$146,834.</p> <p>In 2015/16, a post of Senior Information and Communications Technology Coordinator at the P-5 level was established and funded through extrabudgetary funds recovered from the services. The incumbent of the post manages and oversees the</p>

## Request

## Response

The Advisory Committee recalls that, in paragraph 39 of its previous report ([A/68/782/Add.8](#)), it had recommended that the General Assembly request the Secretary-General to provide detailed information in his next report on UNLB on the review of the level and composition of the strategic deployment stocks, including information on inventory, both prior to and following the reduction in June 2012, and the efficiencies subsequently realized in the management of the strategic deployment stocks. In section V of the proposed budget, the Secretary-General indicates that the review of the level and composition of the strategic deployment stocks is under way and that an update on the composition and the level will be provided upon the completion of the review. The Advisory Committee expects that details on the outcome of the review will be provided in the Secretary-General's next submissions on UNLB (para. 76).

#### [A/68/782/Add.8](#)

The Advisory Committee emphasizes the need to ensure detailed and transparent accounting and reporting on the costs of the operations of the Enterprise Data Centres at Brindisi and Valencia. The Committee notes that enterprise systems initiatives, including Umoja and Inspira, are financed from the regular budget, the support account and the budgets of individual peacekeeping missions, as well as from extrabudgetary sources. In its report on cross-cutting issues related to peacekeeping operations, the Committee has recommended that the General Assembly request the Secretary-General to reflect, in a fully transparent manner in future budget submissions and performance reports of the United Nations Logistics Base, the totality of the resources made available to the United Nations Logistics Base and the facility in Valencia for hosting and providing Umoja support services, including cost-recovery income received from peacekeeping operations and other user departments/offices/entities (para. 24).

relationship with non-Department of Field Support United Nations entities and ensures transparency with respect to funds recovered and resources utilized to provide ICT services.

The composition review for 2014/15 was completed in April 2015. There were 4 outcomes from the review:

- (a) 17 line items, amounting to \$2.3 million, have been rotated out from the last composition because they were deemed not to be strategic;
- (b) 349 line items, amounting to \$75.3 million, have been retained, of which 270 line items are at the last approved level (2013/14), 14 at lower quantities and 65 at increased quantities;
- (c) 18 line items, amounting to \$11.5 million, have been added to the composition as the items are considered essential during the start-up of a peacekeeping operation;
- (d) Alignment of composition of strategic deployment stocks with the modularization programme.

Umoja hosting and support services are primarily costed under the Umoja indirect cost plan managed by the Information and Communications Technology Division. During the reporting period, the Global Service Centre received equipment and services acquired through the Umoja indirect cost plan in addition to accommodating the tier 2 service desk funded by the Division. The Centre does not receive income or process cost recovery related to Umoja.

## Request

The Advisory Committee recommends that the General Assembly request the Secretary-General to provide detailed information in his next report on UNLB on the review of the level and composition of the strategic deployment stocks, including information on inventory, both prior to and following the reduction in June 2012, and the efficiencies subsequently realized in the management of the strategic deployment stocks (para. 39).

## Response

### Composition of strategic deployment stocks

During the fiscal year 2014/15, the composition of strategic deployment stocks was reviewed and the final composition, amounting to \$92.7 million, was approved in April 2015. The major changes were as follows:

(a) A 49 per cent increase under engineering owing to a high level of consumption and increased demand for hardwall and softwall modular structures and generators, and introduction of 100-person expeditionary camps;

(b) A 29 per cent increase under information and communications technology owing to the introduction of mobile command posts and high demand for and consumption of network and satellite equipment;

(c) A 30 per cent decrease under medical owing to the reduction of low consumption items, such as the laboratory module and bullet wound treatment kits;

(d) A 23 per cent increase under supplies owing to the introduction of helicopter landing mats, refrigeration equipment and fuel tanks, and owing to high consumption of and increased demand for safety and security equipment, accommodation equipment and expanding office shelter;

(e) A 26 per cent increase under transport owing to high consumption of and increased demand for armoured vehicles, light vehicles, ambulances and vehicle attachments.

### Holdings information

Holdings of strategic deployment stocks as at 30 June 2012 amounted to \$76.7 million, prior to the reduction in the stocks. In 2012/13 the holdings increased by 6 per cent; however, the increase was due mainly to acquisition of goods that were ordered in 2011/12. In 2012/13, pursuant to the transfer of the strategic deployment stocks management function from the Logistics Support Division to the Global Service Centre, the Centre reviewed the composition of strategic deployment stocks. As the result of the review, non-strategic goods (those deemed not to be strategic or those which consumption statistics indicate as slow or non-moving) were rotated out and items which were considered essential during the start-up of a peacekeeping operation were added. During 2013/14, the Centre managed to decrease the holdings by 60 per cent by shipping rotated-out items to new and existing

## Request

## Response

peacekeeping operations and special political missions and, at the same time, acquiring goods which had been deemed essential. During 2014/15, holdings increased by 41 per cent compared to the holdings as at 30 June 2014; however, only goods of a strategic nature were acquired.

### Efficiencies realized

**Capacity that can be relied upon.** Following the transfer of the management of the strategic deployment stocks from the Logistics Support Division to the Centre in 2012/13, the Centre transformed the strategic deployment stocks into a capacity that could be relied upon for the start-up of a peacekeeping operation by incorporating only those goods which were deemed essential for the start-up of a peacekeeping operation and by rotating out those deemed not to be strategic and those which consumption statistics indicated as slow or non-moving. In order to achieve a “relevant capacity” the following were reviewed:

- (a) Strategic deployment stocks consumption history (last 5 fiscal years);
- (b) Field acquisitions (last 5 fiscal years);
- (c) Alignment with the modularization programme (200-person camps);
- (d) The possibility of vendor-managed inventory;
- (e) Strategic deployment stock holdings;
- (f) The possibility of inclusion of an enabling capacity in global system contracts;
- (g) Sourcing options;
- (h) Procurement lead-time.

**Management of stock.** Following the transfer of functions from the Logistics Support Division to the Centre in 2012/13, the Centre also took over the asset management function. This enabled it to exercise its clearing house role in rotating out stock acquired in 2011/12 and 2012/13. Within 2 years, holdings were decreased by 60 per cent and, at the same time, goods were acquired which were essential for the start-up of a peacekeeping operation. In fiscal year 2013/14 alone, the Centre shipped out \$87 million (purchase value) worth of stocks to the peacekeeping operations and special political missions, the highest amount since the inception of the strategic deployment stocks. Moreover, the Centre managed to rotate aged stocks.

## B. Board of Auditors

### Recommendation

### Response

#### A/69/5 (Vol. II), chap. II

The Board recommends that the Strategic Air Operations Centre of the Global Service Centre undertake a thorough cost analysis of United Nations air fleet operations to identify areas where efficiencies can be achieved (para. 194).

During the reporting period, the Global Service Centre was finalizing the cost analysis report for all United Nations peacekeeping missions, including recommendations with a target date of 30 August 2015 to complete the exercise.

The cost analysis of interregional flights for four missions was conducted by the Strategic Air Operations Centre in cooperation with the Air Transport Section at Headquarters. The recommendations following the analysis have been communicated to the relevant missions for implementation.

#### A/68/5 (Vol. II), chap. II

The Board recommends that the Administration expedite the development of the remaining seven modules and the associated procurement strategy for enabling capacity within the one and a half years left for the global field support strategy to be implemented, so that capability for rapid mission deployment is fully achieved as soon as possible (para. 195).

The detailed design, bill of quantity, technical specifications and drawings have been completed for 50-person, 200-person and 1,000-person camps. The concept design and the complete design package for the logistics base and the airbase were completed in 2015.

The statement of works for the proposed systems contracts was drafted. An expression of interest associated with the enabling capacity for a 200-person camp (one of the 5 service packages) was issued in January 2015. The Department of Field Support and the Department of Management are currently considering the envisioned contract as a pilot project, recognizing the complexities of establishing a regional standby contract for commercial contractors under the principle of best value for money, as their associated services involve supporting a variety of missions, each with different operational, environmental and security factors, which in turn directly affect the vendor's pricing of unit rates for each module and associated standby overhead rates. While the Organization had anticipated having this associated contract awarded by June 2015, the discussions continue among several concerned offices at Headquarters prior to issuing the request for proposals to vendors.

The Board recommends that the Administration address the identified deficiencies in acquisition planning and global asset management (para. 209).

The Global Service Centre is responsible for the "clearing house" functions of global asset management and has implemented the policy issued by Headquarters.

After consultations, the Department of Field Support has determined that a policy on acquisition planning and global asset management is to be issued, and the Logistics Service of the Global Service Centre is providing input to the policy.