General Assembly

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Agenda item 150
**Administrative and budgetary aspects of the financing of
the United Nations peacekeeping operations**

Budget for the support account for peacekeeping operations for the period from 1 July 2019 to 30 June 2020

Report of the Secretary-General

Summary

  The present report includes proposals for a total amount of $314.4 million with respect to core post and non-post requirements for the 2019/20 period, compared with $289.8 million approved for the 2018/19 period, representing an increase of $24.6 million for the core component of the support account. While the proposed estimates for core post and non-post resources increased by 8.5 per cent, the overall proposed level of $380.8 million, including peacekeeping contributions to Organizational initiatives, reflects an increase of 56.1 million, or 17.3 per cent, compared with authorized resources for the 2018/19 period ($324.7 million).

  The increase in provisions for the peacekeeping share of Organizational initiatives ($31.5 million), which are shown separately from the core requirements, is the major factor in the increase. For the core post and non-post part of the support account, the standard adjustment in salary costs resulted in increased requirements ($12.2 million). In addition, owing to lower actual vacancy rates and the application of a higher post adjustment multiplier in the 2018/19 period, payment of the peacekeeping share of the after-service health insurance is expected to be delayed temporarily in the 2018/19 period to allow for June 2019 salary payment. Consequently, an additional provision for after-service health insurance ($6.0 million), representing the expected shortfall in salary for the current period after the implementation of other measures to contain costs in operational resources, is requested for the 2019/20 period. In addition, the delayed impact of reassignments, as well as new posts approved by the General Assembly for the 2018/19 period, resulted in an increase under staff costs ($0.9 million).

The proposed resources for the 2019/20 period also include the additional requirements for the triennial Working Group on Contingent-Owned Equipment ($1.1 million), as well as additional requirements related to post actions ($1.5 million) and additional operational costs ($2.9 million). The proposed amount provides for up to 1,434 posts and general temporary assistance positions, compared with the current approved level of 1,427 posts and positions. The proposals include strengthening in the areas of safety and security, human rights and prevention of sexual exploitation and abuse, as well as sexual harassment investigations.

The requirements for peacekeeping contributions to Organizational initiatives, which are shown separately from the core requirements, amount to $66.3 million for the 2019/20 period, which represents an increase of $31.5 million compared with the amount of $34.9 million for the 2018/19 period. The requirements comprise the following: (a) enterprise resource planning ($19.4 million; see General Assembly resolutions 72/262, sect. XXI, and 73/279, sect. XVII); (b) information and systems security ($0.8 million; see A/68/552, para. 20); (c) the global service delivery model project and global shared service centres ($20.8 million; see A/72/6 (Sect. 29A) and A/73/706): (d) peacekeeping capability readiness ($3.9 million; see General Assembly resolution 71/296); and (e) Umoja maintenance and support costs ($21.4 million). The increase is due to the inclusion of the Umoja maintenance and support costs, which were previously included in budget for UNLB, and the provision for the global shared service centres, which was not part of the approved budget in the 2018/19 period, offset in part by a reduction in the requirements for enterprise resource planning.

In the 2019/20 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 118,094 to 116,163 and the number of civilian personnel in missions is expected to decrease from 14,760 to 14,109, owing mainly to the expected reductions in UNAMID, MONUSCO and MINUJUSTH. On the other hand, the mandates for remaining missions in Africa, namely, MINUSMA, MINUSCA and UNMISS, as well as missions in the Middle East regions, namely UNIFIL and UNDOF, are likely to remain challenging and complex to implement. While the number of peacekeeping operations is decreasing, the complexity of the work undertaken by peacekeeping operations has persisted.

Troops and police, as well as civilian staff, continue to be deployed to remote and high-risk areas. The political instability of the environments in which missions are operating and the complexity of the mandates of peacekeeping missions, which have been increasing, are among the factors that influence backstopping requirements. An increased focus on the prevention of sexual exploitation and abuse requires the strengthening of the oversight role of the Organization, including proactive screening, as well as robust responses and investigations.

Financial resources

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

				Variance	
Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	223 173.5	218 684.1	235 418.4	16 734.3	7.7
II. Non-post resources					
General temporary assistance	13 732.0	10 213.8	7 847.6	(2 366.2)	(23.2)
Consultants	2 275.2	2 734.2	2 788.0	53.8	2.0
Official travel	7 833.8	7 609.4	9 087.0	1 477.6	19.4
Facilities and infrastructure	21 856.4	21 205.3	22 008.2	802.9	3.8
Ground transportation	80.3	55.5	55.5	–	–
Air operations	31.2	–	–	–	–
Communications and information technology	15 111.0	15 386.9	15 764.7	377.8	2.5
Medical	117.4	80.9	84.1	3.2	4.0
Other supplies, services and equipment	14 842.6	13 868.4	21 370.6	7 502.2	54.1
Subtotal	**75 879.9**	**71 154.4**	**79 005.7**	**7 851.3**	**11.0**
Total, I and II	**299 053.4**	**289 838.5**	**314 424.1**	**24 585.6**	**8.5**
Corporate costs					
Enterprise resource planning	25 038.3	28 859.1	19 376.9	(9 482.2)	(32.9)
Information and systems security	821.0	821.5	821.5	–	–
Global service delivery model project	868.5	1 302.8	868.5	(434.3)	(33.3)
Peacekeeping capability readiness	–	3 881.6	3 881.6	–	–
Global shared service centres	–	–	19 948.2	19 948.2	–
Umoja maintenance and support costs	–	–	21 446.7	21 446.7	–
Subtotal	**26 727.8**	**34 865.0**	**66 343.4**	**31 478.4**	**90.3**
Gross requirements	**325 781.2**	**324 703.5**	**380 767.5**	**56 064.0**	**17.3**
Staff assessment income	26 344.6	25 483.5	25 446.6	(36.9)	(0.1)
Net requirements	**299 436.6**	**299 220.0**	**355 320.9**	**56 100.9**	**18.7**

Human resources

Category	2018/19			2019/20			Change		
	Post	Position	Total	Post	Position	Total	Post	Position	Total
Professional and higher									
D-2	9	–	9	9	–	9	–	–	–
D-1	32	–	32	32	–	32	–	–	–
P-5	124	1	125	123	1	124	(1)	–	(1)
P-4	428	22	450	441	11	452	13	(11)	2
P-3	315	35	350	323	30	353	8	(5)	3
P-2	30	–	30	30	–	30	–	–	–
National Professional Officer	1	–	1	1	–	1	–	–	–
Subtotal	**939**	**58**	**997**	**959**	**42**	**1 001**	**20**	**(16)**	**4**
General Service and related									
Principal level	34	–	34	35	–	35	1	–	1
Other level	340	7	347	340	9	349	–	2	2
Field Service	22	–	22	21	–	21	(1)	–	(1)
Security Service	3	–	3	3	–	3	–	–	–
National General Service	21	3	24	22	3	25	1	–	1
Subtotal	**420**	**10**	**430**	**421**	**12**	**433**	**1**	**2**	**3**
Total	**1 359**	**68**	**1 427**	**1 380**	**54**	**1 434**	**21**	**(14)**	**7**

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

Contents

Abbreviations

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

NGO	non-governmental organization
NPO	National Professional Officer
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OL	Other level
OLA	Office of Legal Affairs
OPPFB	Office of Programme Planning, Finance and Budget
OSLA	Office of Staff Legal Assistance
PL	Principal level
RSCE	Regional Service Centre in Entebbe, Uganda
SS	Security Service
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISET	United Nations Mission of Support in East Timor
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNSOM	United Nations Assistance Mission in Somalia
UNSOS (formerly UNSOA)	United Nations Support Office in Somalia (formerly United Nations Support Office for the African Union Mission in Somalia)
UNTSO	United Nations Truce Supervision Organization

I. Introduction

A. Level of peacekeeping resources and the support account

1.   As part of the Secretary-General's initiative to review peacekeeping, eight independent comprehensive reviews were conducted in 2017 and 2018. In addition, MONUSCO and UNAMID conducted strategic reviews during the 2017/18 period. Recommendations from these reviews have been considered in the context of the proposed budgets for the respective peacekeeping missions for the 2019/20 period.

2.   As a result, financial resources for peacekeeping operations for the 2019/20 period are estimated at $6,637.1 million compared with the approved level of $7,019.3 million for the 2018/19 period, which represents a net decrease of $382.2 million. The reduction is due mainly to the fact that budget provisions for UNAMID and MINUJUSTH are being made for only six months based on their approved mandate, as well as to downward adjustments in MONUSCO.

3.   In the 2019/20 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 118,094 to 116,163, and the number of civilian personnel in missions is expected to decrease from 14,760 to 14,109, owing mainly to the proposed reductions in UNAMID, MONUSCO and MINUJUSTH.

4.   The Secretariat departments that backstop peacekeeping operations are proposing to intensify their activities in various priority areas of the Secretary-General, while maintaining the core capacity to support the field under the new peace and security and management structures. The financial resources required for core activities of the support account for the 2019/20 period are estimated at $314.4 million, a $24.6 million increase from the 2018/19 period, and the proportion of support account requirements proposed is 5.11 per cent of the projected aggregate resources for the 12 active peacekeeping operations and UNSOS for the 2019/20 period, compared with 4.40 per cent in the 2018/19 period.

Table 1
Financial resources of the support account, UNLB and RSCE, compared with missions under peacekeeping budgets, 2014/15 to 2019/20
(Millions of United States dollars)

Peacekeeping component	2014/15 (actual)	2015/16 (actual)	2016/17 (actual)	2017/18 (actual)	2018/19 (approved)	2019/20 (projected)
Peacekeeping missions, UNSOS	7 861.7	7 584.7	7 354.6	6 984.1	6 580.7	6 155.4
RSCE	38.6	29.7	36.3	32.8	31.4	35.7
UNLB	66.5	67.1	82.2	80.2	82.4	65.2
Support account[a]	303.3	303.8	309.4	299.1	289.8	314.4
Support account ratio (percentage)	3.86	4.01	4.21	4.28	4.40	5.11
Backstopping ratio: support account and UNLB compared with peacekeeping missions (percentage)	4.70	4.89	5.32	5.43	5.66	6.19
Support ratio: support account, RSCE and UNLB compared with peacekeeping missions (percentage)	5.19	5.28	5.82	5.90	6.13	6.75

[a] Excluding provisions for enterprise resource planning, information and systems security, the global service delivery model project, global shared service centres, peacekeeping capability readiness and Umoja maintenance and support costs.

Table 2
Overview of human resources for peacekeeping operations, 2014/15 to 2019/20

	2014/15 (approved)[a]	2015/16 (approved)[a]	2016/17 (approved)[a]	2017/18 (approved)[a]	2018/19 (approved)[a]	2019/20 (projected)[a]
Number of missions						
Peacekeeping missions and UNSOS[a]	15	15	15	14	13	13
Number of approved personnel						
Military and police personnel authorized by the Security Council	149 264	143 083	143 157	128 448	118 094	116 163
Civilian staff in missions and UNSOS	22 542	21 134	19 730	18 241	14 760	14 109
RSCE	–	–	421	427	406	404
UNLB	424	452	444	445	445	447
Support account	1 458	1 461	1 469	1 440	1 427	1 434
Total, approved personnel	**173 688**	**166 130**	**165 221**	**149 001**	**135 132**	**132 557**

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

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

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

7.   Over the long term, the support account ratio has been relatively stable at between 4 and 5 per cent for the past decade. In his comprehensive review of the support account (A/72/814), the Secretary-General indicated that the factors affecting the scalability of the support account included not only the number of peacekeeping operations, troop- and police-contributing countries, military personnel and civilian staff, but also the political instability of the environments in which missions are operating and the increasing complexity of the mandates of peacekeeping missions. In addition, in his reform initiatives, the Secretary-General reviewed the backstopping support. Those initiatives were approved by the General Assembly in its resolutions 72/199 and 72/266 B for implementation beginning 1 January 2019.

8.   The reforms resulted in the reorganization of the Department of Field Support and the Department of Management into two new departments, the Department of Operational Support and the Department of Management Strategy, Policy and

Compliance, which are funded through both the regular budget and the support account, as were the predecessor departments. As indicated in the report of the Secretary-General (A/72/492/Add.2, para. 66), a proposal for a clear and consistent approach to financing the two new departments from the support account will be submitted by the Secretary-General to the General Assembly at the second part of its seventy-fourth session, based on the initial experience gained from the implementation of the new "whole-of-the-Secretariat" approach.

9. The focus of the 2019/20 period will be to continue seamless backstopping support for peacekeeping operations under the restructured Secretariat and realize the effectiveness envisaged in the reform initiatives.

B. Analysis of resource requirements

10. The main elements contributing to the increase in requirements for the 2019/20 period are presented in table 3.

Table 3
Summary of resource changes between the 2018/19 and 2019/20 periods
(Thousands of United States dollars)

	Related paragraphs of the present report	
2018/19		
Approved gross requirements		**324 703.5**
Less: enterprise resource planning; information and systems security; global service delivery model project; and peacekeeping capability readiness		(34 865.0)
Core requirements for 2018/19		**289 838.5**
2019/20		
Periodical special requirements		**1 125.3**
Triennial Working Group on Contingent-Owned Equipment	12	1 125.3
Computation of salary		**12 223.6**
Updated standard salary costs	13, 48	6 045.7
Higher common staff costs	13, 49	421.1
Lower average vacancy factors	13, 50	5 756.8
Delayed effect of post actions approved in 2018/19		**890.5**
Reassignments during the management reform	14	617.4
Other post actions	15	273.1
Extraordinary item related to 2018/19		**6 000.0**
Delayed contribution to after-service health insurance due to over-expenditure in staff costs	16–22	6 000.0
Major new and expanded regular activities		
Post actions		**1 454.8**
Establishment of 7 new posts and general temporary assistance positions	23–26	944.1
Conversion of 20 general temporary assistance positions	23–26	707.5
Redeployment, reassignment, abolishment, reclassification and changes in short-term leave replacement positions	23–26	(196.8)

Additional operational resources		**2 891.4**
Official travel (excluding provision for the Working Group on Contingent-Owned Equipment accounted for above)	27, 32	1 331.7
After-service health insurance	298	664.6
ICT for DOS, DMSPC, OIOS and DSS	27, 31	354.3
Facilities and infrastructure for New York staff based on standard rates	52, 220, 221	493.1
Miscellaneous other changes		47.7
Proposed core requirements for 2019/20		**314 424.1**
Enterprise resource planning; information and systems security; global service delivery model project; global shared service centres; peacekeeping capability readiness; and Umoja maintenance and support costs for 2019/20	35–46	66 343.4
Proposed gross requirements for 2019/20		**380 767.5**

11. As indicated in table 3, gross requirements increased by $56.1 million, from $324.7 million approved in the 2018/19 period to the proposed $380.8 million in the 2019/20 period. The increase is attributable mainly to: (a) peacekeeping contributions to Organizational initiatives shown separately from the core requirement ($31.5 million); (b) standard adjustments in staff costs for the updated salary scale, vacancy rates and common staff costs ($12.2 million); (c) an extraordinary item covering the additional resource requirements for after-service health insurance relating to the delayed contribution for the 2018/19 period to allow salary payments in June 2019 ($6.0 million); (d) net additional operational costs ($2.9 million); (e) changes in post requirements ($1.5 million); (f) the triennial Working Group on Contingent-Owned Equipment ($1.1 million); and (g) the delayed effect of post actions approved in the 2018/19 period ($0.9 million).

Periodical special requirements

12. The triennial Working Group on Contingent-Owned Equipment, to be held in New York in 2020, would require resources in the amount of $1,125,300, under official travel ($145,900) and other supplies, services and equipment ($979,400), for the Office of Supply Chain Management in the Department of Operational Support. The provision would cover for the travel of representatives of the top 20 troop- and police-contributing countries from the least developed countries to attend the meeting, as well as for the costs of the venue and the production and translation of official documents for the meeting.

Computation of salary

13. The increase of $12.2 million for salary is driven mainly by the updating of the standard salary costs, vacancy factors and common staff costs used to estimate the costs of posts and GTA positions, as follows:

(a) An increase of $2.6 million related to the increase in the post adjustment multiplier in New York as of February 2018 from 64.5 to 66.9. Owing to the timing of the rate increase, the new rate could not be taken into account in the approved budget for the 2018/19 period;

(b) An increase of $3.5 million related to the increase in post adjustment multipliers, including an increase in New York from 63.9 to 67.5, as of February 2019;

(c) An increase of $0.4 million in common staff costs based on average common staff costs disbursed during the period from 1 January to 31 December 2018 (see also para. 49 below).

(d)   An increase of $5.8 million related to the application of vacancy factors based on the average vacancy rates for the last six months of 2018 as at 31 December 2018 (see also para. 50 below).

Delayed effect of post actions approved in the 2018/19 period

14.   As provided in the proposed budget for the support account for the 2018/19 period (A/72/790/Rev.1), the implementation of the management reform approved by the General Assembly in its resolution 72/266 B included the transfer of posts from DFS and DM to DOS, DMSPC and OICT, as well as six posts to field operations. The budget also included the reclassification of two P-5 posts to the P-4 level and the reassignment of 36 posts. These changes, as at 1 January 2019, will have a financial impact on the requirements for the 2019/20 period in a total estimated amount of $0.6 million.

15.   A 50 per cent vacancy factor is applied to new and reassigned posts and positions during the first year of approval. In the second year, the regular vacancy rate is applied. Accordingly, a lower vacancy rate will be applied in 2019/20 for those posts and positions approved for the 2018/19 period. This will be offset in part by a reduction in requirements for one-time facilities and infrastructure and ICT equipment costs related to the new posts and positions approved in 2018/19. The estimated impact of $0.3 million is shown in table 4 below.

Table 4
Summary of the delayed effect of post actions approved in the 2018/19 period
(Thousands of United States dollars)

Department/office		Amount
Actions related to management reform		
DFS	Transfer of 6 posts to peacekeeping missions	(590.2)
DOS	Reassignment of 6 posts and reclassification of 2 posts	262.1
DMSPC	Reassignment of 30 posts	945.5
Subtotal		**617.4**
Other actions		
DPO	Establishment of 1 GTA position (1 GS (OL)) in the Office of the Under-Secretary-General	(3.0)
DOS	Establishment of 2 GTA positions (2 P-3) in the Office of Supply Chain Management	17.6
DMSPC	Establishment of 2 GTA positions (1 P-4 and 1 P-3) in the Office of the Under-Secretary-General and the Office of Human Resources	25.0
OIOS	Establishment of 7 GTA positions (2 P-4, 4 P-3 and 1 GS (OL)) in the Investigations Division	233.5
Subtotal		**273.1**
Total		**890.5**

Extraordinary item

16.   The vacancy factors proposed by the Secretary-General for the 2018/19 period (see A/72/790/Rev.1, table 8) were 11.9 per cent for the international posts in the Professional and higher categories and 9.7 for those in the General Service and related categories. Based on the recommendation of the Advisory Committee on Administrative and Budgetary Questions that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates (see A/69/860, para. 22), and continuing the methodology used for the approved budget for the 2017/18 period, the vacancy

factors reflected the application of the average actual vacancy factors of the first six months of the 2017/18 period.

17.   For the 2018/19 period, the General Assembly, in its resolution 72/288, endorsed the recommendation of the Advisory Committee that all operational resources be reduced by 5 per cent from the level proposed by the Secretary-General (see A/72/857, para. 58). In addition, the Assembly approved an overall figure that was $3.5 million below the level recommended by the Advisory Committee. These additional reductions needed to be applied to post resources in the final appropriation, and therefore the effective vacancy rate applied for Professional staff was raised to 13.4 per cent.

18.   Based on the approved resources, the Secretariat continued the implementation of its backstopping mandate, which required the continuation of the normal recruitment process in accordance with the approved staffing authorization by the General Assembly. It is also recalled that the Assembly previously requested the Secretary-General to fill all vacancies in an expeditious manner (resolutions 64/271 and 65/290). Consequently, the average vacancy rates for international staff decreased to 10.1 per cent, creating a 3.3 per cent funding gap.

19.   In addition, for the 2018/19 period, a post adjustment multiplier of 64.5 was used for New York staff based on rates published in January 2018. In February 2018, ICSC raised the multiplier in New York to 66.9, which was not reflected in the 2018/19 budget owing to its timing. The ongoing average common staff costs for the calendar year 2018 also indicate further additional requirements.

20.   In summary, it is expected that staff costs in the 2018/19 period will be approximately $8.8 million above the level approved. Every effort has been made to absorb costs across the support account, resulting in potential savings of $2.8 million and a forecasted deficit of approximately $6.0 million for salary payments by June 2019 that will not be absorbable within the approved budget.

21.   It was decided to postpone payment of the peacekeeping share of after-service health-insurance for the 2018/19 period to July 2019, in the 2019/20 period, ensuring that there is no disruption in after-service health insurance benefits and allowing for payment of salaries in June 2019. However, in order to ensure that there is no disruption in service, the delay in the payment of the estimated amount of $6.0 million for after-service health insurance can only be for a short period.

22.   Consequently, an additional amount of $6.0 million for after-service health insurance, representing the expected shortfall in salary for the current period after implementation of measures to contain costs in operational resources, is requested for the 2019/20 period. The Secretariat stands ready to provide updated projections at the time of consideration of the present report.

Major new and expanded regular activities

23.   It is proposed that seven new posts and positions be established in DPO, DSS and OHCHR. These requirements are considered priorities for the departments and offices in the 2019/20 period. They relate to prevention of sexual exploitation and abuse, the Action for Peacekeeping initiative of the Secretary-General, a partnership compliance framework on human rights screening and support to field safety and security personnel under the new administrative structure brought about through the implementation of the United Nations Secretariat Safety and Security Integration Project. The amount of $0.9 million includes salary and non-post resources related to the establishment of the posts and positions.

24.   In addition, the conversion of 20 general temporary assistance positions to posts is proposed in DPO, OIOS, DMSPC, OHCHR and the Office of the UNOMS. Owing to differences in vacancy rates for posts and general temporary assistance positions

based on actual average rates for the first half of the 2018/19 period, the impact of proposed conversions amounts to $0.7 million.

25. OIOS is proposing the abolishment of one post and the redeployment/ reassignment of six posts in MINUJUSTH to Entebbe and MINUSCA based on its risk-based workplan approach. Owing to the fact that a 50 per cent vacancy rate is applied to reassignments, it is estimated that the proposal will result in a $0.3 million reduction in its provision for salary.

26. The financial implications corresponding to each of the proposals for posts and GTA positions are summarized in table 5, including a reference to the paragraph(s) of the present report where additional details will be found.

Table 5
Summary of additional resources for proposed post actions
(Thousands of United States dollars)

Department/office		Related paragraph(s) of the present report	Amount
New posts and GTA positions			
DPO	Establishment of 1 GTA position (1 P-3)	116	157.9
DSS	Establishment of 5 GTA positions (2 P-3 and 3 GS (OL))	488–492	672.8
OHCHR	Establishment of 1 post (1 P-4)	528–531	113.4
Subtotal			**944.1**
Conversion of GTA positions to posts			
DPO	5 GTA positions (4 P-4 and 1 GS (OL))	64–70, 89–103	167.8
DMSPC	3 GTA positions (3 P-3)	256, 257, 270, 271	91.8
OIOS	10 GTA positions (6 P-4 and 4 P-3)	369, 370	383.5
OHCHR	2 GTA positions (1 P-4 and 1 P-3)	519–527	64.4
Subtotal			**707.5**
Other changes			
DOS	Additional 5 person-months of GTA (P-4) in the Archives and Records Management Section	211, 212	96.4
DMSPC	Reclassification of 1 post from the GS (OL) to the GS (PL) level in the Field Operations Finance Division	258, 259	24.2
OIOS	Redeployment and reassignment of 6 posts	348–368	(317.4)
Subtotal			**(196.8)**
Total			**1 454.8**

Additional operational resources

27. The increase in operational resources is mainly due to: (a) official travel to support field operations ($1.3 million, see para. 32); (b) an increase in after-service health insurance costs based on trends ($0.7 million, see para. 298); (c) the cost of facilities at Headquarters based on standard rates ($0.5 million, see paras. 52, 220 and 221); and (d) an increase in non-standard ICT costs in DOS, DMSPC, OIOS and DSS ($0.4 million, see paras. 31, 222–224, 294–296, 388, 389, 500 and 501).

28. The proposed budget, by department and office, which is detailed in section III below, is summarized in table 6.

Table 6
Summary of resource changes by department/office

(Thousands of United States dollars)

Department/office	Expenditure (2017/18)	Appropriation (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Reformed departments/offices					
DPO (including DPKO)	94 615.2	84 188.1	87 979.7	3 791.6	4.5
DOS	–	35 749.7	78 016.6	42 266.9	118.2
DMSPC	–	16 197.1	36 215.4	20 018.3	123.6
OICT	–	8 926.5	17 963.3	9 036.8	101.2
DFS	67 124.9	35 953.2	–	(35 953.2)	(100.0)
DM	51 642.1	25 206.3	–	(25 206.3)	(100.0)
Subtotal	**213 382.2**	**206 220.9**	**220 175.0**	**13 954.1**	**6.8**
Other departments/offices					
UNOAU	7 859.0	7 325.5	7 638.1	312.6	4.3
OIOS	28 438.0	29 033.8	30 858.4	1 824.6	6.3
EOSG	1 058.0	995.9	1 049.5	53.6	5.4
Administration of justice	2 670.0	1 922.7	1 745.2	(177.5)	(9.2)
OSLA	99.1	178.5	191.8	13.3	7.5
UNOMS	2 234.0	2 176.6	2 257.0	80.4	3.7
Ethics Office	1 056.3	1 112.6	1 084.4	(28.2)	(2.5)
OLA	3 815.0	3 811.7	4 075.9	264.2	6.9
DGC	636.6	736.1	771.4	35.3	4.8
DSS	3 757.2	3 183.6	3 751.4	567.8	17.8
ACABQ	379.5	433.2	468.2	35.0	8.1
OHCHR	1 993.0	2 052.1	2 250.1	198.0	9.6
Rent and facility costs for the Secretariat[a]	21 462.7	20 206.5	20 994.3	787.8	3.9
After-service health insurance[b]	10 212.8	10 448.8	17 113.4	6 664.6	63.8
Subtotal	**85 671.2**	**83 617.6**	**94 249.1**	**10 631.5**	**12.7**
Total	**299 053.4**	**289 838.5**	**314 424.1**	**24 585.6**	**8.5**
Corporate costs					
Enterprise resource planning[c]	25 038.3	28 859.1	19 376.9	(9 482.2)	(32.9)
Information and systems security[d]	821.0	821.5	821.5	–	–
Global service delivery model project[e]	868.5	1 302.8	868.5	(434.3)	(33.3)
Peacekeeping capability readiness[f]	–	3 881.6	3 881.6	–	–
Global shared service centres[g]	–	–	19 948.2	19 948.2	–
Umoja maintenance and support costs[h]	–	–	21 446.7	21 446.7	–
Subtotal	**26 727.8**	**34 865.0**	**66 343.4**	**31 478.4**	**90.3**
Gross requirements	**325 781.2**	**324 703.5**	**380 767.5**	**56 064.0**	**17.3**

(Footnotes on following page)

(Footnotes to Table 6)

_____

^a Details provided in paragraphs 52, 220, and 221.
^b Details provided in paragraphs 16–22 and 298.
^c Details provided in paragraph 35.
^d Details provided in paragraph 36.
^e Details provided in paragraph 38.
^f Details provided in paragraph 40.
^g Details provided in paragraph 39.
^h Details provided in paragraphs 41–46.

C.   Analysis of non-staff costs

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

Resources trends from 2009/10 to 2019/20, by category

(Index base period 2009/10=100)
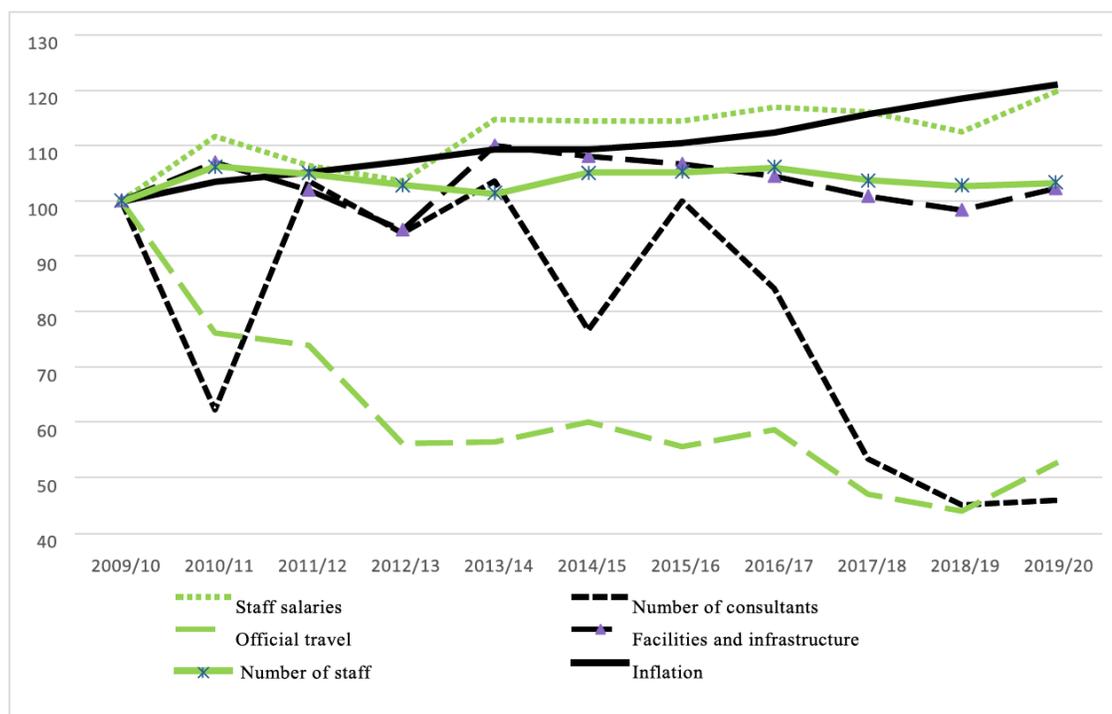
30.   The provision for consultants reflects requirements for specialized expertise that cannot be accommodated in house, which have varied greatly over the past decade. In the 2010/11 period, expenditures for consultants declined sharply as resource-demanding projects, such as the development of United Nations rule of law indicators by the Department of Field Support and the engagement of industry best practice field fuel operations by the Logistics Support Division, were completed in the 2009/10 period. However, they increased again in the 2011/12 period, owing mainly to new requirements for the implementation of financial and accounting policy and standards

(IPSAS) by the Department of Management. The decline in the 2014/15 period was attributable primarily to non-recurrent activities budgeted in the 2013/14 period, in particular a survey on a troop personnel reimbursement framework conducted by DFS in the 2013/14 period, and a reduction in consultant resources budgeted for a financial disclosure programme by the Ethics Office. As has been recommended by the Advisory Committee on Administrative and Budgetary Questions, in-house capabilities were leveraged and IPSAS requirements were mainstreamed in the Department of Management, resulting in a reduction in requirements under consultants from 2016 to 2018.

31.   Provisions for ICT saw significant declines in the 2010/11 and 2012/13 periods. The decline in the ICT class of expenditure for the 2010/11 period reflects reduced requirements associated with development or implementation in peacekeeping operations of certain information technology projects, compared with the one-time costs of start-up and acquisition by OICT of enterprise content management and customer relationship management solutions in the 2009/10 period. Similarly, the decrease in requirements under ICT in the 2012/13 period was attributable primarily to non-recurrent requirements associated with the implementation of previously approved information technology systems for which a provision was included for the 2011/12 period, and the fact that no resources for new information technology initiatives were proposed for the 2012/13 period. In the 2019/20 period, the main increase is in DOS, DMSPC, OIOS and DSS ($0.4 million; see paragraphs 222–224, 294–296, 388, 389, 500 and 501).

32.   Approved resources for official travel have also consistently declined, except for periodical events, for the past decade. As repeatedly recommended by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the General Assembly, the Secretariat has strived to keep official travel costs to the minimum, while continuing to deliver its backstopping programmes in closer and better coordination with the field. The Secretariat has sought, wherever possible and reasonable, to leverage available technologies to advance its mandates. The Secretariat and field operations use teleconferencing or videoconferencing facilities for regular meetings with staff in the field. Concerted efforts have been made among staff, departments and executive offices to ensure compliance with the 16-day advance booking requirements and other provisions of the administrative instruction on official travel (ST/AI/2013/3, ST/AI/2013/3/Amend.1, ST/AI/2013/3/Amend.2 and ST/AI/2013/3/Amend.3). Each trip is carefully reviewed to ensure that only essential staff travel and that trips are combined when possible to gain efficiency. It is in this context that the Secretariat is requesting a modest increase of $1.3 million (17.5 per cent, excluding provision for periodical events) in the 2019/20 period to increase its support to the field. The main increases are in DPO, DOS, DMSPC and OIOS (see paras. 123–125, 217–219, 289–291, 383 and 384).

D.   Analysis of consultancy requirements

33.   Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, table 7 reflects the approved resources for consultants from 2014/15 to 2018/19 and the proposed resources for the 2019/20 period. All requirements for consultants have been carefully analysed and reviewed on a case-by-case basis, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the objectives referred in the results-based-budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

Table 7
Budgetary provision under consultants
(Millions of United States dollars)

	2014/15 approved	2015/16 approved	2016/17 approved	2017/18 approved	2018/19 approved	2019/20 proposed	Six-year average
Consultancies	4.6	6.0	5.1	3.2	2.7	2.8	4.1
Variance (percentage)	–	30.4	(15.0)	(37.3)	(15.6)	3.7	(11.6)
Support account total[a]	305.2	304.4	309.7	299.1	289.8	314.4	303.8
Variance (percentage)	–	(0.3)	1.7	(3.4)	(3.1)	8.5	(0.5)
Consultancies as a percentage of the support account	1.5	2.0	1.6	1.1	0.9	0.9	1.3

[a] Excluding provisions for enterprise resource planning, information and systems security, the global service delivery model project, global shared service centres, peacekeeping capability readiness and Umoja maintenance and support costs.

34. The proposed provision for consultants in the support account for the 2019/20 period reflects requirements for specialized expertise based on the criteria cited above. Details are provided in the resource proposals of the departments and offices and are summarized in table 8.

Table 8
Detailed consultancy requirements for 2019/20
(Thousands of United States dollars)

Department/office	Initiative	Estimated requirements	Status
DPO/Policy, Evaluation and Training Division	Specialized training programme and conferences	211.4	Continuing
	Comprehensive performance assessment system	80.6	New
DOS/Office of Support Operations	Staffing principles and parameters project	21.5	Continuing
	Translation services for workforce planning materials	2.7	Continuing
	Human resources expert	15.0	New
	Governance training	16.5	New
DOS/Office of Supply Chain Management	Category management project	160.0	New
	Logistics job network refresh	360.0	New
	Air charter procurement	15.0	Continuing
	Web-based supply chain training	240.0	Continuing
	Financial evaluation training	5.0	Continuing
	Global presenter training	7.5	Continuing
DOS/Division of Administration, New York	Peacekeeping archives security screening	14.4	Continuing
DMSPC/Office of the Under-Secretary-General	Award review subject-matter expert	33.0	Continuing
DMSPC/Office of Programme Planning, Finance and Budget	Actuarial services	26.6	Continuing
DMSPC/Office of Human Resources	Design, support and enhancement of data-driven tools and reports	150.0	Continuing
	Human resources data analysis	133.4	Continuing
	Enterprise risk management training	120.0	Continuing

Department/office	Initiative	Estimated requirements	Status
DMSPC/Business Transformation and Accountability Division	Results-based management training	90.0	Continuing
	Training in conducting self-evaluations	90.0	Continuing
OIOS	Multidimensional mission and thematic evaluations and inspections	261.0	Continuing
	Specialized investigative skills	5.0	Continuing
	Staff assessment expert	35.0	New
	ICT cybersecurity audit	67.5	New
	Training in ICT audit capacity-building	21.0	New
UNOMS	Specialized on-call ombudsperson and mediation services	57.5	Continuing
Ethics Office	Design of special ethics education	15.0	Continuing
	Financial disclosure programme	483.0	Continuing
OLA	Specialized legal counsel	50.4	Continuing
Total		**2 788.0**	

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

Enterprise resource planning (Umoja)

35.   As proposed by the Secretary-General in his ninth and tenth progress reports on the Umoja enterprise resource planning project and noted by the General Assembly in section XXI, paragraph 25, of its resolution 72/262 and section XVII, paragraph 30, of its resolution 73/279, a total amount of $19,376,900 is proposed to be funded from the support account for the 2019/20 period.

Information and systems security

36.   Pursuant to General Assembly resolution 68/247 and on the basis of the estimates presented in the report of the Secretary-General on strengthening information and systems security (A/68/552), it is proposed that resource requirements related to strengthening information and systems security in the amount of $821,500 continue to be funded from the support account for the 2019/20 period.

Administration of justice

37.   Pursuant to General Assembly resolutions 72/263 and 73/280, resource requirements related to the peacekeeping share of post and non-post costs for the administration of justice, in the amount of $1,745,200, have been included in the support account proposal for the 2019/20 period.

Global service delivery model project (secretariat)

38.   On the basis of the estimates presented in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/71/417) and the programme budget (A/72/6 (Sect. 29A)), the peacekeeping share of post and non-post costs for the dedicated global service delivery model project team, in the amount of $868,500, is proposed to be funded from the support account for the 2019/20 period.

Global shared service centres

39. The proposed budget for the support of peacekeeping operations includes $19,948,200 related to the global shared service centres as presented in the report of the Secretary-General on the global service delivery model (see A/73/706, para. 113 (k)). The amount represents the peacekeeping share of resource requirements for 2019 and the first half of 2020 to support the start-up and operationalization of the service centres. The amount is based on a 57 per cent share of annualized requirements attributed to peacekeeping operations. It is proposed that the global shared service centres be jointly financed from the programme budget, the peacekeeping budgets and extrabudgetary resources, based on workload indicators by funding source, which may be updated periodically. As peacekeeping missions are expected to be integrated into the global shared service centres as of July 2020, the requisite funding for the start-up and operationalization of the service centres is proposed in the context of the support account.

Peacekeeping capability readiness

40. The 2017 Working Group on Contingent-Owned Equipment recommended that, at the end of every 12-month period, troop- and police-contributing countries that have held contingents at the rapid deployment level should be paid a reimbursement equivalent to 25 per cent of the usual maintenance component of the reimbursement rates normally applied to major equipment deployed to peacekeeping operations. In its resolution 71/296, the General Assembly endorsed the related recommendation of the Working Group contained in the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment (A/71/802). As approved in the 2018/19 period, a provision of $3,881,600 is made under the support account based on the projected requirement for reimbursement for the 2019/20 period.

Umoja maintenance and support costs

41. With the deployment of the enterprise resource planning system (Umoja), many direct operating and maintenance costs, including hosting and support services, software licences and connectivity, have become recurrent operating costs. In order to present the resource requirements relating to recurrent operating, maintenance and support costs for peacekeeping operations in a cohesive manner, provisions for those costs are consolidated in the proposed budget for the support account in the total amount of $21.4 million, compared with $15.8 million approved for the 2018/19 period under UNLB.

Table 9
Umoja maintenance and support costs
(Millions of United States dollars)

	Lead entity	2018/19 approved in UNLB	2019/20 proposed in the support account	Variance
Umoja global maintenance costs (62% of global costs)	OICT	10 512.6	14 788.6	4 276.0
Master data management (62% of global costs)	DMSPC/OPPFB	625.2	917.9	292.7
Infrastructure, business analysis and support desk	OICT	2 801.8	3 365.3	563.5
Field-specific application linked to Umoja	OICT	456.0	522.0	66.0
Field-specific training	DOS/OSCM	1 400.3	1 852.9	452.6
Total		**15 795.9**	**21 446.7**	**5 650.8**

42. Umoja maintenance costs include a 62 per cent share of the global costs for the infrastructure to support Umoja, including software licences, hosting and ICT contractors. In addition, the provision includes the cost of the Unite Service Desk (tier 1) related to Umoja requests, Unite Identity and iNeed, which are the primary mechanisms for user identity management and production support.

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

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

45. The maintenance costs for the field-specific application are to support the Umoja Extension 2 uniformed capabilities management solution, which replaces the government claims management system and closely interlinks processes such as the statement of unit requirements, memorandums of understanding, claims and calculations and payments. The first phase was deployed in December 2018, the next release is planned for 2019. Further continuous improvements to link troop strength processes and personnel payment calculations to the uniformed capabilities management solution will be ongoing.

46. The training requirement is for the three major projects expected to go live in 2019: supply chain management, transportation management and track and trace, phase 2; supply chain management, demand planning and supply network planning; and uniformed capabilities management solution, phase 2. The training team will be responsible for designing content and delivering end-user training for all field missions throughout 2019 and 2020.

F. Presentation

47. In accordance with General Assembly resolution 71/295, in which the Assembly requested the Secretary-General to streamline his report on the support account to make it more strategic and analytical and encouraged the use of more tables and graphics, the presentation of the report has been improved through the highlighting of strategic and changing elements relevant to the decision-making of Member States. Additional graphs and tables have been incorporated, where applicable and practical, to provide more visual clues for quicker comprehension of the report.

G. Budget parameters

Post and general temporary assistance requirements

48. Standard salary costs, based on the salary scale and post adjustment multiplier published by ICSC effective 1 January 2019, have been applied to all positions at Headquarters, Addis Ababa and Vienna. To take into account the actual steps of the staff at each grade level, the weighted average of salary based on the actual position occupancy as at 1 January 2019 is used. With regard to positions located in peacekeeping missions and RSCE, relevant mission-specific salary costs determined

by the Field Operations Finance Division have been applied. This approach is in line with the call by the General Assembly (see resolution 70/286) and the Advisory Committee on Administrative and Budgetary Questions (see A/70/742) for the enhancement of the accuracy of budgeting forecasts (see also para. 13 above).

49.   The updated common staff costs for staff funded from the support account for the 2019/20 period have been estimated at 54.4 per cent of net salaries, compared with 54.1 per cent of net salaries for the 2018/19 period. The level is based on the actual expenditures incurred from 1 January to 31 December 2018 (see also para. 13 above).

50.   On the basis of the recommendation of the Advisory Committee that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates (see A/69/860, para. 22), and continuing the methodology used for the approved budget for the 2017/18 and 2018/19 periods, the vacancy factors reflect the application of the average actual vacancy factors of the first six months of the 2018/19 period. Based on a separate recommendation by the Committee (see A/71/883, para. 98), 50 per cent vacancy factors are applied for new and reassigned positions. As recommended by the Committee, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision.

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

(Percentage)

Category	Approved 2018/19 vacancy factor	Proposed 2019/20 vacancy factor
Continuing posts		
Professional and higher	11.9	10.1
General Service and related	9.7	11.9
New and reassigned posts		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0
Continuing GTA positions		
Professional and higher	23.5	25.9
General Service and related	25.0	30.0
New GTA positions		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0

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

52.   Requirements under facilities and infrastructure for the rental of premises, alterations and improvements and furniture computed at standard rates, are centrally administered by the Facilities Management Service of the Division of Administration, New York.

Table 11
Summary of standard rates applied

(United States dollars)

	2018/19				2019/20			
	Continuing positions	*New positions*			*Continuing positions*	*New positions*		
	All categories	*D-1/2*	*Professional category*	*General Service and related categories*	*All categories*	*D-1/2*	*Professional category*	*General Service and related categories*
Facilities and infrastructure								
Rental and maintenance of premises	15 900	15 900	15 900	15 900	15 900	15 900	15 900	15 900
Alteration to premises for new staff	–	62 900	31 400	21 000	–	62 900	31 400	21 000
Furniture for new staff	–	10 700	10 300	8 300	–	10 700	10 300	8 300
Office supplies	200	200	200	200	200	200	200	200
Communications and information technology								
Acquisition of desktop phones	–	500	500	500	–	500	500	500
Standard communication services	211	211	211	211	300	300	300	300
Acquisition of computers	300	1 200	1 200	1 200	300	1 200	1 200	1 200
OICT service-level agreements	1 624	1 624	1 624	1 624	1 535	1 535	1 535	1 535

II. Proposed staffing

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

Table 12
Summary of proposed staffing, by department/office

		Proposed changes 2019/20				
Department/office	*Approved 2018/19*	*Abolishment*	*Reassignment/ redeployment*	*Conversion from GTA positions*	*New posts*	*Proposed 2019/20*
Posts						
DPO	431	–	–	5	–	436
UNOAU	50	–	–	–	–	50
DOS	435	–	2	–	–	437
DMSPC	194	–	(2)	3	–	195
OICT	54	–	–	–	–	54
OIOS	128	–	–	10	–	138
EOSG	5	–	–	–	–	5
OSLA	1	–	–	–	–	1
UNOMS	9	–	–	–	–	9
Ethics Office	3	–	–	–	–	3
OLA	19	–	–	–	–	19
DGC	4	–	–	–	–	4
DSS	16	–	–	–	–	16
Secretariat of ACABQ	2	–	–	–	–	2

Department/office	Approved 2018/19	Proposed changes 2019/20				Proposed 2019/20
		Abolishment	Reassignment/ redeployment	Conversion from GTA positions	New posts	
OHCHR	8	–	–	2	1	11
Subtotal	**1 359**	**–**	**–**	**20**	**1**	**1 380**

Department/office	Approved 2018/19	Discontinuation	Reassignment/ redeployment	Conversion to posts	New positions	Proposed 2019/20
GTA positions						
DPO	6	–	–	(5)	1	2
DOS	17	–	–	–	–	17
DMSPC	9	–	–	(3)	–	6
OICT	3	–	–	–	–	3
OIOS	29	–	–	(10)	–	19
UNOMS	2	–	–	–	–	2
DSS	–	–	–	–	5	5
OHCHR	2	–	–	(2)	–	–
Subtotal	**68**	**–**	**–**	**(20)**	**6**	**54**
Total	**1 427**	**–**	**–**	**–**	**7**	**1 434**

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

A. Department of Peace Operations

54. In the 2019/20 period, the Department of Peace Operations will provide substantive backstopping support and guidance to 14 peacekeeping operations deployed in volatile environments. The Department will enable missions to adapt their strategies, develop new approaches and strengthen performance in the execution of mandates.

55. Six major operations will continue to be tasked with complex, multidimensional mandates, including the protection of civilians, elections support, peacebuilding and the promotion of rule of law and human rights. In addition to the continued implementation of the peace and security architecture reform, the priorities of the Department for the period reflect the commitments set out in the eight areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations, which is part of the Secretary-General's Action for Peacekeeping initiative:

(a) Advance political solutions to conflict and enhance the political impact of peacekeeping;

(b) Implement the women and peace and security agenda;

(c) Strengthen the protection provided by peacekeeping operations;

(d) Support effective performance and accountability by all peacekeeping components;

(e) Strengthen the impact of peacekeeping on sustaining peace;

(f)   Improve the safety and security of peacekeepers;

(g)   Improve peacekeeping partnerships;

(h)   Strengthen the conduct of peacekeeping operations and personnel.

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

(a)   Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Office of the Under-Secretary-General	Approved 2018/19	2	2	9	16	22	4	55	2	22	–	–	24	79
	Proposed 2019/20	2	2	9	16	22	4	55	2	22	–	–	24	79
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Single regional political-operational structure	Approved 2018/19	–	5	10	19	12	5	51	–	16	–	–	16	67
	Proposed 2019/20	–	5	10	19	12	5	51	–	16	–	–	16	67
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Military Affairs	Approved 2018/19	1	1	9	84	14	–	109	–	18	–	–	18	127
	Proposed 2019/20	1	1	9	84	14	–	109	–	18	–	–	18	127
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	*Total*
		Professional and higher categories							General Service and related categories					
Office of Rule of Law and Security Institutions	Approved 2018/19	1	3	9	48	30	–	91	–	16	–	–	16	107
	Proposed 2019/20	1	3	9	48	30	–	91	–	16	–	–	16	107
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Policy, Evaluation and Training Division	Approved 2018/19	1	2	6	21	13	–	43	–	12	–	2	14	57
	Proposed 2019/20	1	2	6	21	14	–	44	–	12	–	2	14	58
	Net change	–	–	–	–	**1**	–	**1**	–	–	–	–	–	**1**
Total, DPO	Approved 2018/19	5	13	43	188	91	9	349	2	84	–	2	88	437
	Proposed 2019/20	5	13	43	188	92	9	350	2	84	–	2	88	438
	Net change	–	–	–	–	**1**	–	**1**	–	–	–	–	–	**1**

(b) Financial resource requirements

(Thousands of United States dollars)

Organizational unit	Expenditure (2017/18)[a] (1)	Apportionment (2018/19) (2)	Cost estimates (2019/20) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General[a]	21 013.2	15 878.4	15 930.0	51.6	0.3
Single regional political-operational structure	12 355.3	12 314.8	12 798.8	484.0	3.9
Office of Military Affairs	26 171.8	23 589.4	25 315.6	1 726.2	7.3
Office of Rule of Law and Security Institutions	20 788.4	19 510.6	21 007.6	1 497.0	7.7
Policy, Evaluation and Training Division	14 286.5	12 894.9	12 927.7	32.8	0.3
Total	**94 615.2**	**84 188.1**	**87 979.7**	**3 791.6**	**4.5**

[a] In 2017/18, expenditures under ICT for DPKO and DFS were centrally administered by the Executive Office.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

57. The Office of the Under-Secretary-General comprises the front office, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Director for Coordination and Shared Services.

58. The Office of the Under-Secretary-General will ensure an integrated approach to planning, directing, managing and supporting peacekeeping operations and will support the Under-Secretary-General in overseeing the strategic direction of the Department and in the performance of political, programmatic, managerial and administrative functions.

59. The Office will oversee the implementation of the priorities of the Department, in particular the Declaration of Shared Commitments on United Nations Peacekeeping Operations. The main focus will be on improving the safety and security of peacekeepers, enhancing the performance of peacekeeping operations, implementing the peace and security architecture reform and improving the business processes of the

Department, and strengthening the partnerships at the heart of peacekeeping and of the shared commitments. The Office will oversee the development of performance frameworks for peacekeeping, strengthen analysis and planning processes at Headquarters and in the missions, and support the implementation of the women and peace and security agenda, including through enhanced monitoring.

60. The Office of the Director, Peacekeeping Strategic Partnership, which reports to the Under-Secretary-General for Peace Operations, will continue to identify gaps that have an impact on the delivery of mandates and make recommendations on systemic issues relating to United Nations peacekeeping operations and on strengthening the peacekeeping partnership.

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

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Target	6	6	6	6
		Estimate		6	6	6
		Actual			6	6
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of compliance of all peacekeeping operations with information management standards	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Target	4	4	4	4
		Estimate		4	4	4
		Actual			10	5

Expected accomplishments of the Secretariat	Indicators of achievement		*Performance measures*			
			2019/20	*2018/19*	*2017/18*	*2016/17*
	(iii) Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Target	80	80	80	80
		Estimate		80	80	80
		Actual			80	80

External factors

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

Outputs

63. During the 2019/20 period, the following outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Special Committee on Peacekeeping Operations	
Substantive servicing of meetings	
1. Briefings on new and developing policies and procedures	4
2. Briefings on women and peace and security	1
Security Council and General Assembly	
Substantive servicing of meetings	
3. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping, including women and peace and security	36
Parliamentary documentation	
4. Data for analytical supplements to the reports of the Secretary-General on mission/country-specific or mandated issues	4
Other services	
5. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	290
6. Briefings/consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on the delivery of the mandate by uniformed personnel	10
7. Briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35
8. Notifications to troop- and police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within 2 hours of formal receipt of this information from the mission	1
9. Media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues	250
10. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90
11. Peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000
12. Digital correspondence repository and archive specific to peacekeeping operations and training on its use	1
13. Datasets declassified and made available on the Peacekeeping open data portal	3

Outputs	Quantity

Other substantive activities

Good offices, fact-finding and other special missions

14. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates — 10

15. Technical assessments of the implementation of information management frameworks in 6 missions, including protection of sensitive information and collection of structured data to support planning and analysis — 6

16. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations — 4

17. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges — 3

18. Advice and support to at least 4 mission planning processes — 4

Senior appointments

19. Outreach visits to expand the pool of candidates for senior mission appointments and to meet Organizational objectives for gender and geographical balance — 3

20. Annual sponsorship of candidates for the United Nations Resident Coordinator Assessment Centre — 2

21. Provision of leadership support for newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former/current mission leaders) — 8

Technical material

22. Daily reports and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain strategic-level situational awareness of developments in all peacekeeping operations, UNSOS and related areas of interest — 506

23. Analytical products, including infographic products, focusing on potential, emerging and ongoing crisis situations, to further contribute to enhanced situational awareness — 35

24. Reports on reviews and assessments to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards in 5 peacekeeping operations, including operational performance, and follow-up actions, as applicable — 5

25. Evaluations of the implementation of security policies in field operations — 15

26. Evaluations of field implementation of organizational resilience management policy in peacekeeping operations — 15

27. Development of technical guidance material on women, peace and security — 2

Seminars

28. Annual conference for special representatives of Secretary-General and heads of the missions of DPO-led operations — 1

29. Biennial conference for mission chiefs of staff — 1

30. Workshop for chiefs of joint mission analysis centres to align the management of individual mission centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in analysis — 1

31. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres — 2

32. Training course on field crisis management arrangements for relevant mission staff — 1

33. Workshop for senior public information personnel from all peacekeeping operations to review DPO/DOS strategic communications policy for the field and its implementation — 1

34. Training course for mission focal points on organizational resilience — 1

35. Workshop on the innovative use of structured data to improve evidence-based analysis for mission planning — 1

36. Workshop/training on assessment and planning for Headquarters and field personnel — 4

International cooperation and inter-agency coordination and liaison

Other services

37. Inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network — 6

38. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on women and peace and security — 2

Outputs	Quantity
39. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on women and peace and security	1
40. Workshops for mission thematic advisers and focal points for knowledge sharing and training on women and peace and security	1
41. Workshops organized to roll out the new gender policy and women and peace and security indicators for all peacekeeping personnel	4
42. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on women and peace and security	2
Technical cooperation	
43. Briefing and exchange of best practices in operational reporting and information management with international/regional partner organizations	1

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	2	2	9	15	22	4	54	2	21	–	–	23	77
	Proposed 2019/20	2	2	9	16	22	4	55	2	22	–	–	24	79
	Net change	–	–	–	**1**	–	–	**1**	–	**1**	–	–	**1**	**2**
Temporary positions	Approved 2018/19	–	–	–	1	–	–	1	–	1	–	–	1	2
	Proposed 2019/20	–	–	–	–	–	–	–	–	–	–	–	–	–
	Net change	–	–	**–**	**(1)**	–	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**
Total, Office of the Under-Secretary-General	Approved 2018/19	2	2	9	16	22	4	55	2	22	–	–	24	79
	Proposed 2019/20	2	–2	9	16	22	4	55	2	22	–	–	24	79
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts

Office of the Director for Coordination and Shared Services

Executive Office

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

64. Effective February 2013, the recruitment activities for seconded active-duty military and police officers were delegated to the Executive Office from the Office of Human Resources Management. Subsequently, the implementation of the exceptional measures for seconded active-duty military and police officers outlined in General Assembly resolutions 67/287 and 68/252 was also delegated to the Executive Office.

65. The GTA position of Human Resources Officer (P-4) was initially approved in the 2015/16 period. For the 2019/20 period, it is proposed that the position be converted to a post. The functions of the position will continue to entail support for the ongoing activities related to the recruitment of seconded active-duty military and police officers in DPO and implementation of General Assembly resolutions 67/287 and 68/252 on exceptional measures for seconded active-duty military and police officers. In resolution 68/252, the Assembly requested the Secretary-General to intensify his engagement with Member States with a view to identifying alternative solutions for

addressing the conflicts between national legislation and the Staff Regulations and Rules of the United Nations.

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

Focal Point for Security

1 Administrative Assistant (GS (OL)) (conversion)

67.   The GTA position of Administrative Assistant (GS (OL)) was initially approved in the 2010/11 period.

68.   In its resolution 70/248 B, the General Assembly emphasized the importance of the organizational resilience management system in managing operational risks to the United Nations under an all-hazards approach and welcomed the progress achieved in the implementation of the system. The need for an effective organizational resilience management system in peacekeeping and within each peace operation has only become more imperative since then, as missions operate in increasingly complex and volatile contexts.

69.   The conversion of the position will ensure the continued provision of administrative and technical support to the Focal Point for Security Section. This is necessary to support the coordination of organizational resilience programmes, focusing primarily on crisis preparedness and business continuity, and the harmonization of emergency planning in peacekeeping operations. Field operations will be able to prepare better for, respond to and recover from emergency/crisis incidents while making more efficient use of available resources and reducing the likely requirement for unprogrammed resources during an emergency. The Focal Point for Security also plays a critical role in the implementation of the recommendations of the independent report on improving the security of United Nations peacekeepers prepared by Lieutenant General (retired) Carlos Alberto dos Santos Cruz. Security policies developed in the Inter-Agency Security Management Network and within DPO will reflect the peacekeeping dimension. The results-based budgeting framework includes 6 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter Agency Security Management Network, 15 evaluations of the implementation of security policies in field operations, 15 evaluations of the implementation of organizational resilience management policy in peacekeeping operations and 1 training course for mission focal points on organizational resilience.

70.   In this light and given the fact that organizational resilience is a continuing function that requires staff members who are knowledgeable in planning, integration and exercise methodologies in the areas specified below, it is proposed that the position be converted to a post.

2.   Single regional political-operational structure

(a)   Results-based-budgeting framework

71.   The mandate of the single regional political-operational structure was established by the General Assembly in its resolution 72/262 C. The structure combines the resources of the former regional divisions of the Department of Political Affairs and

the Office of Operations of the Department of Peacekeeping Operations with the aim of integrating the political and operational responsibilities and developing a holistic peace and security pillar approach (see A/72/772). The present budget proposal presents the DPO resources under the support account for the single regional political-operational structure.

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

73. In the 2019/20 period, the single regional political-operational structure will focus on the implementation of the reports of the Secretary-General on the restructuring of the peace and security pillar and on the strengthening of the United Nations system, as well as his sustaining peace and prevention agenda; the Action for Peacekeeping initiative; and the recommendations of the comprehensive reviews of peacekeeping operations. In particular, support to peacekeeping operations will focus, where appropriate, on identifying regional strategies to advance political solutions in peacekeeping settings while enhancing cooperation with regional and subregional organizations.

Expected accomplishments and indicators of achievement

		Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2019/20*	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member States	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2019/20	2018/19	2017/18	2016/17
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of peacekeeping operations in integrated settings that have up-to-date integrated strategic frameworks or equivalent frameworks	Target	100	100	100	75
		Estimate		100	100	75
		Actual			100	75
	(ii) Percentage of peacekeeping operations that fulfil major milestones, as defined and mandated in Security Council resolutions	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

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

Outputs

75. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity

Servicing of intergovernmental and expert bodies, including reports thereto

General Assembly

Substantive servicing of meetings

1. Briefings/consultations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	3 700
2. Informal meetings of the Fifth Committee on specific reviews of peacekeeping operations	14
3. Informal briefings to the Special Committee on Peacekeeping Operations	4

Security Council

Substantive servicing of meetings

4. Oral briefings to the Security Council on peacekeeping issues	46
5. Weekly briefing notes to the Security Council	51
6. Reports of the Secretary-General on mission/country-specific issues	42
7. Letters from the Secretary-General to the President of the Security Council	35

Other services

8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	120
9. Consultations with troop- and police-contributing countries	35

Other substantive activities

Good offices, fact-finding and other special missions

10. Official substantive communications (code cables) providing policy, political-operational and crisis-management advice	450
11. Meetings of regular integrated mission task forces and integrated task forces to take stock of and review progress on the ground by peacekeeping operations	144
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	4
13. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	20

Outputs	*Quantity*
Seminars	
14. Workshops on regional and subregional political strategies in peacekeeping operations	3
International cooperation and inter-agency coordination and liaison	
Other services	
15. Advisory notes on strategic cooperation of the United Nations and the African Union in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	5
16. Contribution to progress reports on the United Nations-African Union partnership, in coordination with UNOAU	1

(b) Human resources requirements

		Professional and higher categories						*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	*Total*
Total, single regional political-operational structure	Approved 2018/19	–	5	10	19	12	5	51	–	16	–	–	16	67
	Proposed 2019/20	–	5	10	19	12	5	51	–	16	–	–	16	67
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

3. Office of Military Affairs

(a) Results-based-budgeting framework

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

77. The core tasks of the Office are to provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations to further strengthen partnerships and enhance contributions to peacekeeping, with special emphasis on developing and improving regional military peacekeeping training centre capacities.

78. In the 2019/20 period, in line with the Secretary-General's Action for Peacekeeping initiative and the recommendations contained in the 2017 report on improving the security of United Nations peacekeepers prepared by Lieutenant General Santos Cruz, the Office will focus on improving strategic and operational planning and guidance; generating and deploying appropriate forces, including improving rapid deployments; enhancing the performance of military components through the training of senior military leaders and staff; and increasing the participation of women in peacekeeping. Specifically, the Office of Military Affairs will conduct operational assessment and advisory visits, with an emphasis on force generation of quality units, ensuring that contingents meet generic United Nations Statement of Unit Requirements capability standards, operational readiness and determining realistic timelines for deployment.

79. The Office will extend the depth and duration of its predeployment visits in line with the recommendations of the above-mentioned report and will verify troop-

contributing countries' self-certifications of readiness. Military capability studies will be also conducted with an emphasis on operational performance improvement.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Target	95	90	90	90
		Estimate		90	90	90
		Actual			99	98
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Target	7	7	7	7
		Estimate		7	7	7
		Actual			7	7
	(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Target	15	15	15	15
		Estimate		15	15	15
		Actual			15	15
	(iii) Increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and the rapid deployment level of the Peacekeeping Capability Readiness System	Target	20	16	16	8
		Estimate		16	16	8
		Actual			16	10
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/action reports, visits and study and assessment reports	Target	100	100	100	100
		Estimate		95	95	95
		Actual			86	97

External factors

80.   Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations.

Outputs

81.   During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity

Servicing of intergovernmental and expert bodies, including reports thereto

General Assembly

Substantive servicing of meetings

1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, as well as on prevention of sexual exploitation and abuse, the Peacekeeping Capability Readiness System, the outcome of military capability studies, performance of contingents and security of peacekeepers — 23

Security Council

Substantive servicing of meetings

2. Briefings on new or anticipated developments, crisis and security situations and changes to the mandate of peacekeeping — 30

Other services

3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas — 40

4. Strategic military plans or recommendations for new or significantly adjusted peacekeeping operations to improve capacity and performance — 6

5. Updated threat assessment reports for military operations in peacekeeping settings — 13

Other substantive activities

Good offices, fact-finding and other special missions

6. Military assessment and advisory briefings to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations — 6

7. Deployment of an organized key nucleus of military staff and/or a military staff support team to new and existing missions for up to 90 days — 1

Technical material

8. Strategic or oversight assessment reports of military components of peacekeeping operations — 6

9. Predeployment and assessment reports of troop-contributing country capacities — 9

10. Report on the deployment of military forces, observers and Headquarters staff, with emphasis on achieving gender balance — 12

11. Report on the visit of the Military and Police Advisers' Community to peacekeeping missions on operational issues and challenges in peacekeeping — 1

Seminars

12. Conference of heads of military components of peacekeeping operations — 1

13. Predeployment induction and post-appointment briefings for senior military personnel — 12

14. Intensive orientation course for newly appointed heads of military components — 2

15. Courses for sector commanders and force chiefs of staff — 2

16. Workshop for military gender advisers — 1

17. Training sessions on gender engagement teams and gender parity for military observers in Africa — 2

18. Training-of-trainers sessions for command post exercises at force headquarters — 2

19. Regional workshops on the development, revision and implementation of new policies and guideline materials, including the United Nations Military Unit Manuals and the United Nations Force Headquarters Handbook — 4

International cooperation and inter-agency coordination and liaison

Other services

20. Presentations to Member States, regional organizations and regional military peacekeeping training centres to improve the quality of contributions to peacekeeping, encourage new peacekeeping initiatives, and share and discuss the achievements and challenges of current and future peacekeeping operations to enhance effectiveness and performance — 7

21. Military-to-military meeting with the European Union Military Staff and table-top exercise with the North Atlantic Treaty Organization — 2

(b) Human resources requirements

| Posts | | Professional and higher categories | | | | | | | General Service and related categories | | | | | |
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, Office of Military Affairs	Approved 2018/19	1	1	9	84	14	–	109	–	18	–	–	18	127
	Proposed 2019/20	1	1	9	84	14	–	109	–	18	–	–	18	127
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

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

83. As stated in the report of the Secretary-General on peace and security reform (A/72/772) and endorsed by the General Assembly in its resolution 72/262 C, the Office of Rule of Law and Security Institutions will serve as a system-wide service provider for mission and non-mission settings, supporting the implementation of the Secretary-General's vision for preventing violent conflict and sustaining peace. The Office will work closely with the Department of Political and Peacebuilding Affairs and the Peacebuilding Support Office, in particular through the new regional structure. It will also provide support by embedding specialists: (a) in the integrated operational teams for peacekeeping operations; (b) with relevant offices in the Department of Peace Operations; and (c) with other United Nations entities, including through inter-agency arrangements such as the global focal point for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations. The United Nations police will also play a greater role in sustaining peace by helping Governments to maintain law and order and protect civilians, build police capacity and fight organized crime.

84. Together with UNDP, the Office leads the global focal point arrangement and, in this capacity, will prioritize increased coherence and efficiency in delivering support to the field. As the global coordinator for mine action, the Mine Action Service will continue to coordinate and bring coherence to cross-pillar mine action responses in peace operations as well as in sustaining peace, stabilization and humanitarian contexts.

85. In addition to supporting Secretariat- and Department-wide initiatives, the Office will focus, in the 2019/20 period, on the Action for Peacekeeping initiative: the implementation of the report of the Special Committee on Peacekeeping Operations (A/72/19), the report of the Secretary-General on United Nations policing (S/2018/1183), Security Council resolutions 2151 (2014) on security sector reform, 2365 (2017) on mine action and 2185 (2014) and 2382 (2017) on policing, General Assembly resolution 72/75 on assistance in mine action, the reports of the Secretary-General on peace and security reform and on the strengthening of the United Nations system, as well as his sustaining peace and prevention agenda, the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 16, and the recommendations of the comprehensive reviews of peacekeeping operations; and the operationalization of the Strategy of the United Nations on Mine Action 2019–2023. The Police Division, the Justice and Corrections Service and the Mine Action Service will support the implementation of the Secretary-General's action plan to implement

the recommendations in the report on improving the security of peacekeepers prepared by Lieutenant General Santos Cruz.

86. The Office will continue to lead system-wide initiatives through inter-agency processes in the areas of DDR, mine action, security sector reform and justice and corrections. The Police Division will further strengthen coordination activities in United Nations policing and other law enforcement matters across pillars. It will continue to support the mandated tasks of the United Nations police as part of broader rule of law responses. It will provide operational and capacity development support to police services and other law enforcement entities by operationalizing the Vision for United Nations Police 2018–2022. This will entail attaining tailored policing mandates, implementing and enforcing compliance with the Strategic Guidance Framework for International Police Peacekeeping, enhancing United Nations policing capacities and capabilities, consolidating partnerships, simplifying working methods and broadening the presence of United Nations police as a service provider across the entire system. Priority activities include coordinated programming; integrated strategic results- and evidence-based planning, assessment and direction with regard to the rule of law and security institutions; capacity-building and institutional development; planning of and support for the transitioning of peacekeeping missions; revision and/or development of new policy, guidance and training tools; strengthening of partnerships, including with Member States and regional organizations, to garner support for rule of law and security institutions assistance in complex operational environments; strengthening of the monitoring and evaluation of field programmes through the implementation of the recommendations of the report on monitoring and evaluation of DDR programmes in United Nations peacekeeping operations; targeted recruitment of experts; and recruitment, deployment and maintenance of rapidly deployable specialist capacities.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2019/20*	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device threat mitigation responses in the establishment or adjustment of peacekeeping operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) In a resolution, the General Assembly recognizes the critical contribution of mine action assistance to peace operations	Target	1	N/A	1	N/A
		Estimate		N/A	1	N/A
		Actual			1	N/A

			Performance measures			
Expected accomplishments of the Secretariat	Indicators of achievement		2019/20	2018/19	2017/18	2016/17
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates and evolving needs	(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	25	25	25	25
		Estimate		25	25	25
		Actual			25	25
	(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			30	30
	(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Integrated mission plans reflecting the response of police, justice, corrections, disarmament, demobilization and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(ii) Reduction of the vacancy rate for police in field operations (percentage)	Target	13	13	14	14
		Estimate		13	14	14
		Actual			14	14
	(iii) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5

External factors

87. Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted.

Outputs

88. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity

Servicing of intergovernmental and expert bodies, including reports thereto

General Assembly

Substantive servicing of meetings

1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of rule of law and security institutions — 35

2. Technical briefings to Member States during informal consultations in the Fourth Committee on the follow-on resolution to 72/75 on assistance in mine action — 2

Briefings on peacekeeping operations

3. Police — 34

4. Justice and corrections — 10

5. Mine action, including weapons and ammunition management and improvised explosive device threat mitigation — 10

6. DDR and community violence reduction — 10

7. Security sector reform — 10

Parliamentary documentation

Reports of the Secretary-General

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

9. Inputs to the report of the Secretary-General on assistance in mine action to be submitted to the General Assembly at its seventy fourth session, as requested in resolution 72/75 on assistance in mine action — 1

Other substantive activities

Technical material

10. New or revised concepts of operations and/or standard operating procedures for police components of peacekeeping operations — 5

11. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and improvised explosive devices threat mitigation — 2

12. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel units and equipment — 45

13. Revised United Nations integrated DDR standards — 1

14. Briefing notes on developments in DDR and community violence reduction in field operations — 4

15. Study on lessons learned and/or guidance note on key operational aspects of DDR and reduction of community violence — 1

End-of-assignment reports on required ongoing support, lessons learned and best practices for new, existing or transitioning peacekeeping operations for:

16. Police — 7

17. Justice — 3

18. Corrections — 3

Technical or strategic review or assessment reports on the implementation of activities or mandates in peacekeeping operations for:

19. Police — 10

20. Justice — 6

21. Corrections — 6

22. Mine action, weapons and ammunition management and improvised explosive device threat mitigation — 7

23. DDR and community violence reduction — 7

Outputs	Quantity
24. Security sector reform	4
Seminars	
25. Joint seminars with regional organizations to facilitate coherent design and delivery of security sector reform programmes	1
26. Joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel	1
Conferences to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination	
27. Heads of police components of peacekeeping operations	1
28. Third United Nations Chiefs of Police Summit	1
29. Biannual meeting of heads of justice and corrections components	1
30. Conference of the heads of the mine action components	1
31. Meeting of senior DDR/reduction of community violence officers	1
Guidance documents/training tools	
Guidance documents that are compliant with the Strategic Guidance Framework for International Police Peacekeeping	4
32. Justice and corrections	2
33. Security sector reform	1
34. Co-chairing of videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information	4
35. Co-chairing of meetings of the Inter-Agency Security Sector Reform Task Force to develop guidance and joint programmes for peacekeeping operations	6
Training	
36. Training course on monitoring and evaluation of DDR programmes	1
37. Training package on the revised integrated DDR standards	1
38. Training course on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping:	1
Number of police planners from peacekeeping operations	25
Number of participants from peacekeeping missions	25
International cooperation and inter-agency coordination and liaison	
39. Briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the areas of rule of law and security institutions	5
Other services	1
40. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of female police officers in peacekeeping	3
41. Outreach activity to promote the United Nations roster of security sector reform experts	1
42. Multi-donor report on mine action covering activities in 10 field operations	1

(b) **Human resources requirements**

Posts and temporary positions		Professional and higher categories							General Service and related categories					Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	
Posts	Approved 2018/19	1	3	9	44	30	–	87	–	16	–	–	16	103
	Proposed 2019/20	1	3	9	47	30	–	90	–	16	–	–	16	106
	Net change	–	–	–	**3**	–	–	**3**	–	–	–	–	–	**3**
Temporary positions	Approved 2018/19	–	–	–	4	–	–	4	–	–	–	–	–	4
	Proposed 2019/20	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	**(3)**	–	–	**(3)**	–	–	–	–	–	**(3)**
Total, Office of Rule of Law and Security Institutions	Approved 2018/19	1	3	9	48	30	–	91	–	16	–	–	16	107
	Proposed 2019/20	1	3	9	48	30	–	91	–	16	–	–	16	107
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) **Justification of posts**

Office of Rule of Law and Security Institutions capacity embedded in the single political-operational structure, Central and Southern Africa Division

1 Rule of Law and Security Institutions Officer (MINUSCA) (P-4) (conversion)

89. On 1 January 2019, the Office of Operations was merged with the regional divisions of the Department of Political and Peacebuilding Affairs, as part of efforts to integrate the political and operational responsibilities that had been residing in two different departments and to develop a holistic peace and security pillar (see A/72/859, para. 10). The Central Africa Integrated Operational Team is in the Central and Southern Africa Division, which covers Central Africa (MINUSCA), the Great Lakes (MONUSCO) and the countries of the Southern African Development Community.

90. A GTA position of Rule of Law and Security Institutions Officer (P-4) in the Office of the Assistant Secretary-General for Rule of Law and Security Institutions is currently located in the Central Africa Integrated Operational Team in the Central and Southern Africa Division of the single political-operational structure. The GTA position was first approved in the 2014/15 period with the establishment of MINUSCA (see Security Council resolution 2149 (2014)) to advance the integrated planning process and provide support for the Mission's deployment and mandate implementation. In order to meet continued planning and backstopping needs with rule of law and security institutions expertise, in accordance with Security Council resolutions 2217 (2015), 2301 (2016) and 2387 (2017), the position was continued.

91. The 2017/18 and 2018/19 periods were marked by notable achievements, including the operationalization of the Special Criminal Court, with the official commencement of trials in October 2018; the initiation of pilot DDR projects and community violence reduction programmes as part of a comprehensive approach to address the threat of armed groups in the Central African Republic; the adoption of a law establishing the National Security Council, as well as the recruiting and training of national defence and security forces in preparation for their deployment to the regions, as part of efforts to extend State authority; and progress with judicial processes and transitional justice. In his recent report building on the independent strategic review of MINUSCA (S/2018/922), the Secretary-General acknowledged that an integrated stabilization strategy, which employs MINUSCA tools and programmes

such as urgent temporary measures, disarmament through community violence reduction programmes and deployment of Central African armed forces, has produced a noticeable decline in violence and a gradual return of internally displaced persons.

92.   The Secretary-General also described the extremely fragile and gridlocked situation that MINUSCA currently faces in the Central African Republic and the serious risk of reversal. He expressed concern about signs that expediency may take precedence over durable peace and stability, in a context where brutal violence is still occurring. Partners were called upon to renew their commitment to changing the political and security contexts, with a greater unity of purpose and maximizing comparative advantages, including the Mission's substantive expertise in areas such as DDR, security sector reform and transitional justice. In addition, the signing of the Political Agreement for Peace and Reconciliation in the Central African Republic on 6 February 2019 between the Government and armed groups underlines the criticality of continued strategic, technical and operational rule of law and security institutions support by the Department of Peace Operations and MINUSCA.

93.   Against this backstop, the functions of the GTA position of Rule of Law and Security Institutions Officer (P-4) continue to be crucial to ensure the effective mainstreaming of key mandated areas in the revitalized political process as well as the strategic planning of the Mission. The provision of continued and reliable capacity to ensure liaison with the political desks and contribute to strategic planning, including the development and implementation of a political strategy that contains rule of law and security-related initiatives as its main pillar, will remain crucial. Given the important focus of the MINUSCA mandate on rule of law and security institutions and their critical link with the success of the political process and an eventual exit strategy (for which no time frame has yet been set), the incumbent of the GTA position will continue to liaise with partners and donors and support MINUSCA in achieving, inter alia, the redeployment of the defence and internal security forces of the Central African Republic; the vetting of security forces; the implementation of the urgent temporary measures mandate and the articulation of efforts to fight impunity; weapons and ammunition management; and the implementation of the sanctions regime in the Central African Republic (see Security Council resolution 2399 (2018)).

94.   MINUSCA represents a particular level of complexity in terms of managing and developing relationships with multiple partners. Under the reformed peace and security architecture, the Rule of Law and Security Institutions Officer will play a key role in ensuring coherence with the geographical structure and provide rule of law-related advice in a broader regional context. This will be particularly relevant in the backstopping of MINUSCA, given the regional political aspects linked to disarmament of armed groups and stabilization.

95.   To meet the ongoing and anticipated workload, efforts have been made to absorb additional functions within existing staffing. However, the capacity is not sufficient to meet the increased, high-tempo workload in the longer term, and sustainable capacity is required to implement the mandate of both offices/departments to provide effective and integrated support for MINUSCA and the newly established Central and Southern Africa Division of the single political-operational structure. It is therefore proposed that the GTA position of Rule of Law and Security Institutions Officer (P-4) be converted to a post in the 2019/20 period.

Disarmament, Demobilization and Reintegration Section

1 Policy and Planning Officer (MINUSCA) (P-4) (conversion)

96.   The GTA position of Policy and Planning Officer (P-4) in the Disarmament, Demobilization and Reintegration Section was originally established to provide backstopping support to the MINUSCA Disarmament, Demobilization and

Reintegration Section, which consists of 29 posts. Furthermore, there was a commitment of $26 million in extrabudgetary funding in the 2018/19 period for DDR and community reintegration from regional and multilateral partners such as the European Union and the World Bank.

97. DDR and community violence reduction are critical mandated tasks for MINUSCA, and some of the few non-military means at the disposal of the Mission to address the threats posed by armed groups. Through backstopping support from Headquarters, the MINUSCA DDR component has been able to support key political processes through innovative programmes such as pre-DDR (during high-risk electoral periods) and community violence reduction programmes, engage with key stakeholders such as the World Bank and bilateral donors (the European Union and the United States of America) and develop, together with relevant government institutions (the President's Office and the Ministry of Defence), a national DDR programme. Building on the recommendations of the recent independent strategic review, the Mission will need to step up political engagement on DDR issues in support of the African Initiative for Peace and Reconciliation, for which support from the Secretariat will be critical.

98. The MINUSCA backstopping tasks, for which the post was established, will continue to form an important part of the incumbent's workload. It is, however, important to note that MINUSCA-related tasks represent 50 per cent of the duties of the position, which also include: (a) providing planning support to possible DDR processes in South Sudan; (b) developing guidance for community violence reduction, which is currently mandated in five peace operations and is increasingly recognized as an ancillary tool for DDR; (c) supporting the Chief of the Section with regard to programme management issues, including recruitment and budget management and preparation; and (d) supervising the Programme Management Assistant (GS (OL)), who performs both administrative and Programme Management Assistant roles.

99. The Disarmament, Demobilization and Reintegration Section has accommodated workload accruals within the staffing disposition that has remained unchanged since the 2009/10 period, through a mix of managerial improvements, outsourcing and temporary recourse to government-provided and gratis personnel, which is no longer sustainable. Accordingly, the GTA position has been de facto included in the implementation of the Section's mandate. It is therefore proposed that the position be converted to a post.

Police Division

1 Police Programme Officer (MINUSCA) (P-4)(conversion)

100. It is proposed that the GTA position of Police Programme Officer (P-4) be converted to a post in order to provide sustained assistance to the MINUSCA police component, which is its third largest police component, in the implementation of its mandated responsibilities.

101. In its resolution 2448 (2018), the Security Council reaffirmed the integral role of United Nations policing in the realization of MINUSCA mandate priorities, including advancing the political process, protecting civilians, facilitating a secure and safe environment and strengthening the rule of law. United Nations police will also play a crucial role in facilitating electoral security in 2020. Sustained, dedicated police backstopping and coordination support would ensure strategic guidance from Headquarters, including planning, consultation and coordination with all relevant stakeholders, ensure oversight and facilitate adequate and timely reporting, including to legislative bodies. Such support has become even more critical now, as the situation in the Central African Republic continues to evolve rapidly, demanding increased attention, in particular with respect to guiding operational responses to the security

situation and enhancing the capacities of the police and gendarmerie of the Central African Republic so that they can assume their responsibilities for protecting civilians.

102. The United Nations policing priorities in the Central African Republic, as elaborated in the report of the Secretary-General on the situation in the Central African Republic (S/2018/922) and Security Council resolution 2387 (2017), include: (a) promoting and supporting the rapid extension of State authority, including the deployment of vetted and trained national police and gendarmerie in line with the five-year development plan and as part of the deployment of the territorial administration and other rule of law authorities, by verifying policing advice to national authorities with Secretariat entities, by maintaining authorized levels of MINUSCA police and by exploring specialized police team and training options; (b) assisting in the refinement of the operational plans and priorities of the MINUSCA police and ensuring their integration with Headquarters processes; (c) imparting policing-specific expertise in support of national efforts to combat impunity, advance the rule of law, restore the criminal justice chain and operationalize the Special Criminal Court, including by optimizing the implementation of urgent temporary measures through arrests to maintain basic law and order; (d) facilitating efforts and Headquarters interactions to further refine the modus operandi of the joint mechanism between the United Nations military and police to support law and order operations in Bangui; (e) supporting the implementation of projects of the global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations related to providing infrastructure and logistics support to the police and gendarmerie of the Central African Republic; and (f) together with other DPO offices, analysing and devising strategies to prevent and address serious and organized crime. The Police Division has devised several mechanisms to improve efficiencies and cost-effectiveness, including increasing the number of missions handled by each desk officer. Building on the findings of the recent police capability study, the conversion of the post of the Police Programme Officer is critical to providing high-quality and timely support to the Mission's police component.

103. In addition, as one of the largest and most active peacekeeping missions, MINUSCA is at the forefront of the implementation of a number of departmental and organizational initiatives to enhance the performance of uniformed personnel, as requested by the Security Council in its resolutions 2382 (2017) and 2436 (2018). For example, MINUSCA has been piloting the comprehensive performance assessment system and actively implementing the Declaration of Shared Commitments on United Nations Peacekeeping Operations, which is part of the Secretary-General's Action for Peacekeeping initiative, the recommendations of its external review and those of the report prepared by Lieutenant General Santos Cruz and the report of the independent investigation by Brigadier General (retired) Fernand Marcel Amoussou, as well as the action plan to reduce peacekeeper fatalities following the report of Lieutenant General Santos Cruz. Providing Headquarters support to effectively implement these initiatives, record lessons learned and best practices and translate them into new and revised guidelines for the entire United Nations police will be important duties of the proposed position.

(d) **Justification of general temporary assistance position**

Justice and Corrections Service

1 Judicial Affairs Officer (P-4) (continuation)

104. The continuation of the GTA position of Judicial Affairs Officer (P-4) in the Justice and Corrections Service will enable continuous support on cross-cutting rule of law issues and backstopping of the justice components in MINUSCA and other peacekeeping operations.

105. The position was established in July 2010 to provide adequate support for rule of law efforts in Haiti in the aftermath of the earthquake. Since then, the post has enabled the Justice and Corrections Service to support justice components in various peacekeeping missions, including MINUSCA, MINUSTAH/MINUJUSTH and MONUSCO. The position is needed to ensure the continuation of key backstopping support for priority peacekeeping operations with strong criminal accountability and/or demanding transition mandates.

106. MINUSCA will continue to require dedicated and sustainable assistance from a justice expert to support the Special Criminal Court, particularly as investigations gather momentum, the urgent temporary measures mandate and efforts to support the extension of State authority outside of Bangui. The post is also important for continued close liaison with Member States, regional organizations and members of the reference group on the rule of law and the fight against impunity in the Central African Republic to ensure sustained political, financial and technical support for the Court.

107. The Security Council is increasingly mandating peacekeeping operations to support national authorities in their efforts to investigate and prosecute serious crimes and crimes that fuel conflict. The continuation of the GTA position will enhance the ability of the Service to discharge mandated responsibilities in the area of criminal accountability. Such expertise will inform support by the Service for MINUSCA, particularly as the Mission continues to work closely with the Central African authorities on the operationalization of the Special Criminal Court. In addition, the incumbent will be responsible for assisting MINUJUSTH with effective and efficient programme planning and implementation as it transitions to the United Nations country team and national counterparts.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

108. The Division comprises the Office of the Director, which includes the Evaluation and Partnerships Teams, the Integrated Training Service and the Peace Operations Policy and Best Practices Service.

109. The Policy, Evaluation and Training Division is an integrated resource for both DPO and DOS and provides an institutional capacity for strengthening peacekeeping through: the formulation of cross-cutting peacekeeping policy and guidance; the capturing and sharing of best practices; the setting of training standards for peacekeeping personnel; the evaluation of programme performance towards mandate implementation; and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPO and DOS, Member States and all peacekeeping missions in several thematic areas, including protecting civilians, partnerships, child protection and civil affairs. To ensure coherence across missions in both substantive and support activities, the Division has seven posts from DOS embedded within it. This helps in maintaining a common underpinning for the policy and training aspects of field operations.

110. In the area of policy and best practices, the Division will focus on the implementation of the Action for Peacekeeping initiative launched by the Secretary-General in 2018, as well as other priority and emerging policy areas, including, but not limited to adapting peacekeeping to new environments, uniformed capability requirements and the United Nations Peacekeeping Defence Ministerial process, the protection of civilians, local conflict analysis and community engagement. The Division will also, including through the embedded DOS posts, support a shared peacekeeping doctrine as well as coherent, overarching lessons learned.

111. In the area of training, the Division provides ongoing support to Member States and field missions, develops and delivers training standards and provides support for predeployment training for uniformed personnel. The overall goal is to build sustainable Member State capacity to deliver the training required by the United Nations for all personnel deployed. Mobile training teams will provide support for new and emerging troop- and police-contributing countries, and train-the-trainer courses with training material developed by the United Nations will be provided to Member States trainers. The Division will facilitate the provision of predeployment and in-mission training and capacity-building to troop- and police-contributing countries by the Secretariat as well as by Member States willing to extend bilateral support. The focus for civilian mission personnel will be on predeployment and mission induction training for all staff as well as programme-specific activities in areas such as the protection of civilians. The provision of peacekeeping-specific training for civilian and uniformed mission leaders at all levels will remain a high priority. The key challenges faced by the Division are the breadth of policy issues faced by peacekeeping operations and the number of troop- and police-contributing countries and their varying needs and levels of experience in peacekeeping operations.

112. On evaluating programme performance towards mandate implementation, the Division will provide ongoing support and technical expertise for the development and roll-out of the comprehensive performance assessment system, including project management and oversight for the six peacekeeping operations where the system will be implemented in the 2018/19 period. In addition, during the 2019/20 period, the Evaluation Team will implement the system in six additional peacekeeping operations.

113. The system is a whole-of-mission performance assessment system, which, considering contextual factors, will measure performance with respect to mandate implementation, taking fully into account the resources provided by Member States. It covers all dimensions of peacekeeping performance and utilizes a comprehensive and objective methodology to assess the whole-of-mission effect of a specific peacekeeping operation in key performance areas. The system will utilize both quantitative and qualitative sources of data for its performance analysis and provide the data-based evidence needed to assess a mission's performance against its mandated tasks and provide an understanding of how effectively the allocated resources are being utilized.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Enabling or support capacities for the early deployment of a new or significantly adjusting peacekeeping operation are in place (number of missions)	Target	1	1	1	1
		Estimate		1	1	1
		Actual			0	0

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
	(ii) Percentage of training standards available to all troop- and police-contributing countries and peacekeeping operations within 30 days from approval	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) 6 peacekeeping operations implement the comprehensive performance assessment system with support and technical expertise provided by Headquarters	Target	6	N/A	N/A	N/A
		Estimate	6	N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

114. The Division is expected to achieve its objective and expected accomplishments, on the assumption that Member States will provide the necessary support to implement the activities related to training and policy development and that external factors, such as crises in field missions and unforeseen needs created by new emerging threats, will not require a reallocation of resources to meet those needs.

Outputs

115. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Substantive servicing of meetings	
1. Meeting of the Special Political and Decolonization Committee (Fourth Committee)	1
2. Meeting of the Special Committee on Peacekeeping Operations	1
Parliamentary documentation	
3. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1
Other services	
4. Briefings to Member States on cross-cutting thematic issues, partnerships, policy development and implementation of activities and emerging strategic issues related to peacekeeping/peace operations	7
5. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development and implementation of activities and emerging strategic issues related to peacekeeping/peace operations	10
6. Briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations on cross-cutting thematic issues, policy development and implementation of activities and emerging strategic issues related to peacekeeping/peace operations	4
7. Opening statements by the Under-Secretaries-General for Peace Operations and Operational Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	2
Other substantive activities	

Outputs	Quantity
Training	
8. Training-of-trainers courses for training personnel of Member States from 48 peace operations	2
9. Mobile training teams deployed to provide training support for peace operations training institutes in Member States and peace operations training experts (number of teams)	6
10. Training recognition services provided to Member States in relation to predeployment training of their uniformed personnel for peacekeeping operations	7
11. Development of United Nations peacekeeping training materials	2
12. Women's outreach course for the United Nations Signals Academy	2
13. Medical courses for personnel serving in peace operations	5
14. Exercises to strengthen troop- and police-contributing countries' performance in peacekeeping operations designed and delivered	4
15. Predeployment courses for 162 civilian personnel serving in peacekeeping operations	18
16. Workshop for personnel serving in peacekeeping training centres and training focal points from the field	1
17. Training-of-trainers workshops for field mission training personnel serving in peacekeeping in substantive priorities, e-learning design and skills enhancement, and the conduct of training support visits for field missions	7
18. Capacity-building for RSCE trainers and support for training delivery	2
19. United Nations senior mission leaders course for 26 civilian and uniformed personnel	1
20. Senior leadership programmes for 26 newly appointed senior leaders	2
21. Senior mission administration and resource training programme for 32 field mission managers	1
22. Advanced training programme for 16 senior staff in peace operations	1
23. Intensive orientation courses for the heads of military components	2
24. Guidance document or standards on training development, design, delivery and evaluation	1
25. Review of the implementation of training needs assessments	1
26. Guide to the United Nations Headquarters functions in support of peacekeeping operations for newly recruited or reassigned staff	1
27. Support provided to Member States in the development of peacekeeping training and in the design and delivery of mission-specific training for uniformed personnel	6
Comprehensive performance assessment system	
28. Validation workshops with pilot missions, DPO, DOS and other stakeholders to capture lessons learned and make final adjustments to the system	1
29. Development of system policy following consultations with pilot missions, DPO, DOS and other stakeholders	1
30. Support visits to peacekeeping operations for the implementation of the system	6
31. Development of training modules and material on the system for field staff, DPO, DOS and other stakeholders	2
32. Training modules delivered to 6 peacekeeping missions participating in the pilot in order to equip mission staff with requisite knowledge and tools to establish and run the system	6
33. Design and development of the information technology platform of the system, including the database and the dashboard, ensuring connectivity with other relevant systems, particularly in DOS	1
34. Establishment of the information technology platform of the system in relevant peacekeeping missions (number of missions)	12
35. Launch of the system in peacekeeping operations not yet utilizing the system	6
Technical material	
36. Technical guidance material on cross-cutting peacekeeping issues, such as civil affairs, protection of civilians, child protection, partnerships and operational support	2
37. Field-based technical reports related to the development and implementation of guidance by peacekeeping operations, including with respect to civil affairs, protection of civilians, child protection and partnerships	6
38. Workshops for mission thematic advisers and focal points for knowledge sharing and training	2
39. E-newsletters for peacekeeping operations on new knowledge management reports	12

Outputs	Quantity
40. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions/peace operations	6
41. Reports on lessons learned across peacekeeping missions/peace operations on policy, reform and operational issues in line with departmental priorities	6
42. Survey report on cross-cutting and/or emerging knowledge needs in peacekeeping operations	1

International cooperation and inter-agency coordination and liaison

Other services

43. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping/peace operations	5
44. Briefings to international financial institutions, international and regional organizations and NGOs, on peacekeeping partnerships and related issues	7
45. Reports on relevant policy and operational activities of the European Union and the North Atlantic Treaty Organization relating to peacekeeping and crisis management	5
46. Coordination meetings with the co-chairs of the United Nations Peacekeeping Defense Ministerial process	2

Technical cooperation

47. Presentations to technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations	3
48. Updated reports on the capability requirements for United Nations peacekeeping operations	4
49. Fully operational Peacekeeping Capability Readiness System populated with updated data on the military and police pledges (number of pledges collected and fully populated and updated)	100
50. Workshops for the European Union and European Union member States to facilitate development of an informal rotational system in support of United Nations peacekeeping operations	2
51. Integration in the knowledge management system of all available data on uniformed capabilities deployed in missions, including performance-related data (number of systems deployed)	1

(b) Human resources requirements

		Professional and higher categories							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	*Total*
Posts	Approved 2018/19	1	2	6	21	13	–	43	–	12	–	2	14	57
	Proposed 2019/20	1	2	6	21	13	–	43	–	12	–	2	14	57
	Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Temporary positions	Approved 2018/19	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2019/20	–	–	–	–	1	–	1	–	–	–	–	–	1
	Net change	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**–**	**–**	**1**
Total, Policy, Evaluation and Training Division	Approved 2018/19	1	2	6	21	13	–	43	–	12	–	2	14	57
	Proposed 2019/20	1	2	6	21	14	–	44	–	12	–	2	14	58
	Net change	**–**	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**–**	**–**	**–**	**1**

(c) Justification of general temporary assistance positions

Policy and Best Practices Service

1 Political Affairs Officer (P-3) (establishment)

116. It is proposed that a new GTA position of Political Affairs Officer (P-3) be established in the Policy Planning Team of the Policy and Best Practices Service to support the implementation of the Action for Peacekeeping initiative launched by the Secretary-General in 2018. The initiative resulted in the creation of a Declaration of Shared Commitments on United Nations Peacekeeping Operations, which was endorsed by 151 Member States in October 2018. The Declaration lays out more than 40 commitment areas, most of which are collective commitments of Member States and the Secretariat to improve and strengthen peacekeeping. These will need to be implemented over the coming two years beginning in the fourth quarter of 2018. Implementation will require extensive coordination, outreach and liaison with Member States and civil society, as well as United Nations system counterparts, both in the field and at Headquarters. The work will involve defining action points, ensuring implementation and monitoring progress through reporting and advocacy. The Policy and Best Practices Service currently has minimal capacity to service the Action for Peacekeeping initiative and has relied on ad hoc, temporary arrangements. Dedicated capacity will be required over time in order to ensure that relationships with key peacekeeping stakeholders can be cultivated and maintained.

6. Financial resource requirements

(Thousands of United States dollars)

				Variance	
	Expenditure (2017/18)[a]	*Apportionment (2018/19)*	*Cost estimates (2019/20)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	81 203.9	75 990.4	80 888.5	4 898.1	6.4
II. Non-post resources					
General temporary assistance	998.6	1 053.6	349.1	(704.5)	(66.9)
Consultants and consulting services	291.9	223.8	292.0	68.2	30.5
Official travel	3 512.4	3 410.9	3 760.4	349.5	10.2
Facilities and infrastructure	270.7	132.2	109.4	(22.8)	(17.2)
Ground transportation	1.0	4.2	4.2	–	–
Communications and information technology[a]	7 585.4	2 630.5	1 794.2	(836.3)	(31.8)
Medical	0.3	–	2.5	2.5	–
Other supplies, services and equipment	751.0	742.5	779.4	36.9	5.0
Subtotal	**13 411.3**	**8 197.7**	**7 091.2**	**(1 106.5)**	**(13.5)**
Total, I and II	**94 615.2**	**84 188.1**	**87 979.7**	**3 791.6**	**4.5**

[a] In 2017/18 expenditures under ICT for DPKO and DFS were centrally administered by the Executive Office.

(a) Analysis of financial resource requirements[1]

117. Provision is made for the proposed post and non-post resources for the 2019/20 period, as set out below.

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

Post resources

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	12 255.0	12 294.0	13 520.5	1 226.5	10.0
Single regional political-operational structure	11 767.6	11 769.0	12 228.4	459.4	3.9
Office of Military Affairs	25 661.3	23 119.0	24 756.7	1 637.7	7.1
Office of Rule of Law and Security Institutions	19 607.2	18 254.0	20 140.4	1 886.4	10.3
Policy, Evaluation and Training Division	11 912.8	10 554.4	10 242.5	(311.9)	(3.0)
Total	**81 203.9**	**75 990.4**	**80 888.5**	**4 898.1**	**6.4**

118. The provision would cover the salaries, common staff costs and staff assessment for 436 posts. The increased requirements result from the proposed conversion of five GTA positions to posts and the centralized standard adjustment in salaries, as provided in paragraphs 13 and 48 to 50 of the present report, offset in part by costs for the first six months of the 14 posts that were redeployed to DOS as from 1 January 2019, as approved in the management reform.

General temporary assistance

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	405.8	359.2	75.8	(283.4)	(78.9)
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	587.2	694.4	174.5	(519.9)	(74.9)
Policy, Evaluation and Training Division	5.6	–	98.8	98.8	–
Total	**998.6**	**1 053.6**	**349.1**	**(704.5)**	**(66.9)**

119. The provision would cover the salaries, common staff costs and staff assessment for one proposed new position and one position for the replacement of staff on maternity or sick leave (3 person-months for staff in the Professional category and 3 person-months for staff in the General Service category). The reduced requirements result from the proposed conversion of five positions to posts.

Consultants and consulting services

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	15.3	–	–	–	–
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	276.6	223.8	292.0	68.2	30.5
Total	**291.9**	**223.8**	**292.0**	**68.2**	**30.5**

120. The following table provides a breakdown of consultancy requirements.

Consultants and consulting services, by item

Item	Number of days	Number of beneficiaries	Amount
Implementation of the comprehensive performance assessment system	120		80.6
Training for DPO staff	65	438	51.3
Training for DOS staff	162	454	47.0
DPO and DOS biannual conference			16.8
Training for Member States and field operations	205		96.3
Total			**292.0**

121. As shown in the table above, provision is made for the implementation of the comprehensive performance assessment system as well as the costs of subject matter experts for development and facilitation of training activities.

122. The increase in requirements is related to the new requirement for the launch of the comprehensive performance assessment system. The system will offer numerous benefits to peacekeeping, including: measuring and monitoring progress in real-time; supporting strategic analysis, planning and decision-making; facilitating the cessation of underperforming activities; making reporting loads lighter through consistent and streamlined reporting across tools; reporting more effectively to Member States; demonstrating value for money; and helping to mobilize support. The increase is offset in part by a decrease in training consultancy funds as a result of decreased demand for facilitation of DPO and DOS biennial conferences, the absence of the training needs assessment in the outputs for the 2019/20 period and the reduced requirement for the consultancies related to civilian predeployment training.

Official travel

Organizational unit	Expenditure (2017/18) (1)	Apportionment (2018/19) (2)	Cost estimates (2019/20) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	495.5	446.0	436.4	(9.6)	(2.2)
Single regional political-operational structure	587.6	545.8	570.4	24.6	4.5
Office of Military Affairs	429.3	470.4	542.2	71.8	15.3
Office of Rule of Law and Security Institutions	576.8	543.2	670.7	127.5	23.5
Policy, Evaluation and Training Division	1 423.2	1 405.5	1 540.7	135.2	9.6
Total	**3 512.4**	**3 410.9**	**3 760.4**	**349.5**	**10.2**

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
Office of the Under-Secretary-General	154.2	97.6	98.6	86.0	–	436.4
Single regional political-operational structure	500.4	17.1	52.9	–	–	570.4
Office of Military Affairs	304.0	206.3	31.9	–	–	542.2
Office of Rule of Law and Security Institutions	143.5	464.8	10.9	51.5	–	670.7
Policy, Evaluation and Training Division	156.4	85.7	30.6	7.9	1 260.1	1 540.7
Total	**1 258.5**	**871.5**	**224.9**	**145.4**	**1 260.1**	**3 760.4**

124. The provision of $3,760,400 is made to implement the outputs of the Department as set out in the results-based budgeting frameworks of each office.

125. The variance of $349,500 is attributable to: (a) familiarization trips for the leadership of the new single regional political-operational structure ($24,600); (b) military capability studies and predeployment visits in line with the recommendations in the report prepared by Lieutenant General Santos Cruz on improving the security of United Nations peacekeepers, the Action for Peacekeeping initiative and Security Council resolution 2436 (2018) in the Office of Military Affairs ($71,800); (c) the requirement of the Police Division that assessments be conducted of the operational readiness of police-contributing countries in support of the organization and convening of predeployment selection assessments in the Office of Rule of Law and Security Institutions ($127,500); and (d) additional activities as mandated by the General Assembly in support of the Member States in the Policy, Evaluation and Training Division ($135,200), offset slightly by a decrease in travel by the Office of the Under-Secretary-General ($9,600).

Facilities and infrastructure

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	132.4	112.2	88.2	(24.0)	(21.4)
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	80.4	–	–	–	–
Office of Rule of Law and Security Institutions	3.6	–	–	–	–
Policy, Evaluation and Training Division	54.3	20.0	21.2	1.2	6.0
Total	**270.7**	**132.2**	**109.4**	**(22.8)**	**(17.2)**

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

Facilities and infrastructure, by item

Item	Number of staff	Amount
All DPO staff		
Stationery and office supplies	438	29.0
Acquisition of office and other equipment	–	4.5
Brussels and Entebbe		
Rental of premises in Brussels and Entebbe	–	58.9
Utilities and waste disposal services in Entebbe	–	11.8
Security services in Entebbe	–	4.2
Sanitation and cleaning materials in Entebbe	–	1.0
Total		**109.4**

127. The provision for stationery and office supplies is based on expenditure patterns. The remaining costs are mainly for the liaison office in Brussels (2 staff members) and the Civilian Predeployment Training Team in Entebbe.

128. The decrease in requirements of $22,800 is due to the provision for office supplies made for DFS staff in the 2018/19 period (July–December 2018) in the former joint Executive Office for DPKO and DFS.

Ground transportation

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	1.0	4.2	4.2	–	–
Total	**1.0**	**4.2**	**4.2**	**–**	**–**

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

Communications and information technology

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	7 551.5	2 483.3	1 644.0	(839.3)	(33.8)
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	2.8	19.0	22.0	3.0	15.8
Policy, Evaluation and Training Division	31.1	128.2	128.2	–	–
Total	**7 585.4**	**2 630.5**	**1 794.2**	**(836.3)**	**(31.8)**

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

Communications and information technology, by item

Item	Number of staff	Amount
Standard equipment replacement ($1,200 per staff member per 4 years)	438	131.4
Standard desk phones ($300 per staff member)	438	131.4
Standard OICT service level agreement ($1,535 per staff member)	438	672.1
Managed output service (printer)	–	101.4
Mobile phone services	–	162.8
Long distance and additional communication charges	–	105.1
Central ICT infrastructure	–	173.2
Acquisition of ICT equipment	–	36.4
Web services	–	66.5
Public information and publication services	–	213.9
Total		**1 794.2**

131. The decrease in requirements of $836,300 is due to the provision for standard ICT items and communications costs as well as managed output service for DFS staff members in the 2018/19 period (July–December 2018) in the former joint Executive Office for DPKO and DFS.

Medical

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	0.3	–	2.5	2.5	–
Total	**0.3**	**–**	**2.5**	**2.5**	**–**

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

Other supplies, services and equipment

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
| | | | | Amount | Percentage |
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	157.7	183.7	165.1	(18.6)	(10.1)
Single regional political-operational structure	0.1	–	–	–	–
Office of Military Affairs	0.8	–	16.7	16.7	–
Office of Rule of Law and Security Institutions	10.8	–	–	–	–
Policy, Evaluation and Training Division	581.6	558.8	597.6	38.8	6.9
Total	**751.0**	**742.5**	**779.4**	**36.9**	**5.0**

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

Other supplies, services and equipment, by item

Item	Amount
Training fees, supplies and services	618.6
Other freight and related costs	36.2
Implementing partners and grants	73.0
Other services	51.6
Total	**779.4**

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

135. The increase in requirements of $36,900 is attributable to the rental of external premises (Entebbe Botanic Garden) for the conduct of mandatory security simulation exercises and the purchase of specialized materials for the Civilian Predeployment Training Team in Entebbe.

B. United Nations Office to the African Union

136. The mandate of UNOAU was established by the General Assembly in its resolution 64/288. The Office was restructured effective 1 January 2017 to strengthen strategic coherence with the African Union, the regional economic communities and regional mechanisms throughout the conflict cycle. The Office integrates the political affairs and the institutional and operational partnership pillars, thereby enhancing the cooperation between the United Nations and the African Union.

137. The Security Council, in its resolutions 2033 (2012), 2167 (2014) and 2320 (2016), called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, in operationalizing the African Peace and Security Architecture.

138. In its resolution 2320 (2016), the Security Council noted the decision to conduct an assessment of United Nations-African Union cooperation, as well as the structure and the capacity of UNOAU to meet the growing demands for the partnership, and requested the Secretary-General to report to the Security Council after the completion of the assessment. In his report on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of UNOAU (S/2018/678), the Secretary-General noted that UNOAU was the conduit and main interlocutor between the United Nations and the African Union, and that the engagements between UNOAU and African Union officials were essential to the efforts to strengthen the partnership between the two organizations. He reiterated the need to review and strengthen UNOAU in line with the growing demands of the partnership and expressed his intention to conduct the assessment requested in Security Council resolution 2320 (2016) and to report on the findings in his next report to the Council. It is envisaged that further review and proposals to strengthen UNOAU will be included in the future reports of the Secretary-General.

139. The present report takes into account the immediate responsibilities entailed in supporting the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, which was signed on 19 April 2017. Consequently, the proposal for the 2019/20 period is mainly within the level of approved resources for the 2018/19 period, with technical adjustments made to post resources.

(a) **Results-based-budgeting framework**

140. The Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security identifies four key areas for strengthening the partnership: (a) preventing and mediating conflict and sustaining peace, including through conflict prevention, good offices and mediation, and cooperation on electoral matters, governance, human rights and humanitarian assistance; (b) responding to conflict, including by strengthening efforts to coordinate engagement in a mutually supportive manner across the range of possible responses, from mediation and conflict management to peacekeeping and peace support operations and peacebuilding; (c) addressing the root causes of conflict by strengthening capacities to address conflict in all its forms without recourse to arms and violent confrontation; and (d) continuously reviewing and enhancing the United Nations-African Union partnership.

141. UNOAU also continues to provide practical support to the enhancement of the partnership between the United Nations and the African Union, including between the United Nations Security Council and the African Union Peace and Security Council, and at various levels between the United Nations Secretariat and the African Union Commission.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increased coordination and harmonization between the United Nations and the African Union on key peace and security issues in Africa (number of code cables)	Target	40	40	40	40
		Estimate		40	40	40
		Actual			40	40
	(ii) Consultative mechanisms are in place at separate levels between the United Nations Secretariat/United Nations Security Council and the African Union Commission/African Union Peace and Security Council. (number of mechanisms)	Target	7	7	6	6
		Estimate		7	6	5
		Actual			6	5
	(iii) Coordination mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	Target	2	2	2	2
		Estimate		2	2	2
		Actual			2	2
	(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security(percentage)	Target	100	100	100	100
		Estimate		80	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Pillars of the African Peace and Security Architecture continue to be operational, including in respect of addressing capacity-building needs (number of operational pillars)	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(ii) Operationalization of the African Standby Force activities in accordance with the five-year Maputo strategic workplan (2016–2020) (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iv) The African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (number of concepts of operations)	Target	1	1	1	1
		Estimate		1		1
		Actual				1

External factors

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

Outputs

143. During the 2019/20 period, the following outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
Security Council	
Substantive servicing of meetings	
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1
2. Facilitation of periodic coordination meetings between the United Nations Security Council and the African Union Peace and Security Council	4
Parliamentary documentation	
Reports of the Secretary-General	
3. The United Nations-African Union partnership and activities of UNOAU	1
4. Peace and security in Africa	1
Other substantive activities	
Other services	
5. Substantive support for visits of the Secretary-General, the Deputy Secretary-General and other senior officials	50
Good offices, fact-finding and other special missions	
6. Regional African Standby Force capabilities assessed	5
Technical material	
7. Annual reports on the achievements of the pillars of the African Peace and Security Architecture	4
8. Submission of inputs to reports of the Secretary-General on various issues related to peace and security in Africa	5
9. Policies or guidelines produced in support of African Union peace and security capabilities, in areas such as joint operations centres, joint logistics operations centres, joint mission analysis centres and contingent-owned equipment	9
10. Monthly reports on cooperation in peace operations between the United Nations and the African Union	12
11. Weekly reports on developments in peace operations of the African Union	52
12. Code cables/briefing notes on African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	40
13. Informational publications to inform a broad public audience of the activities of the Office in support of the African Union	4
Seminars	
14. Seminars on peace and security issues in Africa	6
International cooperation and inter-agency coordination and liaison	
Other services	
15. Participation of the Secretary-General and the Deputy Secretary-General in 1 African Union summit each	2
16. Meetings of the United Nations-African Union Joint Task Force on Peace and Security	2
17. Annual African Union-United Nations conference with the African Union Commission Chairperson and the United Nations Secretary-General	1
18. Presentations to the African Union Peace and Security Council on peace and security issues	25
19. Meetings between the desk officers of the United Nations Secretariat and the African Union Commission	1
20. Joint meeting to review progress in implementation of the joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	1

(b) Human resources requirements

	Posts	D-2	D-1	P-5	P-4	P-3	P-2	NPO	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
		Professional and higher categories								*General Service and related categories*					
Total, UNOAU	Approved 2018/19	–	2	2	20	3	–	1	28	–	–	8	14	22	50
	Proposed 2019/20	–	2	2	20	3	–	1	28	–	–	8	14	22	50
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	6 592.2	5 915.2	6 235.5	320.3	5.4
II. Non-post resources					
General temporary assistance	49.8	46.9	39.2	(7.7)	(16.4)
Official travel	245.0	239.3	239.3	–	–
Facilities and infrastructure	247.4	428.1	428.1	–	–
Ground transportation	70.2	51.3	51.3	–	–
Communications and information technology	578.3	573.4	573.4	–	–
Medical	14.4	23.8	23.8	–	–
Other supplies, services and equipment	61.7	47.5	47.5	–	–
Subtotal	**1 266.8**	**1 410.3**	**1 402.6**	**(7.7)**	**(0.5)**
Total, I and II	**7 859.0**	**7 325.5**	**7 638.1**	**312.6**	**4.3**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$6 235.5	$320.3	5.4%

144. The provision would cover salaries, common staff costs and staff assessment for the existing 50 posts. The increased requirements result from the centralized standard adjustment in salaries, as provided in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$39.2	($7.7)	(16.4%)

145. The provision would cover salaries, common staff costs and staff assessment for the replacement of staff on maternity or sick leave (3 person-months for the Field Service category and 3 person-months for the national General Service category). The decreased requirements result from the application of the Field Service category salary scales. The salary scales for the Professional category were applied in the 2018/19 period.

	Cost estimates	Variance	
Official travel	$239.3	–	–

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
UNOAU	84.7	11.0	62.0	–	81.6	239.3

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

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

	Cost estimates	Variance	
Facilities and infrastructure	$428.1	–	–

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

Facilities and infrastructure, by item

Item	Amount
Acquisition of office and other equipment	5.0
Acquisition of safety and security equipment	4.0
Rental of premises	384.2
Security services	24.9
Stationery and office supplies	10.0
Total	**428.1**

150. The provision for facilities and infrastructure remains at the level approved for the 2018/19 period.

	Cost estimates	Variance	
Ground transportation	$51.3	–	–

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

	Cost estimates	Variance	
Communications and information technology	$573.4	–	–

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

Communications and information technology, by item

Item	Total amount
Acquisition of equipment	56.2
Satellite, internet and IP telephones	126.1
Central videoconferencing support and transponder	109.0
Mobile services	103.0
Contractual ICT services	32.4
Software, licenses and fees	82.8
Public information and publication services	15.7
Spare parts and printer cartridges	48.2
Total	**573.4**

153. The provision for communications and information technology remains at the level approved for the 2018/19 period.

	Cost estimates	Variance	
Medical	$23.8	–	–

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

	Cost estimates	Variance	
Other supplies, services and equipment	$47.5	–	–

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

Other supplies, services and equipment, by item

Item	Amount
Training fees, supplies and services	16.9
Other hospitality	9.5
Other freight and related costs	16.3
Individual contractual services	4.8
Total	**47.5**

156. The provision under this budget class remains at the level approved for the 2018/19 period.

C. Department of Operational Support

157. DOS supports the objective of effective mandate implementation by providing advisory services to clients and support for the implementation of decisions and, in exceptional cases, by exercising delegated authorities on behalf of clients. In addition, DOS provides dedicated operational management support to departments and offices at Headquarters.

158. The Department will also be responsible for global shared service delivery as outlined in the report of the Secretary-General on shifting the management paradigm in the United Nations (A/72/492/Add.2), subject to the decisions of the General Assembly on this issue at the first part of its resumed seventy-third session. To improve the quality and efficiency of service delivery, DOS will pursue continuous improvement by tracking and fine-tuning operational performance within DOS and across Secretariat-wide business processes.

159. The Office of Support Operations will continue to support peacekeeping clients through the provision of guidance and advisory services, direct assistance where capacity is weak or non-existent, capacity-building, training and process improvements and optimization, and operational performance reviews. The Office of Supply Chain Management will deliver efficiencies by bringing together field logistics and procurement capabilities in a single entity to manage the integrated end-to-end supply chain. It will also improve service delivery by serving as the single point for all support issues relating to uniformed personnel. The Division for Special Activities will oversee a range of specialized and cross-cutting operational capacities and support for start-up, surge and crisis requirements. The Division of Administration will provide efficient, cost-effective and high-quality services in the areas of facilities management and office space, travel and transportation, archives and record-keeping, and pouch and mail services.

160. The Department will drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally, and ensure adequate configuration to respond to field support needs and priorities. The combined effect of the above-mentioned initiatives is expected to generate significant efficiency gains, including through improved service quality, within existing resources. This will be tracked through performance metric trends, for which key performance indicators will have been developed as part of the transition to DOS in the first half of 2019.

(a) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Office of the Under-Secretary-General	Approved 2018/19	–	–	3	7	8	–	18	–	9	–	–	9	27
	Proposed 2019/20	–	–	3	7	8	–	18	–	9	–	–	9	27
	Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Office of Support Operations	Approved 2018/19	1	3	8	22	36	3	73	10	57	–	–	67	140
	Proposed 2019/20	1	3	8	22	36	3	73	10	57	–	–	67	140
	Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Office of Supply Chain Management	Approved 2018/19	1	4	12	48	79	4	148	6	62	–	–	68	216
	Proposed 2019/20	1	4	12	48	79	4	148	6	62	–	–	68	216
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Division for Special Activities	Approved 2018/19	–	2	9	11	7	–	29	3	16	–	–	19	48
	Proposed 2019/20	–	2	9	11	7	–	29	3	16	–	–	19	48
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Division of Administration, New York	Approved 2018/19	–	–	1	2	4	2	9	1	11	–	–	12	21
	Proposed 2019/20	–	–	1	2	4	2	9	1	13	–	–	14	23
	Net change	–	–	–	–	–	–	–	–	**2**	–	–	**2**	**2**
Total, DOS	Approved 2018/19	2	9	33	90	134	9	277	20	155	–	–	175	452
	Proposed 2019/20	2	9	33	90	134	9	277	20	157	–	–	177	454
	Net change	–	–	–	–	–	–	–	–	**2**	–	–	**2**	**2**

(b) Financial resource requirements

(Thousands of United States dollars)

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	2 266.4	4 698.2	2 431.8	107.3
Office of Support Operations	–	10 030.1	21 094.8	11 064.7	110.3
Office of Supply Chain Management	–	17 573.6	37 655.8	20 082.2	114.3
Division for Special Activities	–	3 746.1	8 359.0	4 612.9	123.1
Division of Administration, New York	–	12 213.2	26 077.8	13 864.6	113.5
Working Group on Contingent-Owned Equipment	–	–	1 125.3	1 125.3	–
Subtotal	**–**	**45 829.4**	**99 010.9**	**53 181.5**	**116.0**
Peacekeeping capability readiness	–	3 881.6	3 881.6	–	–
Global shared service centres	–	–	19 948.2	19 948.2	–
Total	**–**	**49 711.0**	**122 840.7**	**73 129.7**	**147.1**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

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

162. The Office will provide executive management support to the Under-Secretary-General; provide strategic direction, analytics and management governance to help drive continuous improvement of operational business processes within the

Department and throughout the Secretariat; engage on audit response, boards of inquiry and environmental issues; and ensure that the Department is adequately configured to respond to operational support needs and priorities.

163. The Environment Section in the Office of the Under-Secretary-General for Operational Support is responsible for supporting the implementation of the six-year environment strategy launched in November 2016 across peace operations. With a robust environmental performance and risk management framework established across peace operations, the Section will provide operational support, guidance and technical assistance to peace operations and coordinate efforts across the five pillars of the strategy, namely, energy, water and wastewater, solid waste, the wider impact and the establishment of an environmental management system. With the General Assembly's endorsement of the action plan for integrating sustainable development practices into Secretariat-wide operations and facilities management in its resolution 72/219, the Section's scope has been expanded to encompass the entire Secretariat, thus enabling the Organization to draw upon the extensive experience that the Section has gained through its support for peacekeeping operations in the management of environmental impacts and associated risks.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings and presentations to the General Assembly, legislative bodies, the Security Council, regional organizations and other stakeholders are delivered (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All critical recommendations of OIOS on support to peacekeeping operations are implemented within target dates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All peacekeeping operations are provided with guidance to implement the environment strategy (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(ii) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (number of days)	Target	10	10	10	10
		Estimate		10	10	10
		Actual			10	10

External factors

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

Outputs

165. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Substantive servicing of meetings	
1. Briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance	96
Other services	
2. Briefings to Member States on field support priorities, operations and performance	14
3. Visits to Member States to discuss field support priorities, operations and performance	3
4. Fact sheets or issue briefs on DOS priorities and performance	5
5. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5
Administrative support services	
Overall management	
6. Consultations with heads of mission on support priorities, operations and performance related to mandate implementation and programme delivery	30
7. Consultations with directors and chiefs of mission support to support their performance	20
8. Field visits to provide assistance to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery	7
Performance and analytics	
9. Reviews of operational support performance and priorities with senior DOS management	15
10. Meetings of the Management Client Board	4
11. Strengthened operational support performance framework, which is used as a basis for guidance to peacekeeping missions on operational support management	1
12. Maintenance of the reporting platform supporting operational performance oversight and decision-making	1
13. Global client survey to gather feedback on support services across peacekeeping missions	1
14. Maintenance of the website on United Nations field support priorities, operations and performance	1
15. Internal DOS communications materials, such as field support updates	3
Oversight response	
16. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	30
17. Consolidated responses to reports of United Nations oversight bodies	30
18. Oversight recommendations recorded in dedicated tracking systems and followed up	400
19. Consolidated reports drafted on the status of implementation of recommendations made by United Nations oversight bodies	40
20. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	2
21. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	400
22. Operational reviews of internal control frameworks and board of inquiry procedures at missions	2
Environment	
23. Field visits to provide strategic advice to senior management and mission support personnel on implementation of the environment strategy	2
24. Maintenance of the environmental risk and performance framework	1
Other substantive activities	
International cooperation and inter-agency coordination and liaison	
25. Participation of staff members in the United Nations-African Union knowledge and expertise exchange programme	4
26. Field visits to conduct a review of United Nations-African Union knowledge and expertise exchange programme	1

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, Office of the Under-Secretary-General	Approved 2018/19	–	–	3	7	8	–	18	–	9	–	–	9	27
	Proposed 2019/20	–	–	3	7	8	–	18	–	9	–	–	9	27
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

2. Office of Support Operations

(a) Results-based-budgeting framework

166. The Office of Support Operations supports clients through the provision of guidance and advisory services, direct assistance where capacity is weak or non-existent, capacity-building, training and process improvements and optimization, and operational performance reviews. The Office of Support Operations consists of the Human Resources Services Division, the Capacity Development and Operational Training Service and the Health-Care Management and Occupational Safety and Health Division.

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

168. The Capacity Development and Operational Training Service supports the strengthening and sustainment of the capacities necessary to decentralize authority, increase the simplification of processes and implement mandates. With a focus on integrating training, tools, continuous improvement and institutional structures, it acts as an enabler and multiplier of peacekeeping capacity development efforts.

169. Within the Service, the Operational Training Section is responsible for supporting the decentralization of authority through programmes designed to strengthen governance and resource stewardship and ensuring robust and effective operational capacities. The Service will accomplish this through capacity development pathways that integrate training, knowledge management and communities of practice and are amplified through targeted organizational and relationship system coaching efforts. They will be delivered at the level of the operational support practitioners and clients vested with delegated authorities and at the level of the peacekeeping mission. Seven posts approved as part of the Operational Training Section are embedded in the Integrated Training Service of the Department of Peace Operations.

170. The Business Processes and Systems Support Section is responsible for developing the processes and structures by which policies are implemented across the Secretariat and works with other stakeholders to ensure that these are reflected in enterprise systems. The Section provides support across peacekeeping missions to help ensure consistency in the execution of processes and to ensure that the processes continue to meet the requirements of clients. It also focuses on providing systems training for local process experts in Umoja business processes and support.

171. The Health-Care Management and Occupational Safety and Health Division will increase safety and health protection for United Nations personnel by providing a safe

and healthy workplace in line with the duty of care of the Organization. This will be accomplished through the development and implementation of a fully integrated and prevention-driven occupational safety and health risk management system. The system will reduce the incidence and limit the severity and impact of work-related injuries and ill health. The system will further integrate all categories of safety, health and well-being considerations into all processes and decision-making. Health-care management will be accomplished through the development, in consultation with Member States, of a medical performance framework that includes standards for the quality of care and practitioner, hospital and medical evacuation capabilities. The Division will also put together the outline of a clinical governance framework to ensure standardized, safe and timely health care. The Division will conduct psychological health risk assessments to determine the psychological hazards facing the uniformed personnel in the field and develop a programme to mitigate those hazards. With the delegation of some medical administrative tasks to the field, the Division will also implement an auditing and review process to ensure the quality of those services. The Division will strategize and implement medical workforce planning, including the development and recruitment of specialized medical staff for the Secretariat.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	2018/19	2017/18	2016/17
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Facilitate the stabilization of the average timeline for roster-based recruitment (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	Target	101	101	82	85
		Estimate		101	82	85
		Actual			66	88
	(ii) Facilitate the stabilization of the average timeline for position-specific recruitments (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	Target	120	198	212	271
		Estimate		198	212	271
		Actual			348	333
	(iii) Increase in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage)	Target	39	36	33	30
		Estimate		36	33	30
		Actual			33	30
	(iv) Increase in the number of candidates placed on the roster (additional candidates placed on the roster)	Target	800	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(v) All new or revised official operational support guidance, standards and best practices are available to all staff in operational support functions through a centralized hub (percentage)	Target	75	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) An average client satisfaction rate of 75 per cent for the provision of human resources advice and service delivery (percentage)	Target	75	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	Indicators of achievement		*Performance measures*			
			2019/20	*2018/19*	*2017/18*	*2016/17*
	(ii) Number of instances of provision of methodological guidance, training and best practice advice for conducting a continuous programme of function-specific and a number of cross-cutting business process reviews and improvement initiatives	Target	5	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) Peacekeeping operations implement United Nations standards on health-care quality and patient safety in all peacekeeping health-care facilities (percentage)	Target	60	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) Reduction in the average number of days of sick leave in peacekeeping operations	Target	6.0	6.1	7.5	N/A
		Estimate		6.7	6.0	7.6
		Actual			6.5	6.3

External factors

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

Outputs

173. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Operational support and advisory services, including the Non-Staff Capacities Unit	
1. Report on service requests from client entities to identify areas requiring additional capacity-building and policy changes or business process re-engineering in the area of human resources	1
2. Guidance provided in response to at least 1,000 service requests emanating from client entities across the Secretariat related to the application of policies, the proper exercise of delegation of authority, including liaising with DMSPC in areas requiring exceptional policy clarification and managerial support for prevention and resolution of informal and formal administration of justice cases	1 000
3. Multidisciplinary support reviews of client entities assessing their performance and identifying their needs in order to improve their service delivery	15
4. Field visits to missions to deliver on-site advice and technical support, including career support, on the management of locally recruited and international staff in the light of process changes, staffing reviews and downsizing	2
5. Entities supported through guidance and support on the use of non-staff personnel	50
6. Survey on client satisfaction with human resources advice and service delivery	1
7. Number of peace operations entities, including UNSOS, the Global Service Centre and RSCE, providing input to the human resources management scorecard for client entities, including the Management Performance Board, the Management Committee and the Performance Review Group	17
Staffing services	
8. At least 1,000 new candidates endorsed by field central review bodies for inclusion on rosters in 23 job families as a result of the implementation of an annual generic job opening schedule derived from a workforce planning analysis of roster capacity gaps	1 000

Outputs	Quantity
9. Provision of expert advice, upon request, to hiring managers on methods, tools and technology to support the screening and assessment of applicants for positions in peacekeeping operations in 30 individual complex recruitment cases	30
10. Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	9
11. Input in the design, testing, implementation and communication of changes to the Inspira talent management system to support alignment with the needs of peacekeeping operations	30
12. Revised operational workforce planning guidelines	1

Capacity development and operational training service

13. Support for the implementation of capacity development pathways in the areas of human resources, finance, special activities, including professional certification programmes, knowledge management, training and mentoring	3
14. Support for the establishment and coordination of a decentralized programme of continuous business process reviews and improvement initiatives in support of simplification, decentralization and delegation of authority	1
15. Centralized hub for operational support, guidance, standards and best practices	1
16. Framework for training to support governance and stewardship skills of senior staff charged with delegated authorities	1
17. Expert advice and guidance to peacekeeping operations on the planning and needs assessment for and the design, delivery and evaluation of operational support function-specific capacity development frameworks, including training courses, workshops and seminars	1

Occupational safety and health and medical services

18. Clinical governance of health-care delivery in United Nations clinics in 15 field operations through clinical audits to maintain and improve the standards of patient care (number of audits)	15
19. Annual meeting of chief medical officers	1
20. Master trainer courses on the United Nations buddy first aid curriculum and on the United Nations field medical assistant	2
21. On-site assessments of field medical facilities, including 3 health risk assessments and 1 report on regional medical evacuation centres linked to peacekeeping missions	4
22. Programme for the improvement of the mental health of all United Nations military and police personnel both before and after deployment	1
23. Oversight, audit and advice for 15 field operations on their cases of long-term sick leave of staff	15
24. Oversight and advice on medical clearances conducted in 15 field operations	15
25. Predeployment medical consultations, briefings and immunizations for United Nations personnel travelling to field operations	9 000
26. Oversight and auditing of sick leave certifications conducted in 15 field operations	15
27. Oversight and audit of medical evacuations conducted in 15 field operations	15
28. Mental health counselling and consultations	250
29. WebEx-based continuous medical education sessions for medical personnel in the field	12
30. Training workshops on resilience-building, change management and mobility for field mission staff and staff planning to work in field missions	12
31. Assessment and evaluation of 13 peacekeeping operations regarding compliance with the field safety policies and guidelines	13
32. Field safety training course for participants from all peacekeeping operations	1
33. Annual occupational safety incident report covering all peacekeeping operations	1

(b) Human resources requirements

Posts and temporary positions		Professional higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	1	3	8	21	26	3	62	10	54	–	–	64	126
	Proposed 2019/20	1	3	8	21	26	3	62	10	54	–	–	64	126
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2018/19	–	–	–	1	10	–	11	–	3	–	–	3	14
	Proposed 2019/20	–	–	–	1	10	–	11	–	3	–	–	3	14
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of Support Operations	Approved 2018/19	1	3	8	22	36	3	73	10	57	–	–	67	140
	Proposed 2019/20	1	3	8	22	36	3	73	10	57	–	–	67	140
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Health-Care Management and Occupational Safety and Health Division

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

174. In response to the recommendations contained in the report of the High-level Independent Panel on Peace Operations of June 2015 (see A/70/95-S/2015/446) and the report prepared by Lieutenant General Santos Cruz on improving the security of United Nations peacekeepers, a GTA position of Medical Officer (medical quality and safety) (P-4) was approved in the 2016/17 period to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations.

175. Since then, substantial work has been completed on the medical performance framework, which includes standards for the quality of care provided and practitioner, hospital and medical evacuation capabilities, in consultation with Member States. One of the projects was related to ensuring health-care quality and patient safety standards in level I-plus, II and III hospitals. A manual for health-care quality and patient safety has been developed for level I-plus, II and III hospitals based on the standards set by Joint Commission International, which are recognized worldwide. Proof of concept implementation was successfully conducted in UNIFIL at the United Nations level I-plus hospital in 2017, and the manual was agreed upon at a consultative conference of experts from Member States in Brindisi, Italy, in August 2018. The next phase of the project is the roll-out to all health-care facilities in peacekeeping missions, now under way, which includes delivering training to future hospital commanders to implement the standards and working with Member States to help the level II hospitals in missions achieve the standards and develop an adverse event reporting system. Accordingly, the Health-Care Management and Occupational Safety and Health Division will require the continuation of the GTA position of Medical Officer (medical quality and safety) (P-4).

Human Resources Services Division

Staffing Service

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

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

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

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

178. The incumbents of the 10 positions also manage the talent on the rosters, answering questions from candidates about field mission life and requirements and head-hunting roster candidates for hard-to-fill vacancies, and assist hiring managers with the design of recruit-from-roster job openings. The incumbents also work with hiring managers to identify capacity gaps in the rosters based on global vacancy rates and use business intelligence to identify recruit-from -roster job openings that yield a small number of suitable applicants.

179. The incumbents also liaise with field missions to ensure that new profiles (e.g., related to supply chain, service delivery and risk management) are advertised promptly and new rosters are built for those evolving profiles. For example, the Staffing Service launches generic job openings for new functions (e.g., supply chain, service delivery and risk management) and niche combinations of skills (e.g., Arabic- or French-speaking political and civil affairs officers). They also systematically conduct head-hunting and awareness-raising to increase the number of female candidates for job profiles lacking parity.

180. The incumbents of the 3 GTA positions of Human Resources Assistant will continue to support the Human Resources Officers in the completion of their duties, in particular by providing administrative support with regard to the administration of written tests, recording of test grades and administration of expert panels. The Human Resources Assistants also prepare case files for submission to the Field Central Review Board.

181. While the functions of the Human Resources Officers (Occupational Group Managers) are continuing in nature, the GTA modality has been used to allow for the recruitment of subject-matter experts from different disciplines in field operations to serve at Headquarters as Occupational Group Managers for their respective specialties under the terms of a temporary assignment.

3. Office of Supply Chain Management

(a) Results-based-budgeting framework

182. The Office of Supply Chain Management will bring together the logistics and procurement capabilities in a single entity to manage the integrated end-to-end supply chain. Following the introduction of supply chain management and the related restructuring of the Logistics Support Division, as approved by the General Assembly in its resolution 71/295, this approach will be enhanced by consolidating procurement, logistics and enabling functions under a single management in order to provide more agile, responsive, efficient and effective client-oriented services.

183. The Office will operate on the basis of category management, in which both technical and commercial teams work closely to improve the sourcing process but retain their respective functional reporting lines to ensure segregation of duties. Category management is the cross-functional management of goods and services across their life cycles, including gathering requirements, sourcing, deployment and disposal; it takes into consideration the total cost of ownership and optimizes long-term value for the Organization. In addition to the Logistics Division and the Procurement Division, a separate Enabling and Outreach Service will support operations through the provision of operational guidance, business intelligence, vendor outreach and performance management, as well as through the establishment of baselines and the monitoring of key performance indicators. The Uniformed Capabilities Support Division will support the generation, deployment and reimbursement of military contingents and formed police units. The Office also includes the Aviation Safety Team, which will oversee all matters related to United Nations aviation operations.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2019/20*	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Contingent-owned equipment reimbursement claims assessed and processed within 3 months after the end of the quarter (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Number of issue papers submitted by the Secretariat as input to the reimbursement framework for troop- and police-contributing countries	Target	35	N/A	N/A	25
		Estimate		N/A	N/A	25
		Actual			N/A	26
	(iii) Overall score on the Administration's property management index for all peacekeeping missions, based on 20 underlying key performance indicators	Target	1 800	1 800	1 800	1 800
		Estimate		1 800	1 800	1 800
		Actual			1 441	1 538
	(iv) Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment, with a 15-day grace period to account for extraneous factors (number of days)	Target	30	30	30	40
		Estimate		30	30	40
		Actual			34	40

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			N/A	N/A
	(ii) Finalization of all negotiated agreements for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(iii) Provision of guidance and technical support to troop- and police-contributing countries on the preparation and shipment of cargo, including dangerous goods, for contingent-owned equipment arranged by the United Nations or under a letter-of-assist arrangement (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Target	95	95	N/A	N/A
		Estimate		95	N/A	N/A
		Actual			N/A	N/A
	(ii) Memorandums of understanding for contingents deployed to new, expanding and existing missions transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment (number of days)	Target	90	90	90	N/A
		Estimate		90	180	180
		Actual			≥180	≥180
	(iii) Compliance of active peacekeeping operations with established light passenger vehicle holding policies (percentage)	Target	94	90	95	94
		Estimate		90	95	94
		Actual			93.4	96.7
	(iv) Compliance of entities with the implementation of the supply chain management initiative, as outlined in the supply chain management blueprint (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(v) Implementation of centralized warehousing by all missions in accordance with centralized warehousing guidance (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			80	N/A
	(vi) Rate of evaluation of vendors through the supplier appraisal system (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vii) Average time for review of local procurement authority requests (number of days)	Target	8	8	8	8
		Estimate		7	8	8
		Actual			6.6	7.5

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
	(viii) Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex-post-facto cases (number of days)	Target	25	25	25	25
		Estimate		18	25	25
		Actual			17.4	20.0
	(ix) Timely response to requests by field missions for special or strategic flights outside the mission area (number of hours)	Target	48	NA	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

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

Outputs

185. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Substantive servicing of meetings	
1. Organization of the 2020 Working Group on Contingent-Owned Equipment, including the collation and distribution of survey data and working papers for up to 50 Member States (number of meetings)	1
2. Amendment to the Contingent-Owned Equipment Manual based on decisions adopted by the 2020 Working Group on Contingent-Owned Equipment and legislative bodies	1
Parliamentary documentation	
3. Report of the 2020 Working Group on Contingent-Owned Equipment	1
4. Report of the Secretary-General on the 2020 Working Group on Contingent-Owned Equipment	1
Administrative support services	
Uniformed capabilities support	
5. Quarterly assessment and calculation of Contingent-Owned Equipment reimbursement for military and police contingents deployed to field missions (number of claims)	2 800
6. Quarterly assessment and calculation of personnel reimbursement for military and police contingents deployed to field missions (number of reimbursements)	1 400
7. Processing of letter-of-assist reimbursements	300
8. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	250
9. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of proportional deductions)	1 400
10. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of memorandums of understanding)	15
11. Amendments to existing memorandums of understanding for deployed military and police contingents (number of amendments to memorandums of understanding)	70

Outputs	Quantity
12. Agreements negotiated and signed for military and police contingents committed to the Peacekeeping Capability Readiness System (number of agreements)	15
13. Assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions (number of awards)	5
14. Briefings to and consultations with Member States on the legislative reimbursement framework, on contingent-owned equipment performance metrics and on policies, procedures and roles (number of briefings)	20
15. Participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries (number of visits)	14
16. Inputs to the statement of unit requirements concerning support/logistics and contingent-owned equipment (number of inputs)	10
17. Ad hoc status of memorandums of understanding and reimbursement and related talking points/issues for senior leadership for meetings with troop- and police-contributing countries (number of talking points)	60
18. Comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing (number of reports)	4

Aviation safety

19. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety offices, and reports on the evaluation of air service vendors	14

Logistics

20. Annual supply chain management plan to provide global visibility of field mission demands and develop a long-term demand-forecasting and sourcing strategy for selected goods and services relevant to the end-to-end supply chain management approach	1
21. Maintenance of global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation, and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100
22. Maintenance of turnkey contracts for fuel and rations (number of contracts)	30
23. Implementation of electronic rations management systems in field missions (number of systems)	2
24. Implementation of online supply chain management training platform to provide self-paced learning, available all day, every day of the year, for all United Nations staff (number of platforms)	1
25. Management of 84 air service contracts with commercial and military providers for air services, including for 3 unmanned aerial vehicle systems, across all missions with air assets, including through the implementation and maintenance of an aviation information management system, and review and updating of approximately 56 air charter agreements (number of contracts)	140
26. Consultations with countries contributing air assets on issues related to the deployment of air assets, including unmanned aerial systems (number of consultations)	10
27. Arrangement, coordination and monitoring of the deployment and rotation movements for uniformed personnel, through long-term agreements for passenger air transportation, short-term commercial contracts and letters of assist established with Member States (number of uniformed personnel)	180 000
28. Arrangement, coordination and monitoring of the movement of approximately 65,000 tons of cargo associated with the deployment/transportation of approximately 180,000 uniformed personnel (tons annually by air, naval and ground transport modalities)	65 000
29. Monthly videoconferences with peacekeeping missions to review the demand planning for, and the development and maintenance of, systems contracts to meet requirements and monitoring of the not-to-exceed values and contract expiration based on the contract dashboard (number of videoconferences)	12
30. Conference on supply change management and/or briefing to all representatives of client entities on the implementation of supply chain management	1

International cooperation and inter-agency coordination and liaison

31. Meetings with, or briefings to, international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	6
32. Meeting with United Nations partner organizations (International Civil Aviation Organization, World Food Programme and others), through the United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1

Outputs	Quantity

Technical cooperation

33. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls — 10

34. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls — 3

35. Briefings to troop- and police-contributing countries on predeployment medical requirements for contingents — 15

Enabling service

36. Quarterly supply chain performance reports on end-to-end supply chain effectiveness and efficiency in terms of reliability, responsiveness, asset efficiency, environmental management and cost — 4

37. Development and implementation of a single performance management framework for supply chain management to measure the effectiveness and efficiency of all stakeholders in order to facilitate informed decision-making by senior management and implement improvement programmes — 1

38. Updating and promulgation of the supply chain management blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules, in line with the end-to-end supply chain management approach — 1

39. Compilation of yearly Secretariat-wide procurement statistics to provide data to a broad group of stakeholders in order to support the integrated end-to-end supply chain — 1

40. Publication of new or amended Umoja business intelligence reports for Secretariat-wide consumption by procurement staff — 8

41. Publication of upcoming Secretariat procurement opportunities (expressions of interest) on the Division website — 1 000

42. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations — 24

Procurement

43. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses — 36

44. Issuance of purchase orders in support of peacekeeping operations — 1 100

45. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars — 30

46. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations — 500

47. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus — 100

48. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements — 75

49. New international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services — 170

50. Site visits, bidders conferences and contract negotiations prior to contract award for the tenders launched, participation in 5 trade and industry fairs — 22

51. Review of 130 local procurement authority requests — 130

52. Review of 100 Headquarters Committee on Contracts cases in which the threshold for delegation of procurement authority to peacekeeping missions has been exceeded — 100

53. Technical review of and administrative support for established high-value and complex systems contracts in the major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT (number of contracts) — 280

Other substantive activities

Good offices, fact-finding and other special missions

54. Market surveys, assistance on commercial negotiations and review of 100 letters of assist/Headquarters Committee on Contracts cases for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions — 200

Outputs	Quantity
55. Due diligence investigations of requests for sole-source procurement based on the proprietary nature of goods and services to ensure internal control, including performance of market research related to the ICT requirements of missions (number of cases)	60
56. Handling of cargo insurance requests and claims, shipping authorizations and import customs clearances	250

(b) Human resources requirements

Posts and temporary positions		Professional higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	1	4	12	48	77	4	146	6	61	–	–	67	213
	Proposed 2019/20	1	4	12	48	77	4	146	6	61	–	–	67	213
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2018/19	–	–	–	–	2	–	2	–	1	–	–	1	3
	Proposed 2019/20	–	–	–	–	2	–	2	–	1	–	–	1	3
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of Supply Chain Management	Approved 2018/19	1	4	12	48	79	4	148	6	62	–	–	68	216
	Proposed 2019/20	1	4	12	48	79	4	148	6	62	–	–	68	216
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Uniformed Capabilities Support Division

Reimbursement Claims Management and Performance Section

2 Finance and Budget Officers (P-3) (continuation)

186. The Section is currently undertaking a critical project, which is well advanced, to replace the government claims management system used by the Division to process reimbursements to troop-and police-contributing countries for contingent-owned equipment, and to integrate payments for uniformed personnel into the new system.

187. The current process for verification, calculation and payment of reimbursements to troop- and police-contributing countries for contingent-owned equipment involves a variety of ICT systems and various actors within the Secretariat. The arrangement lacks integration, resulting in time-consuming manual data entry and re-entry, risk of error and consistent pressure to meet deadlines.

188. At the centre of these arrangements is the government claims management system, an in-house application developed 20 years ago and supported by legacy knowledge in the Division. The system interface is outdated compared with modern enterprise systems, its performance has become unreliable and there is no continuity plan for the current system. The reimbursements for contingent-owned equipment that rely on the system exceed $800 million annually; these payments are essential to troop- and police-contributing countries.

189. The Umoja Steering Committee has agreed to a business case for a technical replacement for the system that will be fully embedded within Umoja. Design and development for the Umoja solution for the contingent-owned equipment phase of the

project have advanced: it is scheduled to go live for testing and training in the first quarter of 2019, with full implementation and claims calculations in June 2019.

190. With the approval of management reform, the Division is responsible for the process of validation and calculation not only of reimbursements for contingent-owned equipment, but also the personnel reimbursements to troop- and police-contributing countries. The calculation of personnel reimbursements, amounting to approximately $1.2 billion annually, is supported by an ICT system that is separate from that for COE, the troop strength personnel system, supplemented by various manual applications to perform deductions from personnel reimbursements owing to absent or non-functional major equipment. Following the deployment of the Umoja solution for the reimbursement of contingent-owned equipment in June 2019, the reimbursement for the personnel process will also be integrated into the Umoja technical solution. Identification of business requirements, design and development have already started and are expected to be completed in September 2019, with the calculation of personnel reimbursement to go live by December 2019.

191. It is expected that some adjustments will be required during the first two quarters of 2020 to stabilize and ensure the full reliability of the system and train local process experts, who will be the first line of support for a whole range of users of the new system.

192. Governance and primary resourcing for the project is being provided within the scope of the Umoja project, but the Division, as the principal business owner, user and focal point for calculation of reimbursements to troop- and police-contributing countries, is required to provide full-time subject business process experts for the development, testing, training and implementation of the solution.

193. Accordingly, the 2 GTA positions of Finance and Budget Officer (P-3) in the Reimbursement Claims Management and Performance Section will continue to be required in the 2019/20 period to work on a full-time basis to ensure the success of the development and implementation of the new system.

Enabling and Outreach Service

1 Procurement Assistant (GS (OL))(continuation)

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

4. **Division for Special Activities**

(a) **Results-based-budgeting framework**

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

196. The Division will also develop arrangements with key partners such as regional organizations, as well as other United Nations actors and Governments, including triangular partnership arrangements, for both offering and receiving operational support assistance, and develop tools and analysis to assess and forecast cost drivers. The Division is developing a surge capacity mechanism to allow for rapid temporary deployment of expert support staff from across DOS or elsewhere for finite periods in special situations.

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

Integrated operational teams

198. Six support officers from DOS are embedded in the integrated operational teams for peacekeeping operations to provide expertise on issues pertaining to mission support. The support officers from DOS will be made available to the Under-Secretary-General for Peace Operations to provide the necessary support for the integrated operational teams for peacekeeping operations in the regional structure of the peace and security architecture in a flexible manner.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2019/20*	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) The Security Council is informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (number of instances)	Target	4	3	N/A	N/A
		Estimate		4	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual				100
	(ii) Advance teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(iii) Inputs for budgeted costs for new, expanding or transitioning field operations are identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Target	21	21	21	21
		Estimate		21	21	21
		Actual				21

External factors

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

Outputs

200. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity

Other substantive activities

Client support and special situations

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

Operational planning

5.	Strategic assessments of mission requirements, set-up and resourcing (number of assessments)	4
6.	Effective drawdown and transition of peacekeeping operations (number of missions)	3
7.	Situational awareness and high-level planning reports on emerging requirements and operations (number of reports)	4
8.	Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3

Support partnerships

9.	Participation in a review related to African Union-United Nations partnership in Somalia (number of reviews)	1
10.	Establishment of a monitoring mechanism to track implementation of recommendations emanating from strategic reviews that pertain to UNSOS and DOS and enable informed decision-making	1
11.	Participation in an operational review relating to the role of UNSOS in support for the transition plan for Somalia	1
12.	Strengthened links on operational matters in regional and subregional organization operations, as mandated by the Security Council: establishment of 2 new arrangements	2
13.	Management of joint support arrangements with countries and/or regional/subregional organizations	5
14.	Engagement with regional organizations, Member States and troop- and police-contributing countries to identify and support implementation mechanisms responsible for oversight and accountability as well as compliance related to human rights and international humanitarian law in field missions (number of major engagements such as conferences and high-level meetings)	10

Resource planning and analysis

15.	Comparative analysis and management reports on elements in operational support (number of field entities)	15
16.	Coordination of guidance on major resourcing priorities for field missions (number of field entities)	15
17.	Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1
18.	Coordination of reviews of major projects across field missions (number of reviews)	4
19.	Administration of residual matters relating to field missions being liquidated (number of field missions)	3
20.	Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3
21.	Costing of major operational initiatives and strategic reviews	6
22.	Cross-cutting assistance and advice to offices and missions on operational support solutions (number of field entities)	15
23.	Preparation of initial resource plans for implementation of new or expanding field operations mandated by the Security Council (number of missions)	1
24.	Support to field financial and budgetary functions for new or restructured field operations (number of missions)	1

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, Division for Special Activities	Approved 2018/19	–	2	9	11	7	–	29	3	16	–	–	19	48
	Proposed 2019/20	–	2	9	11	7	–	29	3	16	–	–	19	48
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

5. Division of Administration, New York

(a) Results-based-budgeting framework

201. The Division of Administration primarily delivers location-specific services in New York. The Division consists of the front office, the Headquarters Client Support Service and the Facilities and Commercial Activities Service. It provides building management and engineering services for all offices and departments at Headquarters, travel and transportation support and archives and records management services. The Division also manages commercial services, provides financial and budgetary services and supports the management of the human resources requirements of DOS, OICT and the offices in New York that do not have their own executive offices or administrative units.

202. The Facilities and Commercial Activities Service is responsible for the provision of efficient, cost-effective and high-quality services to peacekeeping operations in the areas of facilities management and office space, travel and transportation, archives and record-keeping and pouch and mail services. The Service will provide office space, furniture and related services at Headquarters to facilitate peacekeeping support activities, including office reconfigurations to meet changing needs. For official travel, the service anticipates having to directly support requests for electronic laissez-passer, United Nations certificates, G-4 and non-United States of America visas from all peacekeeping missions. The Service will support system stabilization and the implementation of enhancements to the Umoja travel module for peacekeeping-specific requirements following the extension of the travel module to all personnel at missions; support requests for development of business intelligence reports; manage user provisioning for peacekeeping personnel and enhancement of job aids for travel processes, with a focus on the newly integrated travel of uniformed personnel within Umoja. The Service will also provide advice on travel-related issues, including the development of standard travel business processes within the DOS framework, and monitor the systems contracts for freight-forwarding for uniformed personnel. In addition, the Service will continue to provide advisory services to field missions on information management and the preservation of and authorized access to electronic and paper peacekeeping records and archives. Lastly, the Service will continue to promote and support the implementation of the mail and pouch shipping and tracking system and maintain and ensure on-time mail delivery services to peacekeeping missions.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Peacekeeping-related records and archives are received, securely stored and preserved and are accessible to Member States to support decision-making (percentage)	Target	45	45	–	–
		Estimate		45	40	–
		Actual			40	–
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Standard office accommodations are provided to all new and existing personnel funded from the support account at Headquarters (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			96	95
	(iii) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Target	92	92	91	91
		Estimate		92	91	91
		Actual			92	91
	(iv) Percentage of peacekeeping operations employing standard policies, tools and technical standards for the management of paper and digital information and records	Target	75	75	75	70
		Estimate		75	75	70
		Actual			75	70

External factors

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

Outputs

204. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Travel services	
1. Negotiation, renegotiation or management of airline agreements to reduce costs to field missions (number of agreements)	48
2. Responses to requests for guidance relating to specific air travel implementation and shipment policies and procedures provided to peacekeeping missions	900
3. Processing of travel authorizations	3 600
4. Entitlement calculations of lump-sum home leave travel requests for staff members at Headquarters	300
5. Processing of requests for visas	1 300
6. Processing of United Nations travel documents	5 600
7. Processing of host country registrations	800

Outputs	Quantity
8. Videoconferences with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries, and Umoja travel processes and issues (number of videoconferences)	12
9. Hosting of the annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja travel module topics	1
Mail operations services: screening and delivery of incoming and outgoing mail and valises to all peacekeeping operations	
10. Servicing of postal mail (pieces)	575 000
11. Servicing of the pouch (pounds)	34 000
12. Servicing of pouch mail (valises)	163
13. Fulfilment of requests for office space in order to meet the changing needs of client offices (number of fulfilled requests)	85
Archives and records management	
Capacity-building and direct field support	
14. Guidance on retention schedules for digital business records; digital archives discovery and change of custody management; public information digital records	4
15. Community of practice (on-demand videoconferences) for all information management focal points of peacekeeping operations facilitated by the Archives and Records Management Section to build professional capability and promote consistent practice and collaboration across missions	6
16. Support UNAMID with the review and transfer of eligible paper records and archives to United Nations Headquarters	3 000
17. Assessment mission to MINUSCA to provide recommendations and continuing support to establish/improve records and information management	1
18. E-learning module on information and records management is accessible in Inspira	1
Provision of access to peacekeeping records and archives	
19. Responses to research and access requests for peacekeeping records and archives are provided within 24 hours	200
20. Cataloguing and preservation of the archives of the United Nations Operation in Burundi (boxes)	207
21. Security screening of legacy mission archives in the custody of the Archives and Records Management Section (the United Nations Commissioner in Libya, the United Nations India-Pakistan Observation Mission, the United Nations Transitional Assistance Group and the United Nations Yemen Observation Mission) that bear no security classification to make them accessible for research	73
Management and preservation of digital peacekeeping operations information	
22. Transfer, maintenance and preservation of digital records and archives from UNAMID to the Archives and Records Management Section (terabytes)	3
23. Preservation of digital records from UNMIL, UNOCI and MINUSTAH is fully compliant with data security and integrity standards and processed to ensure chain of custody (terabytes)	16
24. Disposal of obsolete data to optimize the use of ICT resources (terabytes)	1.5
Management and preservation of paper peacekeeping records	
25. Maintenance and preservation of paper records and archives received in 2019/20 from transitioning missions (boxes)	5 000

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total,	Approved 2018/19	–	–	1	2	4	2	9	1	11	–	–	12	21
Division of	Proposed 2019/20	–	–	1	2	4	2	9	1	13	–	–	14	23
Administration,														
New York	**Net change**	–	–	–	–	–	–	–	–	**2**	–	–	**2**	**2**

(c) **Justification of posts**

Headquarters Client Support Service

Redeployment of 2 Human Resources Assistants (GS (OL)) from the Global Strategy and Policy Division, Office of Human Resources, DMSPC

205. As also indicated in paragraph 272 of the present report, it is proposed that 2 posts of Human Resources Assistant (GS (OL)) be redeployed to DOS.

206. In its resolution 72/262 C, the General Assembly did not endorse the global service delivery model proposal, but requested the Secretary-General to submit a revised proposal for its consideration at the first part of its resumed seventy-third session. Based on this request for a new proposal for the global shared service model, 24 posts and general temporary assistance positions that were proposed for transfer to the global shared service centres from the support account by 30 June 2019 were continued in DOS, DMSPC and OICT. In the absence of an approved proposal on the global service delivery model, DOS and DMPSC have had to put in place interim arrangements to handle the functions proposed to be transferred to the service centres until the revised proposal is considered by the General Assembly.

207. To ensure the continuity of critical human resources transactions for New York-based staff, such as the processing of on-boarding, separation, education grants, dependency benefits and rental subsidies, 19 GS (OL) posts earmarked for the global service delivery model in DMSPC and dedicated to performing those functions were temporarily loaned to the Headquarters Client Support Service in DOS. It is proposed that the 19 posts from the Global Strategy and Policy Division of the Office of Human Resources of DMSPC be redeployed to the Headquarters Client Support Service in DOS. The 19 posts comprise two GS (OL) posts under the support account, 16 GS (OL) posts under the regular budget and one post funded from extrabudgetary resources. The proposal to redeploy posts under the regular budget will be submitted to in the context of the proposed programme budget for 2020.

6. **Financial resource requirements**

(Thousands of United States dollars)

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	32 758.8	69 618.3	36 859.5	112.5
II. Non-post resources					
General temporary assistance	–	1 117.8	2 421.6	1 303.8	116.6
Consultants and consulting services	–	350.3	857.6	507.3	144.8
Official travel	–	564.7	1 489.3	924.6	163.7
Official travel for the Working Group on Contingent-Owned Equipment	–	–	145.9	145.9	–
Facilities and infrastructure	–	10 124.9	21 085.1	10 960.2	108.2
Communications and information technology	–	727.9	2 030.1	1 302.2	178.9
Medical	–	23.8	50.0	26.2	110.1
Other supplies, services and equipment	–	161.2	333.6	172.4	106.9

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Other supplies, services and equipment for the Working Group on Contingent-Owned Equipment	–	–	979.4	979.4	–
Subtotal	**–**	**13 070.6**	**29 392.6**	**16 322.0**	**124.9**
Total, I and II	**–**	**45 829.4**	**99 010.9**	**53 181.5**	**116.0**
Peacekeeping capability readiness	–	3 881.6	3 881.6	–	–
Global shared service centres	–	–	19 948.2	19 948.2	–
Total	**–**	**49 711.0**	**122 840.7**	**73 129.7**	**147.1**

(a) Analysis of financial resource requirements[1]

208. The provisions set out below cover the proposed post and non-post resources for the 2019/20 period. Based on the implementation of the Secretary-General's reform as from 1 January 2019, the previous apportionment for the 2018/19 period only covered the six-month period from 1 January to 30 June 2019, leading to a large variance.

Post resources

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	2 120.2	4 483.0	2 362.8	111.4
Office of Support Operations	–	8 923.5	18 790.5	9 867.0	110.6
Office of Supply Chain Management	–	16 636.2	35 151.7	18 515.5	111.3
Division for Special Activities	–	3 723.1	8 210.2	4 487.1	120.5
Division of Administration, New York	–	1 355.8	2 982.9	1 627.1	120.0
Total	**–**	**32 758.8**	**69 618.3**	**36 859.5**	**112.5**

209. The provision would cover the salaries, common staff costs and staff assessment for 437 posts. The increased requirements result from: (a) the provision being made for the full year, as reflected in the common variance explanation in paragraph 208 above; (b) a change in the vacancy rates for six posts reassigned in the 2018/19 period, which had vacancy rates of 50 per cent; (c) the centralized standard adjustment in salaries, as provided in paragraphs 13 and 48 to 50 of the present report; and (d) the proposed redeployment of two posts from the Office of Human Resources of DMSPC to the Division of Administration, New York.

General temporary assistance

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	935.4	1 858.9	923.5	98.7
Office of Supply Chain Management	–	135.1	366.4	231.3	171.2
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	47.3	196.3	149.0	315.0
Total	**–**	**1 117.8**	**2 421.6**	**1 303.8**	**116.6**

210. The provision would cover the salaries, common staff costs and staff assessment for the proposed continuation of 17 positions in the Office of Support Operations and the Office of Supply Chain Management, as well as for 10 person-months at the P-4 level for the Archives and Records Management Section in the Division of Administration, New York.

211. The increased requirements result from: (a) the provision being made for the full year, as reflected in the common variance explanation in paragraph 208 above; (b) five additional person-months for the Archives and Records Management Section; and (c) the centralized standard adjustment in salaries, as provided in paragraphs 13 and 48 to 50 of the present report.

212. In the Archives and Records Management Section of the Division of Administration, New York, 10 person-months for a position of Information Management Officer (P-4) are proposed to stabilize data sets at risk of digital obsolescence and to continue to define requirements for mitigating preservation risks for digital archives, in coordination with OICT and DPO. The volume of peacekeeping digital records in the custody of the Archives and Records Management Section grew by 291per cent in the 2017/18 period following the liquidation of UNOCI, MINUSTAH and UNMIL. The Section now has 21.5 terabytes of records, of which 16 terabytes are from those three missions. Most digital records are evidence of substantive peacekeeping functions (e.g., civil affairs and rule of law) and do not exist in paper form. These unique digital records are vulnerable to format and software changes and obsolescence. If they are not actively managed as part of a digital preservation programme, they can be altered, deleted, fragmented, corrupted or lost completely. In the 2018/19 period, resources were approved for five person-months to preserve two digitally endangered data sets: the records of the UNMISET Serious Crimes Unit preserved in accordance with Security Council resolution 1599 (2005) and the records of the Office of Missing Persons and Forensics of the Department of Justice of UNMIK and the Kosovo Property Agency (1999–2008). To ensure accountability and operational efficiency as well as to provide access to Member States and all stakeholders to peacekeeping records, the continuation of those resources is proposed.

Consultants and consulting services

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	36.1	55.7	19.6	54.3
Office of Supply Chain Management	–	296.4	787.5	491.1	165.7
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	17.8	14.4	(3.4)	(19.1)
Total	**–**	**350.3**	**857.6**	**507.3**	**144.8**

213. In the Office of Support Operations $55,700 is proposed for: (a) development of a staffing model for peacekeeping operations ($21,500); (b) translation of outreach communications ($2,700); (c) research for business improvement ($15,000); and (d) training for capacity development to strengthen resource stewardship skills of senior staff charged with delegated authorities ($16,500).

214. In the Office of Supply Chain Management $787,500 is proposed for: (a) continuation of the supply chain initiative started in 2015/16 period ($775,000); and (b) continuation of training for Procurement Division staff on vendor registration and business seminars ($12,500).

215. In the Division of Administration, New York, $14,400 is proposed for the Archives and Records Management Section for expertise to declassify records.

216. The increased requirements of $507,300 are due to: (a) the provision being made for the full year ($350,300) as reflected in the common variance explanation in paragraph 208 above; and (b) continuation of the supply chain management initiative at the maintenance level ($157,000). The resources approved for the supply chain initiative in the 2018/19 period amounted to $795,200, of which $504,500 was under DFS and $290,700 was under DOS. Consequently, the total amount proposed for the 2019/20 period for the supply chain management initiative remains at the approved level for the 2018/19 period.

Official travel

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	–	146.2	215.2	69.0	47.2
Office of Support Operations	–	85.2	278.1	192.9	226.4
Office of Supply Chain Management	–	287.1	827.1	540.0	188.1
Division for Special Activities	–	23.0	148.8	125.8	547.0
Division of Administration, New York	–	23.2	20.1	(3.1)	(13.4)
Working Group on Contingent-Owned Equipment	–	–	145.9	145.9	–
Total	**–**	**564.7**	**1 635.2**	**1 070.5**	**189.6**

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Meeting of the Working Group on Contingent-Owned Equipment	Training travel	Total
Office of the Under-Secretary-General	195.2	20.0	–	–	–	215.2
Office of Support Operations	88.7	78.6	66.4	–	44.4	278.1
Office of Supply Chain Management	393.2	167.7	249.8	–	16.4	827.1
Division for Special Activities	63.3	22.3	–	–	63.2	148.8
Division of Administration, New York	20.1	–	–	–	–	20.1
Working Group on Contingent-Owned Equipment	–	–	–	145.9	–	145.9
Total	**760.5**	**288.6**	**316.2**	**145.9**	**124.0**	**1 635.2**

218. The provision of $1,635,200 is made to implement the outputs of the Department as set out in the results-based budgeting frameworks of each office.

219. The variance of $1,070,500 is attributable to: (a) the provision being made for the full year ($564,700), as reflected in the common variance explanation in paragraph 208 above; (b) travel expenses for representatives of the top 20 troop and police contributors from the least developed countries to attend the triennial Working Group on Contingent-Owned Equipment ($145,900); (c) updating and maintenance of global systems contracts in the Office of Supply Chain Management ($200,000); and (d) additional requirements, mainly in the areas of capacity development and support partnerships ($159,900).

Facilities and infrastructure

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	–	–	–	–
Office of Supply Chain Management	–	–	–	–	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	10 124.9	21 085.1	10 960.2	108.2
Total	**–**	**10 124.9**	**21 085.1**	**10 960.2**	**108.2**

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

Facilities and infrastructure, by item

Item	Number of staff	Amount
Resources for all support account posts in New York		
Standard acquisition of furniture for new posts in New York	6	55.8
Standard alteration, renovation and maintenance for new posts in New York	6	157.2
Standard rental of premises in New York	1 223	19 445.7
Standard rental of premises in New York for ICT contractors	63	1 001.7
Resources for posts outside New York in DPO, DOS, DMSPC and OICT		
Rental of premises outside New York	21	333.9
Resources for DOS		
Standard stationery and office supplies ($200 per staff member)	454	90.8
Total		**21 085.1**

221. The standard rates used for computation of the requirements are provided in paragraph 52 of the present report. The increase of $10,960,200 is related to: (a) the provision being made for the full year ($10,124,900), as reflected in the common variance explanation in paragraph 208 above; (b) the proposed establishment of six posts and positions in New York, ($308,400) and the engagement of three additional ICT contractors in OICT based in New York ($47,700); and (c) provisions made based on the standard rates and the number of staff and contractors ($479,200).

Communications and information technology

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	23.8	47.6	23.8	100.0
Office of Supply Chain Management	–	186.6	459.1	272.5	146.0
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	517.5	1 523.4	1 005.9	194.4
Total	**–**	**727.9**	**2 030.1**	**1 302.2**	**178.9**

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

Communications and information technology, by item

Item	Number of staff	Amount
Standard equipment replacement ($1,200 per staff per 4 years)	454	136.2
Standard desk phones ($300 per staff)	454	136.2
Standard OICT service level agreement ($1,535 per staff)	454	697.0
Managed output service (printer)	–	101.4
Other items	–	959.3
Total		**2 030.1**

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

Summary of non-standard communications and information technology items

Item	Approved 2018/19[a]	Proposed 2019/20	Variance
Acquisition of ICT equipment	50.7	41.6	(9.1)
Software, licenses and fees	348.4	369.4	21.0
Telecommunications and network services	–	219.8	219.8
Ongoing ICT support services	91.2	287.2	196.0
Public information and publication services	–	41.3	41.3
Total	**490.3**	**959.3**	**469.0**

[a] For the purpose of comparison, the approved amounts for 2018/19 are annualized amounts based on doubling the approved amounts for six months.

224. The increase of $1,302,200 is attributable to: (a) provision being made for the full year ($727,900), as reflected in the common variance explanation in paragraph 208 above; (b) provisions made for standard items based on standard rates ($44,400); (c) provision for the two posts proposed for redeployment from DMSPC (($4,200); (d) increase in rates for non-standard items to support the increase in digital records as well as the enhancement of the e-tendering application process ($34,700); and (e) provision for subscriptions, telecommunications services, rental of printers and the share of ICT infrastructure cost allocated partly in DPO in 2018/19 and now reflected in DOS ($490,900).

Medical

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	23.8	50.0	26.2	110.1
Office of Supply Chain Management	–	–	–	–	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	–	–	–	–
Total	**–**	**23.8**	**50.0**	**26.2**	**110.1**

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

226. The increase of $26,200 is attributable to: (a) the provision being made for the full year, as reflected in the common variance explanation in paragraph 208 above ($23,800); and (b) additional purchases of medical kits ($2,400).

Other supplies, services and equipment

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	2.3	14.0	11.7	508.7
Office of Supply Chain Management	–	32.2	64.0	31.8	98.8
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	126.7	255.6	128.9	101.7
Working Group on Contingent-Owned Equipment	–	–	979.4	979.4	–
Total	**–**	**161.2**	**1 313.0**	**1 151.8**	**714.5**

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

Other supplies, services and equipment, by item

Item	Amount
Training fees, supplies and services	70.0
Working Group on Contingent-Owned Equipment (venue and production and translation of documentation)	979.4
Storage of paper peacekeeping records	120.0
Archiving service	80.0
Production of laissez-passer	55.6
Test and detection equipment	8.0
Total	**1 313.0**

228. The increase of $1,151,800 is attributable to: (a) the provision being made for the full year, as reflected in the common variance explanation in paragraph 208 above ($161,200); (b) services required for the organization of the triennial Working Group on Contingent-Owned Equipment ($979,400); and (c) additional requirements for archiving ($11,200).

D. Department of Management Strategy, Policy and Compliance

229. As an enabler for mandate delivery, DMSPC provides policy leadership in all management areas across the Secretariat through a clear, integrated global management strategy and a streamlined policy framework, ensuring that they are tailored to addressing unique field requirements. This affords a key opportunity to leverage and apply examples of best business practice from peacekeeping settings to Headquarters environments, and vice versa, and to improve management support of peace operations by feeding back lessons learned from the Business Transformation and Accountability Division, as well as from the Management Evaluation Unit and the Headquarters Committee on Contracts, into the relevant decision-making, accountability and policy formulation mechanisms. DMSPC contributes to a culture of continuous learning and accountability and promotes innovation in business models.

230. The Department serves as the central authority for the establishment of human resources policies and provides authoritative guidance for the Organization on all aspects of the human resources policy framework, including in peace operations. It makes recommendations for changes to the conditions of service of the different categories of staff through the appropriate mechanisms at the common system level, including interagency expert bodies and the intergovernmental machinery. DMSPC continues to develop a field-oriented human resources strategy that provides simplified and streamlined policies that are flexible, field-oriented and client-sensitive and support a results-based and high-performing workforce, reflecting the special requirements of service in the field. The Department works to develop a comprehensive approach to strategic workforce planning across the Organization, including peacekeeping. It provides advisory support on issues of conduct and discipline affecting all categories of personnel across the global Secretariat. DMSPC manages globally the complaints received, which includes assessment and operational support in civilian misconduct matters and legal, policy and procedural conduct and discipline matters affecting uniformed personnel. This also includes serving as the secretariat for the implementation of Security Council resolution 2272 (2016) in connection with sexual exploitation and abuse by uniformed personnel serving in peace operations. DMSPC advances organizational priorities related to sexual harassment and an inclusive workforce, taking into account gender and geographic balance.

231. The Department is responsible for policy and guidance on all strategic issues relating to budgeting, finance, and programme and financial performance, including for peace operations. It works to develop financing proposals that reflect the conditions on the ground and to support the deployment of uniformed personnel and civilian staff, ensuring their safety, security, medical welfare and appropriate standards of accommodation.

232. The Department plays a central role in strengthening performance measurement and management of peacekeeping operations. Umoja will provide new tools for improving organizational performance management, as well as performance reporting, including those for compliance with the International Aid Transparency Initiative.

233. The work of DMSPC is aimed at enabling the effective delivery of mandates, including by driving organizational culture change and contributing to the implementation of the Action for Peacekeeping initiative.

(a)   Human resources requirements

Posts and temporary positions		*Professional and higher categories*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	*Total*
Office of the Under-Secretary-General	Approved 2018/19	–	1	–	4	4	–	9	–	2	–	–	2	11
	Proposed 2019/20	–	1	–	4	4	–	9	–	2	–	–	2	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Programme Planning, Finance and Budget	Approved 2018/19	1	1	6	29	20	1	58	3	38	–	–	41	99
	Proposed 2019/20	1	1	6	29	20	1	58	4	37	–	–	41	99
	Net change	–	–	–	–	–	–	–	**1**	**(1)**	–	–	–	–
Office of Human Resources	Approved 2018/19	–	1	4	16	9	3	33	–	11	–	–	11	44
	Proposed 2019/20	–	1	4	16	9	3	33	–	9	–	–	9	42
	Net change	–	–	–	–	–	–	–	–	**(2)**	–	–	**(2)**	**(2)**

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Business Transformation and Accountability Division	Approved 2018/19	–	–	3	12	12	3	30	1	18	–	–	19	49
	Proposed 2019/20	–	–	3	12	12	3	30	1	18	–	–	19	49
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, DMSPC	Approved 2018/19	1	3	13	61	45	7	130	4	69	–	–	73	203
	Proposed 2019/20	1	3	13	61	45	7	130	5	66	–	–	71	201
	Net change	–	–	–	–	–	–	–	**1**	**(3)**	–	–	**(2)**	**(2)**

(b) Financial resource requirements

(Thousands of United States dollars)

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	6 728.2	2 472.9	(4 255.3)	(63.2)
Office of Programme Planning, Finance and Budget	–	7 926.0	34 223.9	26 297.9	331.8
Office of Human Resources	–	3 710.8	8 079.3	4 368.5	117.7
Business Transformation and Accountability Division	–	3 056.5	8 552.7	5 496.2	179.8
Subtotal	**–**	**21 421.5**	**53 328.8**	**31 907.3**	**148.9**
Enterprise resource planning	–	28 859.1	19 376.9	(9 482.2)	(32.9)
Global service delivery model	–	1 302.8	868.5	(434.3)	(33.3)
Total	**–**	**51 583.4**	**73 574.2**	**21 990.8**	**42.6**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

234. The Office of the Under-Secretary-General will provide leadership in the development and delivery of management strategies, policies and programmes and support the continuous improvement of management practices, including those related to peacekeeping operations; provide concerted leadership to inter-agency bodies on management issues, including with respect to peacekeeping; liaise with Member States and other external entities on management-related issues; and lead coordination with all departments and offices of the Secretariat, as well as the funds, programmes and agencies of the United Nations common system.

235. The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical services in support of the work of the Fifth Committee and the Committee for Programme and Coordination, which are entrusted with responsibility for administrative and budgetary matters and for programmatic matters, respectively.

236. During the budget period, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board will continue to provide services to facilitate the timely review of proposed procurement actions and disposal

of assets by the Committee and the Board, which issue recommendations to the delegated officials in accordance with the Financial Regulations and Rules of the United Nations. In addition, pursuant to administrative instruction ST/AI/2011/8, the secretariat will continue to provide training and policy guidance to the local committees on contracts and local property survey boards in peacekeeping missions with the aim of further strengthening their vetting capacity. Furthermore, it will continue to provide support to the Award Review Board established to review challenges filed by unsuccessful vendors (see General Assembly resolution 62/269, para. 16).

237. The Management Evaluation Unit continues to conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General for Management Strategy, Policy and Compliance in providing staff members requesting management evaluations with timely and reasoned written responses regarding the outcomes of management evaluations. In cases involving separation from service, the Unit also conducts prompt evaluations of requests for the suspension of the implementation of administrative decisions pending the completion of the management evaluation process. The Unit assists the Under-Secretary-General for Management Strategy, Policy and Compliance with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

238. Underpinning the reform process and modern business model, Umoja provides an impetus for the review of existing administrative structures, policies and processes that hinder efficiency. Harmonized business processes, clear roles and responsibilities, and robust audit trails can enable a more nimble and agile Organization in which decision-making authority is brought closer to the point of delivery to support the Secretary-General's new delegation of authority framework, while centralized monitoring and compliance are enhanced under a strengthened accountability framework to avoid or mitigate financial, operational and reputational risks.

239. The standardization and harmonization of business processes will continue with implementation of Umoja Extension 2, which is expanding beyond administrative functions to cover programmatic functions of the Organization. The Umoja project will continue to deploy Extension 2 projects covering: (a) strategic planning, budget formulation and performance management; (b) implementing partner management; (c) fundraising and donor relations; (d) supply chain management; (e) conference and event management; and (f) uniformed capabilities management, which includes payments to troop- and police-contributing countries. The project will also continue to evaluate and support continuous improvements in the processes and functionalities already deployed.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			98.3	98.2
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Average processing time for Headquarters Committee on Contracts minutes (business days)	Target	7	7	7	7
		Estimate		4	7	7
		Actual			4	4
	(ii) Percentage of members of local committees on contracts who have completed the relevant mandatory basic training	Target	90	90	90	90
		Estimate		90	90	90
		Actual			94.2	94
	(iii) Review of and response to all management evaluation requests filed by peacekeeping staff members within 45 days (percentage)	Target	100	100	100	100
		Estimate		73	90	90
		Actual			68	80
	(iv) Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, that is, a remedy was found or the original decision was overturned	Target	42	42	42	42
		Estimate		30	42	42
		Actual			11	10
	(v) Umoja budget formulation, implementing partner management and fundraising functionalities are available to staff in peacekeeping operations (percentage)	Target	100	100	N/A	N/A
		Estimate		90	N/A	N/A
		Actual			N/A	N/A
	(vi) Transportation management and track and trace solutions of supply chain management phase 2 are available to staff in peacekeeping operations (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(vii) Demand planning and supply network planning solutions are developed and deployed following agreement with the software provider	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(viii) The Umoja end-to-end solution for the uniformed capabilities management system, which includes the payments to troop- and police-contributing countries, is available for all peacekeeping missions	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(ix) The Umoja meeting participant management functionality is available for all peacekeeping missions	Target	100	100	N/A	N/A
		Estimate		90	N/A	N/A
		Actual			N/A	N/A
	(x) Number of improvements delivered for Umoja Foundation and Umoja Extension 1 business processes throughout the budget period	Target	6	6	N/A	N/A
		Estimate		6	13	N/A
		Actual			13	15

External factors

240. The objective and expected accomplishments are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in meetings and requests for documentation, will be received in a timely and coordinated manner; (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings, as well as during informal consultations; (c) there will be no significant increase in the number of cases received from field operations for review by the Management Evaluation Unit; and (d) the comments received from managers on cases submitted to the Management Evaluation Unit are timely and adequate.

Outputs

241. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings and informal consultations of the Fifth Committee of the General Assembly, as required	110
2. Advice to the Chair and bureau of the Committee and to Member States	1
3. Preparation of draft resolutions of the Committee for adoption by the Committee, as required	30
4. Preparation of reports of the Committee for adoption by the General Assembly, as required	30
5. Procedural notes for the Chair, as required	25
6. Notes on the programme of work, as required	1
7. Notes on the status of documentation, as required	1
Technical material	
8. Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	1
Administrative support services	
Overall management	
9. Consultations with heads of mission on management strategies, policies and compliance	30
10. Consultations with directors and chiefs of mission support on management strategies, policies and compliance	20
11. Field visits to provide assistance to mission leadership on management strategy, policy and compliance matters related to mandate implementation and programme delivery	7
Other services	
12. Visits to Member States to discuss management strategy, policy and compliance matters related to field missions	3
13. Headquarters Committee on Contracts meetings	90
14. Headquarters Property Survey Board meetings	20
15. Review of procurement actions	500
16. Review of disposal actions	125
17. Field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	3
18. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	13
19. Additional staff enrolled for the online training resources on the committees on contracts and property survey boards	90
20. Review of procurement challenges by independent high-level experts	3

Outputs	Quantity
21. Provision of reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	350
22. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	30
23. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and issuance of guidance based on lessons learned	1
Umoja project	
24. Provision of support for the predeployment, deployment and post-production support activities for strategic planning, budget formulation and performance management for peacekeeping operations	1
25. Provision of support for the predeployment, deployment and post-production support activities for the supply chain management functionality for peacekeeping operations	1
26. Provision of support for deployment and post-production support activities for the meeting participant management functionality for peacekeeping operations	1
27. Provision of support for the building and deployment activities for the uniformed capabilities management system, which includes the payment to troop- and police-contributing countries functionality	1
28. Provision of support for Umoja continuous improvements for the Foundation and Extension 1 functionalities	1

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	–	1	–	4	3	–	8	–	2	–	–	2	10
	Proposed 2019/20	–	1	–	4	3	–	8	–	2	–	–	2	10
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2018/19	–	–	–	–	1	–	1	–	–	–	–	–	1
	Proposed 2019/20	–	–	–	–	1	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of the Under-Secretary-General	Approved 2018/19	–	1	–	4	4	–	9	–	2	–	–	2	11
	Proposed 2019/20	–	1	–	4	4	–	9	–	2	–	–	2	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Office of the Under-Secretary-General for Management Strategy, Policy and Compliance

Management Evaluation Unit

1 Legal Officer (P-3) (continuation)

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

243. In the light of the significant percentage of requests submitted from staff members in peacekeeping missions and given the additional challenges of completing management evaluation requests submitted by staff members from peacekeeping operations, it is proposed to continue one GTA position of Legal Officer (P-3) under

the support account. The Legal Officer will serve to sustain and enhance the capacity of the Management Evaluation Unit to indirectly reduce the number of cases appealed to the Tribunal by increasing its capacity to identify and propose measures to address common situations that give rise to management evaluation requests. It will also increase the Unit's capacity to enhance managerial capacity by identifying and proposing measures to address recurrent problems in specific offices or departments.

2. Office of Programme Planning, Finance and Budget

(a) Results-based-budgeting framework

244. The Office of Programme Planning, Finance and Budget comprises the Office of the Assistant Secretary-General, Controller; the Programme Planning and Budget Division; the Field Operations Finance Division; and the Finance Division. The Office will represent the Secretary-General on all budgetary and financial matters before the Fifth Committee, the Committee on Contributions, ACABQ, the Board of Auditors and the Independent Audit Advisory Committee.

245. During the budget period, OPPFB will oversee Secretariat-wide financial planning, budgeting and the production of financial statements, and lead the efforts to ensure compliance with IPSAS accounting policies for field operations, including peacekeeping operations and special political missions.

246. The Office of the Assistant Secretary-General, Controller, will support the overall direction, supervision and management of OPPFB and discharge his/her responsibilities as delegated under the Financial Regulations and Rules of the United Nations. During the budget period, the Office of the Assistant Secretary-General, Controller, will provide support to field operations through the coordination of interdepartmental activities related to planning, programming and budgetary and finance matters. Its core support services to field operations will include the review of financial policies and the monitoring and oversight of internal financial controls, in particular as they relate to audit and fraud prevention, and the administrative management of peacekeeping operations, focusing on the management of financial resources.

247. The Field Operations Finance Division will support field operations with regard to improving the accuracy of forecasts and managing resources effectively and efficiently within the approved levels. The Division will provide effective strategic guidance on budgeting and financial stewardship and will develop policies and methodologies and tools in that regard. The Division will support financial capacity-building by jointly developing financial training programmes with DOS. The Division will provide strategic guidance on financial management and financing issues, especially on many cross-cutting initiatives affecting field operations, including the deployment of Umoja Extension 2 modules, in particular the strategic planning, budget formulation and performance management solution, as well as the processes related to implementing partners and supply chain management. Building on the new planning, execution and reporting capabilities in Umoja, the Division will improve processes and tools and lead the design and testing of additional reports in order to strengthen the management and efficient utilization of resources, as well as enhance transparency and accountability. As the policy, advice and knowledge hub for fast-track budget formulation, supplementary financing and budgetary support and reporting for all supported clients, the Division will ensure timely, high-quality, simplified and action-oriented responses to managers throughout the field.

248. The Field Operations Finance Division will review the presentation of budgetary reports and data to provide the analysis of data that will enable the Committees to more easily perform their oversight duties. The improvements to budget execution and financial management tools will contribute to the preparation of accurate and well-

explained performance reports, supporting the decision-making of legislative bodies. The Division will also prepare statements to the Security Council and other reports on activities other than field operations authorized by the Council in its resolutions. The Division will monitor the liquidity of individual special accounts, overseeing cash-flow and operating reserves for field operations.

249. The Field Operations Finance Division will provide strategic guidance with respect to global property management, real estate services, including oversight of major construction projects, and long-term capital planning, as reflected in the strategic capital review. It will provide expert advice and guidance on property management and will review financial data for compliance with IPSAS and property management frameworks.

250. The Finance Division will assume overarching responsibility for financial policy across the Secretariat and for ensuring sound but flexible financial internal controls. The Division will safeguard the resources of the Organization by providing tools for robust financial management and effective and efficient programme delivery. The revised financial policies, along with a strong enterprise system, will assist in transforming the Organization into a more nimble, decentralized and transparent entity. The Division consists of three sections: (a) the Financial Policy and Internal Controls Service; (b) the Financial Risk Management Service; and (c) the Financial Reporting and Contributions Service.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2019/20*	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	100	100	100	100
		Estimate		100	100	100
		Actual			86.8	89.5
	(ii) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Target	–	–	-	–
		Estimate		–	–	–
		Actual			–	1
	(iii) Provision of responses to requests for supplementary information from the Fifth Committee and ACABQ no later than 5 working days after their receipt	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(iv) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Target	21	21	21	21
		Estimate		21	21	21
		Actual			21	21
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities for troops and formed police units do not exceed 3 months (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3

Expected accomplishments of the Secretariat	Indicators of achievement		*Performance measures*			
			2019/20	*2018/19*	*2017/18*	*2016/17*
	(ii) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			98	N/A
	(iii) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iv) Property management aspect of the financial statements is in compliance with IPSAS	Target	Yes	Yes	Yes	Yes
		Estimate		Yes	Yes	Yes
		Actual			Yes	Yes

External factors

251. The objectives and expected accomplishments are expected to be achieved on the assumption that assessments are paid promptly.

Outputs

252. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	15
2. Informal consultations of the Committee	60
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3. Hearings of ACABQ	50
Parliamentary documentation	
Reports of the Secretary-General	
4. Budget for United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021	13
5. Budget performance of United Nations peacekeeping operations for the period from 1 July 2018 to 30 June 2019	13
6. Updated financial position of closed peacekeeping missions as at 30 June 2019	1
7. Final disposition of assets of peacekeeping missions in liquidation (UNMIL)	1
8. Final performance report of peacekeeping missions (UNOCI)	1
9. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	7
Notes by the Secretary-General	
10. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	4
Other services	
11. Supplementary financial information for ACABQ and the Fifth Committee for 12 active peacekeeping operations and UNSOS, disposition of assets for UNMIL, final performance report for UNOCI, UNLB, RSCE and the support account	18

Outputs	Quantity
12. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	21
13. Review and coordination of responses to follow-up questions from legislative bodies on 12 active peacekeeping operations and UNSOS, MINUSTAH, UNMIL, UNOCI, UNLB, RSCE, the support account and cross-cutting issues	3 000
14. Statements to the Security Council and other reports on activities other than peacekeeping operations authorized by the Council in its resolutions	5

Administrative support services

Financial services relating to peacekeeping activities

15. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	500
16. Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	52
17. Policy guidance provided to 12 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on Financial Regulations and Rules, policies and procedures, results-based budgeting and recommendations of legislative bodies	29
18. Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	10
19. Videoconferences with peacekeeping operations and UNSOS, RSCE and UNLB, and in-person meetings with Headquarters departments and offices, as and when required, preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	15
20. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1
21. Financial oversight of liquidating peace operations	1
22. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating peace operations in response to Security Council mandates	1
23. Formulation of resource requirements resulting from new initiatives, unforeseen circumstances and changed environments	1
24. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1
25. Expert advice on approaches and methodologies for budgeting and measuring the costs of providing services to internal and external users	1
26. Guidance on enhanced recording, analysis and reporting of the costs of activities for service providers and service recipients	1
27. Expert advice and support on Umoja financial policy and procedures	1

Facilities management

Policy guidance and oversight services

28. Publication of property management manual	1
29. Oversight of the training and certification of staff with responsibilities related to property management	1
30. Review of financial data for compliance with IPSAS and the property management framework	1
31. Umoja master data governance related to the classification of property	1

Oversight of Property Management Unit

32. Oversight and technical guidance for the implementation of major capital projects	1
33. Oversight and technical guidance for the implementation of ongoing capital maintenance and alteration and improvement projects	1
34. Reviews of technical and administrative submissions related to the development and implementation of construction projects	15
35. Formal meetings of the Inter-Agency Network of Facilities Managers and offices away from Headquarters on facilities management policy matters	2

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	1	1	6	28	18	1	55	3	37	–	–	40	95
	Proposed 2019/20	1	1	6	28	20	1	57	4	36	–	–	40	97
	Net change	–	–	–	–	**2**	–	**2**	**1**	**(1)**	–	–	–	**2**
Temporary positions	Approved 2018/19	–	–	–	1	2	–	3	–	1	–	–	1	4
	Proposed 2019/20	–	–	–	1	–	–	1	–	1	–	–	1	2
	Net change	–	–	–	–	**(2)**	–	**(2)**	–	–	–	–	–	**(2)**
Total, OPPFB	Approved 2018/19	1	1	6	29	20	1	58	3	38	–	–	41	99
	Proposed 2019/20	1	1	6	29	20	1	58	4	37	–	–	41	99
	Net change	–	–	–	–	–	–	–	**1**	**(1)**	–	–	–	–

(c) Justification of posts

Field Operations Finance Division

Conversion of 2 general temporary assistance positions of Finance and Budget Officer (P-3) to posts

Reclassification of 1 post of Finance and Budget Assistant (GS (OL)) as Senior Finance and Budget Assistant (GS (PL))

253. The current staffing establishment of the Field Operations Finance Division comprises 41 posts (1 D-2, 1 D-1, 4 P-5, 14 P-4, 11 P-3 and 10 GS (OL)) and two general temporary assistance positions (P-3) funded from the support account.

254. The Division will experience a significant volume and complexity of work commensurate with the characteristics of the current field operations, which will have an impact on the reporting requirements and other responsibilities of the Division as a whole. The Division will serve as the policy, advice and knowledge hub for fast-track budget formulation, supplementary financing and budgetary support and reporting for field operations. The Division will provide strategic analysis and guidance on budgeting and financial stewardship for field operations, which will enhance the responsiveness of the Secretariat, strengthen the linkage between resources and results and support the decision-making of legislative bodies. A dedicated capacity will be required for the development and coordination of policies and standards, instructions and benchmarks aimed at improving transparency and accountability. In addition, the deployment of Umoja in peacekeeping missions has presented a number of challenges, primarily related to the realignment of business practices with the principles of the Umoja solution. The Division will be strengthened with Umoja system support for issues at the tier 2 level encountered by users of the finance-related modules as part of the system mainstreaming. It is expected that the tier 2 support function will continue to grow in scope and volume of workload in the next few years with the deployment of Umoja Extension 2 modules, and continue with the development of business intelligence for financial management and the provision of training and guidance on monitoring resource utilization for field mission staff.

255. Consequently, the conversion of two GTA positions of Finance and Budget Officer (P-3) to posts and the reclassification of one post of Finance and Budget

Assistant (GS (OL)) as Senior Finance and Budget Assistant (GS (PL)) are proposed below.

2 Finance and Budget Officers (P-3) (conversion)

256. The conversion of two GTA positions of Finance and Budget Officer (P-3) to posts is proposed to strengthen the capacity of the Division to provide policy guidance and coordination strategy on cross-cutting matters. The functions of the Finance and Budget Officers will include the design and testing of new processes in Umoja to ensure that financial and budgetary postings are in line with business requirements, as well as the provision of ongoing support during the first phase of implementation for defect resolution and training. The incumbents will also provide support for improvements to budget preparation tools and the presentation of budgetary reports and supplementary information for the legislative bodies in their consideration of the budget proposals, for refinements in nomenclature to improve accuracy and for the development of financial management reports to strengthen management and utilize resources efficiently. In addition, the Officers will provide production support assistance with regard to issues at the Umoja tier 2b level encountered by users of budget formulation and Umoja finance-related modules, as well as for other budgetary issues for other modules, including travel, supply chain management, inventory and assets. The Officers will identify and analyse process gaps and areas for improvement and assist in implementing and testing the enhancements that result from these process improvements.

257. The Finance and Budget Officers will also provide guidance on policies and practices relating to cost recovery and revenue-producing activities with a view to establishing a coherent policy framework for these activities and improving the efficiency and effectiveness of their management. The conversion is requested for the Division in view of the need to strengthen the monitoring of and disclosures regarding related party transactions and cost-recovery transactions, which require continuous attention and dedicated resources. The Finance and Budget Officers will prepare analyses on the costs related to services provided to internal and external users, namely the type of services provided, the revenues and cost per service, and information on the clients. The Finance and Budget Officers will assist in reviewing and improving policies and procedures; preparing guidelines and administrative issuances; and monitoring compliance. With this added capacity, the Division will be able to effectively provide guidance and direction for more transparent recording, analysis and reporting of the full costs of activities and oversee the application of a consistent policy on cost recovery and associated billing.

1 Senior Finance and Budget Assistant (GS (PL)) (reclassification)

258. A dedicated capacity will be required in the Division for the development and coordination of policies and standards, instructions and benchmarks aimed at improving transparency and accountability. In addition, the deployment of Umoja in peacekeeping missions has presented a number of challenges, primarily related to the realignment of business practices with the principles of the Umoja solution. The Division will be strengthened with Umoja system support on issues at the tier 2 level encountered by users of the finance-related modules as part of the system mainstreaming. It is expected that the tier 2 support function will continue to grow in scope and volume of workload in the next few years with the deployment of Umoja Extension 2 modules, and continue with the development of business intelligence for financial management and the provision of training and guidance on monitoring resource utilization for field mission staff.

259. These expanded responsibilities require a senior and experienced staff member who can make decisions and perform functions at higher levels with minimum

supervision. Therefore, it is proposed that one post of Finance and Budget Assistant (GS (OL)) be reclassified as Senior Finance and Budget Assistant (GS (PL)) in order to align the experience, budgeting and reporting skills and management expertise required to deal with these complex issues. In particular, the Senior Finance and Budget Assistant will assist in improving the budget preparation tools and the presentation of budgetary reports and supplementary information to the legislative bodies. The Senior Finance and Budget Assistant will assist in providing business analysis for requested improvement changes and producing enhanced reports that provide information about financial activities. The responsibilities of the Senior Finance and Budget Assistant will encompass the development as well as the maintenance and enhancement of standard operating procedures, reference documents and the maintenance of charts of accounts and other finance-related reference tables. The incumbent will also provide support in identifying and analysing process gaps and areas of improvements in Umoja, support the testing and validation of new functionalities in Umoja, provide production support assistance at the Umoja tier 2b level for finance-related issues encountered by users and provide training and guidance.

(d) Justification of general temporary assistance positions

Finance Division

Financial Policy and Internal Controls Service

Financial Policy Section

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

260. The continuation of one GTA position of Finance Officer (P-4) is proposed for the 2019/20 period. The continuation of the position in the Financial Policy Section will allow the Section to monitor and keep abreast of developments regarding IPSAS and its amendments; attend meetings of the IPSAS Board and produce reports for submission to the Controller; study proposals, including consultation papers, exposure drafts, recommended practice guidelines and other pronouncements; conduct impact analyses and reports for management on emerging issues; and provide comments on exposure drafts and other pronouncements of the IPSAS Board through the system-wide Task Force on Accounting Standards. The Finance Officer will draft briefs, presentations and responses to oversight bodies and management (General Assembly, Management Committee, IPSAS Steering Committee, Independent Audit Advisory Committee, ACABQ, Fifth Committee, Board of Auditors, OIOS).

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

Financial Risk Management Service

Health and Life Insurance Section

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

262. The continuation of one GTA position of Benefits Assistant (GS (OL)) is proposed for the 2019/20 period. The Health and Life Insurance Section is responsible for the administration of the medical, dental and life insurance plans of active and retired staff and their eligible family members. The Section manages the contracts with the third-party administrators of the United Nations worldwide plan for international staff and of the Medical Insurance Plan for local staff in field missions, and coordinates with the various field offices and insurance carriers to resolve issues, process death claims for life insurance and follow up on the status of claims.

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

3. Office of Human Resources

(a) Results-based-budgeting framework

264. The Office of Human Resources consists of two divisions: the Global Strategy and Policy Division and the Administrative Law Division. The Global Strategy and Policy Division works to ensure a robust human resources policy framework complemented by a strategic talent management approach. Because staff members are the Organization's greatest asset, the human resources management strategy and policies will ensure that the Organization can attract, develop and retain a diverse, agile and resilient workforce with the skills, experience and attitude, especially in peace operations, to deliver results in a continually changing field environment. OHR will work closely with DOS to ensure that staff talent in the field will be developed throughout the entire employee life cycle, including onboarding, learning, performance management and career development, and that leaders demonstrate a high level of ethics and integrity and a strong focus on results. The field working environment will embrace the widest possible spectrum of diversity and empower all staff members, but particularly those in the field, to build an enabling and gender-sensitive workplace where everyone can contribute and thrive.

265. During the 2019/20 period, the Global Strategy and Policy Division will make progress on the comprehensive review of the Staff Regulations and Rules of the United Nations and human resources policies to deliver a full package of simplified and user-friendly policies that support the day-to-day work of staff and managers, particularly those serving in the field. This work will directly support the new delegation of authority framework by ensuring that managers can easily access and understand the

policies they need to support their decision-making. The Division will also develop a global approach to strategic workforce planning to drive new outreach efforts and build a workforce that represents the people the United Nations serves. With a focus on innovation and continuous improvement, new tools and resources will be made available to develop the skills of staff members across all stages of their careers, while ensuring an honest performance feedback system that links the goals of each staff member to the higher-level strategies of the Organization.

266. The establishment of the new Administrative Law Division in OHR brings together the existing appeals and disciplinary work in the former Office of Human Resources Management with the conduct and discipline team from the former Department of Field Support, and establishes a new service focused on critical incident response to ensure an integrated approach across the Secretariat, including in field operations. The Administrative Law Division will ensure that the standards of conduct are effectively harmonized and applicable to all categories of United Nations personnel, including personnel deployed by Member States. As part of the effort to shift the organizational culture towards greater transparency and accountability, the new Division will also focus on preventive efforts (for example, training and other capacity-building mechanisms), comprehensive risk management and accountability mechanisms for all categories of personnel.

267. Specifically, during the 2019/20 period, the Administrative Law Division will progressively deploy to the entire Secretariat the misconduct tracking system that is already in place for peace operations. United Nations personnel will be vetted against any history of prior misconduct while in the service of the United Nations. The Division will develop, implement and socialize standards of conduct applicable to international civil servants. Training programmes on upholding United Nations standards of conduct, including with regard to sexual exploitation and abuse and sexual and workplace harassment, in order to further strengthen transparency and accountability, will be enhanced and applied across the Secretariat. The existing network of conduct and discipline practitioners will be expanded to enhance consistency in the application of the standards of conduct, as well as transparency and accountability. In 2019, a team will be established to support critical incident response to ensure that the Organization responds in a prompt and responsive manner.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of availability of online reports for Member States on human resources information for field operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Timely responses (reviewed within 7 days) to critical incidents (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(ii) Timely processing of appeals and disciplinary cases within statutory time limits (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2019/20	*2018/19*	*2017/18*	*2016/17*
	(iii) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt for entry in the misconduct tracking system (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			88	83

External factors

268. External factors that may have an impact on the delivery of performance targets and outputs include lines of communication and geopolitical conditions in peacekeeping operations.

Outputs

269. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
1. Annual report on the composition of United Nations Secretariat, including staff demographics, gratis personnel, retirees, consultants and individual contractors for field operations	2
Other services	
2. Briefings to Member States and non-governmental organizations on a comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	24
Administrative support services	
Human resources management services	
Administrative Law Division	
3. Legal management of appeals cases, including representing the Secretary-General in written and oral proceedings before the United Nations Dispute Tribunal (New York, Geneva and Nairobi) in cases brought by peacekeeping staff	165
4. Legal management of disciplinary matters referred for action to OHR by field missions, which involves, among other things, making recommendations, providing legal advice and liaising with investigative entities such as OIOS, special investigation units, ad hoc panels, local human resources offices and the Office of Legal Affairs	140
5. Provision of legal advice to field missions on disciplinary matters, complaints filed under ST/SGB/2008/5, recommendations of the Ethics Office on protection against retaliation and formal and informal resolution of peacekeeping staff members' challenges to administrative decisions within the system of administration of justice	240
6. Management of critical incident matters	20
7. Development and updating of procedures for response to critical incidents	10
8. Review of investigation reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary action by United Nations or Member States	180
9. Category I allegations of misconduct recorded and tracked in misconduct tracking system	250
10. Category II allegations of misconduct recorded and tracked in misconduct tracking system	550
11. Verification and clearance of a monthly average of 1,700 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment	1
12. Field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other misconduct	3
Global Strategy and Policy Division	
13. Development of a streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1

Outputs	Quantity
14. Development and issuance of administrative instructions and information circulars on policy framework and conditions of service of field staff	56
15. Comprehensive and interim salary surveys and reviews of special measures pertaining to salaries for peacekeeping missions in consultation with local salary survey committees	16
16. Training and development of capacity-building activities to strengthen knowledge and awareness of the policy framework of human resources staff in the field (including through the creation of knowledge-exchange mechanisms for human resources professionals worldwide on best practices, etc.)	1
17. Provision of authoritative policy interpretation and advice on field-related matters	250
18. Consultations and close collaboration with the United Nations Field Staff Union	20
19. Development of a comprehensive mobility framework for the Secretariat to ensure it best meets the needs of field operations, including service in high-risk and isolated locations, taking into account the Organization's duty of care to its staff and their career advancement	1
20. Engagement with Member States and outreach missions to raise awareness and identify candidates for field operations and Headquarters support for peacekeeping operations (number of missions), taking gender targets into consideration	2
21. Guidance on the implementation of the Inspira talent management system, using instruction manuals and other tools to support peacekeeping operations	4
22. Design, testing, implementation and communication of changes to the Inspira talent management system to align it with needs of peacekeeping operations	5
23. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1
24. Design and development of a programme for improvement of mental health of all United Nations military and police personnel both before and after deployment	1
25. Development of recommendations to improve gender parity in the field	1
26. Development of guidance on disability-inclusive practices	1
27. Recording of sexual harassment in the database used to prevent rehiring	1
28. Servicing of meetings of the Joint Negotiation Committee for the Field	2
29. Online and ad hoc human resource reports for Member States on human resources information for field operations, including support for users in permanent missions (number of Member States)	193
30. Development of strategic workforce planning, including field operations	1
International cooperation and inter-agency coordination and liaison	
31. Meetings of Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse supported	2

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	–	1	4	15	7	3	30	–	11	–	–	11	41
	Proposed 2019/20	–	1	4	15	8	3	31	–	9	–	–	9	40
	Net change	–	–	–	–	**1**	–	**1**	–	**(2)**	–	–	**(2)**	**(1)**
Temporary positions	Approved 2018/19	–	–	–	1	2	–	3	–	–	–	–	–	3
	Proposed 2019/20	–	–	–	1	1	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	**(1)**	–	**(1)**	–	–	–	–	–	**(1)**

Posts and temporary positions	Professional and higher categories							General Service and related categories					
	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, OHR Approved 2018/19	–	1	4	16	9	3	33	–	11	–	–	11	44
Proposed 2019/20	–	1	4	16	9	3	33	–	9	–	–	9	42
Net change	–	–	–	–	–	–	–	–	**(2)**	–	–	**(2)**	**(2)**

(c) **Justification of posts**

Administrative Law Division

Conduct and Discipline Service

1 Programme Officer (P-3) (conversion)

270. The conversion of one GTA position of Programme Officer (P-3) to a post is proposed to meet the growing requirements of the Conduct and Discipline Service with regard to two core functions under the prevention and enforcement aspects of the three-pronged strategy: the vetting of personnel for prior misconduct, and developing and maintaining the Misconduct Tracking System managed by the Conduct and Discipline Service. The Programme Officer will ensure the oversight of and coordinate the development and implementation of all vetting procedures and mechanisms. Since the vetting of additional uniformed personnel began in May 2016, the monthly numbers of requests relating to the vetting of personnel that require manual review and action by the Conduct and Discipline Service have increased substantially. Manual vetting is required for some 500 civilian candidates per month and the vetting of approximately 6,000 records per month (3,399 processed electronically and 2,602 requiring further manual verification) is required for individually selected police and military personnel and justice and corrections personnel, as is the screening of members of military contingents and formed police units to be deployed in field missions. The increased workload had previously been covered by the Associate Conduct and Discipline Officer (P-2) and extrabudgetary resources which are project-specific and time-bound. The GTA Programme Officer (P-3) has been able to bring integration and oversight to the implementation of vetting mechanisms.

271. The Programme Officer will also liaise with field missions and relevant offices at Headquarters to coordinate the implementation of the vetting of military contingents and formed police units and maintain oversight of the performance of the Organization in this regard. Furthermore, the Programme Officer will conduct strategic analysis of data related to allegations of misconduct and sexual exploitation and abuse and other cases of serious misconduct, as well as assess the performance of missions in the area of conduct and discipline. To that end, the Programme Officer will ensure that the Misconduct Tracking System is maintained and further developed to address data recording, case management and information tracking needs for better-informed management and leadership decision-making. The functions of reporting, analysis and vetting are critical to strengthened accountability in the overall handling of all forms of misconduct. These are high-priority activities for the Secretary-General as well as for Member States, as indicated in relevant committees and consultations over the past two years (see A/71/818, A/72/751 and A/72/751/Corr.1 and General Assembly resolution 71/278).

Global Strategy and Policy Division

2 Human Resources Assistants (GS (OL)) to the Headquarters Client Support Service, Division of Administration, New York, Department of Operational Support (redeployment)

272. As provided in paragraphs 205 to 207 of the present report, it is proposed that two posts of Human Resources Assistants (GS (OL)) be redeployed to DOS.

(d) Justification of general temporary assistance positions

Global Strategy and Policy Division

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

273. Under the system-wide strategy on gender parity plan, launched by the Secretary-General in September 2017, the Office of Human Resources supports the Executive Office of the Secretary-General in implementing its recommendations. Working directly with the Assistant Secretary-General for Human Resources, the GTA position of Programme Officer, as a gender expert, will continue to coordinate this effort among United Nations system entities. The expert will continue to develop and evaluate the programmes and projects needed to operationalize the recommendations and will monitor and analyse programme/project development. This will include advancing organizational priorities related to sexual harassment and an inclusive workforce, taking into account gender and geographic balance. In addition, in the context of the 2030 Agenda for Sustainable Development and the need to ensure the inclusion of all, the Programme Officer will examine initiatives towards empowering staff with disabilities, including through the systematic mainstreaming of the rights of persons with disabilities in policies and programmes and ensuring that work on disability inclusion is coordinated with field-based efforts.

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

274. In 2017, the Secretary-General paused the mobility framework to allow for a comprehensive review of results achieved in 2016 and 2017. The review was launched in early 2018 and additional consultations will take place in early 2019 in order to develop a new framework to be proposed to the General Assembly at its seventy-fourth session. The Secretary-General has called for a mobility framework that includes tours of duty in different geographical locations as well as service in hardship duty stations. The staff member encumbering this position will ensure that the proposed new framework is finalized through consultations with stakeholders, communications, designing procedures and providing support for discussions with the Assembly at its seventy-fourth session.

4. Business Transformation and Accountability Division

(a) Results-based-budgeting framework

275. The Business Transformation and Accountability Division was established to strengthen and mainstream accountability systems in order to drive a results-based culture and ensure the proactive management of risk. It will monitor and report on Organizational performance using clear targets and benchmarks. By leveraging the global management reporting capabilities of Umoja and other enterprise solutions, the Division will use business analytics to provide real-time support on performance for senior managers in peacekeeping missions and other internal and external stakeholders and will conduct management reviews and quality assurance functions in a cycle of continuous improvement. The Division will support and monitor the use of delegated authority. It will review the findings and recommendations from the oversight bodies and support managers in self-evaluation activities from which they and the

Organization can learn and improve planning and decision-making. It will also continually seek opportunities to modernize business practices and develop a robust project management capacity according to best practices.

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

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Strategic business data made available online to Member States and peacekeeping missions (number of online dashboards maintained)	Target	3	3	N/A	N/A
		Estimate		3	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Appropriate level of authority delegated to heads of newly established peacekeeping missions (percentage of newly established missions receiving delegated authority)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of delegation of authority (number of site visits, training courses and training contents developed)	Target	3	1	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A
	(ii) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of results-based management (number of site visits, training courses and training contents developed)	Target	3	2	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			N/A	N/A
	(iii) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of enterprise risk management (number of site visits, training courses and training contents developed)	Target	6	2	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			N/A	N/A
	(iv) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of self-evaluation (number of site visits, training courses and training contents developed)	Target	3	2	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			N/A	N/A
	(v) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of data analytics (number of site visits, training courses and training contents developed)	Target	5	3	N/A	N/A
		Estimate		3	N/A	N/A
		Actual			N/A	N/A

External factors

277. The objective and expected accomplishments are expected to be achieved on the assumption that management reform proposals will be approved by Member States, and that there is no significant increase in the number of cases received from field operations for review by the Vendor Review Committee.

Outputs

278. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
1. Note by Secretary-General on reports of JIU	1
2. Report of Secretary-General on implementation of recommendations of Board of Auditors	1
3. Report of Secretary-General on standards of accommodation for air	1
Substantive backstopping services	
Site visits	
4. Site visits to peacekeeping missions as required to address complex issues related to business transformation and accountability	3
5. Site visits to peacekeeping missions as required to address complex issues related to delegations of authority	3
6. Site visits to conduct risk assessments in peacekeeping missions	3
7. Site visits to conduct advanced data analysis in peacekeeping missions	3
Workshop	
8. Annual workshop for approximately 30 focal points for oversight bodies of the United Nations Secretariat	1
9. Workshops for peacekeeping missions on advanced results-based management	2
10. Workshops for peacekeeping missions on advanced enterprise risk management	2
11. Workshops for peacekeeping missions on self-evaluation	2
12. Workshops for peacekeeping missions on advanced analytical tools	2
Development of training	
13. Development of training content on an advanced results-based management methodology applicable to peacekeeping missions	1
14. Development of training content on an advanced enterprise risk management methodology applicable to peacekeeping missions	1
15. Development of training modules on evaluation design and methods, evaluation approaches and techniques, strategies and capacity and analytical approaches	1
Other substantive backstopping services	
Other administrative support services	
16. Quarterly updates on oversight issues to the Independent Audit Advisory Committee	4
17. Provision of online dashboards in the areas of Organizational performance, resource utilization and human resources	3
18. Development of a Secretariat-wide risk register, including peacekeeping related risks	1
19. Maintenance of a roster of evaluation experts	1
20. Number of vendor registration cases virtually reviewed by the Vendor Review Committee	80
21. Meetings of the Vendor Review Committee held	30
22. Provision of support to Management Performance Board on the annual compacts of senior managers	1

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories						General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	–	–	3	11	12	3	29	1	18	–	–	19	48
	Proposed 2019/20	–	–	3	11	12	3	29	1	18	–	–	19	48
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2018/19	–	–	–	1	–	–	1	–	–	–	–	–	1
	Proposed 2019/20	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Business Transformation and Accountability Division	Approved 2018/19	–	–	3	12	12	3	30	1	18	–	–	19	49
	Proposed 2019/20	–	–	3	12	12	3	30	1	18	–	–	19	49
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Business Transformation and Accountability Division

Analytics and Project Management Service

Analytics Section

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

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

280. Given the expected workload of the new Business Transformation and Accountability Division in the 2019/20 period and the need to strengthen and stabilize its dedicated analytical capacity, the continuation of the GTA position of Management and Programme Analyst (P-4) is required. The continuation of the position will be critical to ensuring the building up of the analytical capacity of the Analytics Section, using the expertise developed through the provision of support for the implementation of enterprise systems such as Umoja Extension 2 and the human resources Insight tool.

5. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	14 039.5	31 874.7	17 835.2	127.0
II. Non-post resources					
General temporary assistance	–	651.5	1 003.7	352.2	54.1
Consultants and consulting services	–	368.0	643.0	275.0	74.7
Official travel	–	347.2	1 014.2	667.0	192.1
Facilities and infrastructure	–	20.3	40.2	19.9	98.0
Communications and information technology	–	691.7	1 474.6	782.9	113.2
Other supplies, services and equipment	–	5 303.3	17 278.4	11 975.1	225.8
Subtotal	**–**	**7 382.0**	**21 454.1**	**14 072.1**	**190.6**
Total, I and II	**–**	**21 421.5**	**53 328.8**	**31 907.3**	**148.9**
Enterprise resource planning	–	28 859.1	19 376.9	(9 482.2)	(32.9)
Global service delivery model	–	1 302.8	868.5	(434.3)	(33.3)
Grand total	**–**	**51 583.4**	**73 574.2**	**21 990.8**	**42.6**

(a) Analysis of financial resource requirements[1]

281. The provisions below cover the proposed post and non-post resources for the 2019/20 period. Based on the implementation of the Secretary-General's reform as at 1 January 2019, the previous apportionment for the 2018/19 period only covered the six-month period from 1 January to 30 June 2019, leading to a large variance under this section.

Post resources

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	826.3	1 846.5	1 020.2	123.5
Office of Programme Planning, Finance and Budget	–	7 159.1	15 496.4	8 337.3	116.5
Office of Human Resources	–	3 321.8	7 123.8	3 802.0	114.5
Business Transformation and Accountability Division	–	2 732.3	7 408.0	4 675.7	171.1
Total	**–**	**14 039.5**	**31 874.7**	**17 835.2**	**127.0**

282. The provision would cover the salaries, common staff costs and staff assessments for the 195 posts. The increased requirements result from: (a) the provision made for the full year as reflected in the common variance explanation above; (b) changes in vacancy rates for 24 posts reassigned in the 2018/19 period which had a vacancy rate of 50 per cent; (c) the proposed conversion of 3 general temporary assistance positions to posts; and (d) the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

General temporary assistance

Organizational Unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	89.5	260.1	170.6	190.6
Office of Programme Planning, Finance and Budget	–	272.4	248.3	(24.1)	(8.8)
Office of Human Resources	–	202.8	320.8	118.0	58.2
Business Transformation and Accountability Division	–	86.8	174.5	87.7	101.0
Total	**–**	**651.5**	**1 003.7**	**352.2**	**54.1**

283. The provision would cover the salaries, common staff costs and staff assessments for the continuation of six positions and the replacement of staff on maternity or sick leave (four person-months for staff in the Professional category and four person-months for staff in the General Service category). The increased requirements result from: (a) the provision made for the full year as reflected in the common variance explanation above; and (b) the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report; offset in part by (c) the proposed conversion of three general temporary assistance positions to posts.

Consultants and consulting services

Organizational unit	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	15.5	33.0	17.5	112.9
Office of Programme Planning, Finance and Budget	–	68.3	26.6	(41.7)	(61.1)
Office of Human Resources	–	141.7	283.4	141.7	100.0
Business Transformation and Accountability Division	–	142.5	300.0	157.5	110.5
Total	**–**	**368.0**	**643.0**	**275.0**	**74.7**

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

285. In the Office of Programme Planning, Finance and Budget, the provision would cover the costs of a consultant for the continuation of the actuarial valuation of peacekeeping staff benefits, such as repatriation, annual leave and after-service health insurance, which is not a capacity available in the Secretariat.

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

287. In the Business Transformation and Accountability Division, the provision would cover the costs of a consultant to develop training modules for: (a) enterprise risk management; (b) results-based management; and (c) self-evaluation.

288. The increased requirement of $275,000 is due to the fact that the provision is proposed for the full year.

Official travel

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	78.2	201.7	123.5	157.9
Office of Programme Planning, Finance and Budget	–	129.6	260.6	131.0	101.1
Office of Human Resources	–	44.5	161.4	116.9	262.7
Business Transformation and Accountability Division	–	94.9	390.5	295.6	311.5
Total	**–**	**347.2**	**1 014.2**	**667.0**	**192.1**

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
Office of the Under-Secretary-General	133.0	–	–	–	68.7	201.7
Office of Programme Planning, Finance and Budget	212.6	21.7	16.2	–	10.1	260.6
Office of Human Resources	59.3	–	18.1	84.0	–	161.4
Business Transformation and Accountability Division	179.2	59.7	141.6	–	10.0	390.5
Total	**584.1**	**81.4**	**175.9**	**84.0**	**88.8**	**1 014.2**

290. A provision of $1,014,200 is proposed to implement the outputs of the Department of Management Strategy, Policy and Compliance as set out in the results-based budgeting frameworks of each office.

291. The increase of $667,000 is mainly due to: (a) the fact that the provision is proposed for the full year ($347,200); (b) additional resources for the Office of the Under-Secretary-General for visits to Member States and field missions ($45,300); (c) an adjustment in costs of travel in OPPFB ($1,400); (d) additional resources for OHR for outreach, conduct and discipline, an ICSC meeting on conditions of service and Field Joint Negotiations Committee meetings ($72,400); and (e) additional resources for the Business Transformation and Accountability Division to conduct workshops on enterprise risk management, results-based management, self-evaluation and analytics in Entebbe and Brindisi for field missions, and for site visits to field

missions to conduct risk assessments and advanced data analysis and address complex issues related to delegations of authority ($200,700).

Facilities and infrastructure

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	20.3	2.2	(18.1)	(89.2)
Office of Programme Planning, Finance and Budget	–	–	19.8	19.8	–
Office of Human Resources	–	–	8.4	8.4	–
Business Transformation and Accountability Division	–	–	9.8	9.8	–
Total	**–**	**20.3**	**40.2**	**19.9**	**98.0**

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

Facilities and infrastructure, by item

Item	Number of staff	Total
Stationery and office supplies ($200 per staff member)	201	40.2
Total		**40.2**

293. The increase of $19,900 is due to the fact that the provision is proposed for the full year.

Communications and information technology

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	433.4	104.4	(329.0)	(75.9)
Office of Programme Planning, Finance and Budget	–	258.3	928.8	670.5	259.6
Office of Human Resources	–	–	181.5	181.5	–
Business Transformation and Accountability Division	–	–	259.9	259.9	–
Total	**–**	**691.7**	**1 474.6**	**782.9**	**113.2**

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

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	201	60.6
Standard desk phones ($300 per staff member)	201	60.3
Standard OICT service-level agreement ($1,535 per staff member)	201	308.4
Managed output service (printer)	–	60.3
Other items	–	985.0
Total		**1 474.6**

295. The following items are included under other items in the table above. For comparative purpose, the approved amounts shown in the 2018/19 column represent annualized amounts based on doubling the approved amounts for six months.

Summary of non-standard communications and information technology items

Item	Indicative approved 2018/19	Proposed 2019/20	Variance
Acquisition of ICT equipment	27.1	35.8	8.7
Software, licenses and fees	512.2	579.4	67.2
Telecommunications and network services	364.1	299.1	(65.0)
Ongoing ICT support services	–	70.7	70.7
Total	**903.4**	**985.0**	**81.6**

296. The increased requirement of $782,900 is due to: (a) the fact that the provision is proposed for the full year ($691,700); (b) an increase in standard items ($9,600) related to the contribution to support office automation equipment and information technology service-level agreements with OICT based on the current standard rates; and (c) an increase in non-standard items ($81,600).

Other supplies, services and equipment

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	5 265.0	25.0	(5 240.0)	(99.5)
Office of Programme Planning, Finance and Budget	–	38.3	17 243.4	17 205.1	44 921.9
Office of Human Resources	–	–	–	–	–
Business Transformation and Accountability Division	–	–	10.0	10.0	–
Total	**–**	**5 303.3**	**17 278.4**	**11 975.1**	**225.8**

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

Other supplies, services and equipment, by item

Item	Total amount
Training fees, supplies and services	65.0
After-service health insurance	17 113.4
External counsel legal fees	100.0
Total	**17 278.4**

298. The increased requirement of $11,975,100 is due to: (a) the fact that the provision is proposed for the full year ($5,303,300); (b) an increase in the provision for after-service health insurance for retired peacekeeping personnel ($664,600); (c) additional training supplies and other services ($7,200); and (d) a provision for the amount that was postponed in the 2018/19 period, as detailed in paragraphs 16 to 22 of the present report ($6,000,000). The increase in provisions for after-service health insurance corresponding to the 2019/20 period ($664,600) is based on the projected annual population during the 2019/20 period and past-period expenditure patterns.

E. Office of Information and Communications Technology

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

300. The Office has developed an ICT strategy to transform the technology environment at the United Nations over a period of five years (2015–2019). Under the strategy, ICT at the United Nations would undergo a programme of structured modernization and transformation. The direction for ICT at the United Nations was approved by the General Assembly in its resolution 69/262, and progress in a number of areas was reported to the Assembly at its seventieth (A/70/364 and A/70/364/Corr.1), seventy-first (A/71/400) and seventy-second sessions (A/72/755/Rev.1) and approved in Assembly resolutions 70/248 A, 71/272 B and 72/262 C.

(a) Results-based-budgeting framework

301. OICT will set policy standards and deliver operational support to clients throughout the Secretariat and peacekeeping missions. The unified ICT structure will allow the Organization to leverage the gains already made and expedite the remaining elements of the ICT strategy.

302. The Office will provide central leadership for the establishment and implementation of the Organization-wide ICT standards and activities to ensure the efficient utilization of resources, the modernization of information systems and improvement in the ICT services available to the United Nations.

303. During the 2019/20 period, OICT will focus on the deployment of and support for peacekeeping-specific systems. A programme of activities has already been launched, covering: (a) ICT infrastructure, including the means to enable secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) the standardization of processes and tools to be used by local help desks to provide effective support to the users of Umoja and Inspira; (c) the ongoing implementation

and support of solutions to manage contingent-owned equipment, fuel, rations, Unite ID and the United Nations Operations and Crisis Centre; (d) compliance checks, information security assessments and the strengthening of the security posture; and (e) the coordination of disaster recovery planning activities. In addition, OICT will continue using Umoja to offer an end-to-end solution for the calculation of reimbursements and the payment of troop- and police-contributing countries.

304. The Office is working to install, test and manage the complex array of infrastructure required by those systems in Valencia and Brindisi. The Office will continue to work on the strategic initiatives, including: (a) ICT architecture and standard-setting efforts; (b) the planning and implementation of major infrastructure improvements for the field; (c) the development and implementation of and support for Organization-wide and major shared applications; (d) integrated information technology project management support activities; (e) the coordination of disaster recovery and business continuity planning for the field; (f) the planning of ICT investments in line with the Office's strategy and priorities; and (g) the strategic oversight of ICT-related functions at UNLB, including the review and approval of strategic direction, technical architecture and design, and infrastructure improvements.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Communication links to enterprise systems are established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	Target	24	24	24	24
		Estimate		24	24	24
		Actual			24	24
	(ii) Complete 1 rapid deployment exercise with the participation of 3 peacekeeping missions, at UNLB or RSCE, establishing full communications systems in less than 24 hours, by linking 1 modular command centre to Headquarters and UNLB (hours)	Target	24	24	N/A	N/A
		Estimate		24	N/A	N/A
		Actual			N/A	N/A
	(iii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPO and DSS, within 9 days of request (days)	Target	9	9	9	9
		Estimate		9	9	9
		Actual			9	9
	(iv) Provision of information systems to the newly established missions within 10 days of request (days)	Target	10	10	10	N/A
		Estimate		10	10	N/A
		Actual			10	N/A

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	2018/19	2017/18	2016/17
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) 99 per cent availability to established ICT infrastructure and existing enterprise information systems at Headquarters and to all peacekeeping operations	Target	99	99	99	99
		Estimate		99	99	99
		Actual			99	99
	(ii) Provision of portfolio of technology equipment and services to protect personnel, premises, assets and civilians in peacekeeping operations when required (contracts)	Target	1	1	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A
	(iii) Consolidation of infrastructure as a result of application, consolidation and migration to Office 365 suite of products (percentage)	Target	50	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) Migration of secondary technology centre to hybrid enterprise data centre and decommissioning of secondary technology centre	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(v) Increased availability of networks at Headquarters (percentage)	Target	99.8	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

305. Security considerations in peacekeeping operations and UNSOS will not prevent the successful implementation of systems and provision of ICT services in field operations; availability and accuracy of geospatial information provided by Member States to meet the mandates of the Security Council and peacekeeping operations in a timely manner and to prevent conflict related to boundary issues may have an impact; new or expanding peacekeeping operations are established during the reporting period; the issuance of visas, security considerations or operational constraints in peacekeeping operations will enable the successful implementation of approved information technology solutions in the field.

Outputs

306. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Security Council	
Substantive servicing of meetings	
1. Provision of secretarial services to the Committee of Experts on Global Geospatial Information Management, together with the Statistics Division of the Department of Economic and Social Affairs	1
Technical material	
2. Provision of up-to-date geospatial information products, satellite imagery and thematic analysis maps to the Security Council's consultation meetings and its Panels of Experts	30

Outputs	Quantity

General Assembly

Parliamentary documentation

3. Provision of up-to-date peacekeeping deployment maps for inclusion in the Secretary-General's reports — 50

Information management support services

Overall management

4. Implementation of and support for electronic fuel management solution on Android in 2 additional peacekeeping operations — 2

5. Completion of Android porting and implementation of 1 pilot project of the electronic rations management solution on Android in 1 additional peacekeeping operation — 1

6. Provision of full-time support for the enterprise identity management application to users at Headquarters and in the field — 1

7. Provision of full-time support for the contact database application to users at Headquarters and in the field — 1

8. Successful adaptation of the customer relationship management application for troop-contribution management so that it works with the reimbursement and payment system for troop- and police-contributing countries — 2

9. Joint development with Umoja and successful delivery of the second release for an end-to-end solution to calculate reimbursements and manage payments to troop- and police-contributing countries — 1

10. Continuous enhancements to the talent management, performance management and learning management modules for use in all field operations — 50

11. Provision of training on new or enhanced Inspira features to human resources officers in peacekeeping operations — 1

12. Unite service desk and production support for Umoja, Inspira and other enterprise applications — 1

13. Issuance, revisions, maintenance and adoption of guidelines on the information security framework, including for peacekeeping missions (advisories, configuration baselines, standard operating procedures, playbooks, etc.) — 12

14. Continuing operation of the common platform for management of information security efforts, including for peacekeeping missions (number of reviews) — 26

15. Maintenance of telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions, including satellite earth stations and secondary technology centre — 1

16. Maintenance of telephone service for staff in New York and connection to a centralized call manager — 1

17. Provision of guidance and templates related to disaster recovery to all field missions. Follow-up with missions to update disaster recovery plans and conduct a minimum of 1 disaster recovery exercise per year (1 disaster recovery plan review and 1 disaster recovery exercise per mission) — 1

18. Audio- and videoconferencing services provided to field operations, including technical and day-to-day operational support — 4 300

19. Statements of work developed and submitted for 5 new systems contracts in support of field missions — 5

20. Mainstreaming of technologies to protect civilians, United Nations personnel and premises in 3 peacekeeping missions — 3

21. Report on centralized operations readiness and completeness of strategic deployment stocks to support peacekeeping missions to ensure preparedness for new operations — 1

22. Three main field applications: Field Support Suite, electronic correspondence management and document-sharing systems maintained and supported in all field missions — 3

23. Contract for the commercial acquisition of sensors, day/night-vision cameras, radars and sense-and-warning systems established — 1

Technical material

24. Standard enterprise geospatial visualization platform in pilot missions in order to enhance mission common operational picture and situational awareness under the framework of the situational awareness programme — 4

Analytical reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery — 2

26. Analysis and coordination of data for the Second Administrative-level Boundaries project from 10 Member States — 10

Seminars

27. Annual Partnership for Technology in Peacekeeping symposium — 1

Outputs	Quantity
28. Workshops with humanitarian partners on areas related to technology	2
International cooperation and inter-agency coordination and liaison	
Other services	
29. Development of partnerships with Member States, academic institutions and professional organizations and contractual arrangements for the provision of open-source geospatial software-based services	1
Technical cooperation	
30. Pilot projects for the provision of geospatial data, services and open-source solutions, in partnership with the United Nations system, Member States, academia and non-profit organizations	3

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	1	1	2	13	11	3	31	5	18	–	–	23	54
	Proposed 2019/20	1	1	2	13	11	3	31	5	18	–	–	23	54
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2018/19	–	–	–	1	2	–	3	–	–	–	–	–	3
	Proposed 2019/20	–	–	–	1	2	–	3	–	–	–	–	–	3
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, OICT	Approved 2018/19	1	1	2	14	13	3	34	5	18	–	–	23	57
	Proposed 2019/20	1	1	2	14	13	3	34	5	18	–	–	23	57
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Enterprise Solutions Service

Enterprise applications centre – Asia (Bangkok office)

Electronic rations management system

1 Project Manager (P-4) (continuation)

307. The eRMS project aims to provide full transparency of the food supply chain, monitor consumption and prevent waste and misappropriation. More than $150 million was recorded through the system for the calendar year 2018.

308. The solution leverages the SAP back-end and the Siebel front-end, which are both enterprise platforms supporting multiple business processes of the Secretariat. The development of release 1 was completed during the 2013/14 period, followed by the first pilot in the 2014/15 period. Lessons learned and critical changes resulting from the pilot phase were implemented during the 2015/16 period and roll-out began with four peacekeeping operations in the 2016/17 period. The roll-out will continue in the 2019/20 period.

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

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

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

(b)   Four contractors, who provide application support to 10 peacekeeping operations where the solution will run in the 2019/20 period;

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

Electronic fuel management system

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

311. The eFMS project aims to provide full transparency of the fuel supply chain, monitor consumption and help detect misappropriations. The volume recorded in the system for the calendar year represented more than 716 million litres for the calendar year 2018.

312. The first release of eFMS was finalized and the pilot completed in MINUSTAH in 2012. The second release was delivered during the 2012/13 period and achieved an even higher level of automation, further reducing manual data entry and almost eliminating data input errors. Implementations of the second release were completed in UNAMID, UNISFA, UNFICYP, MINURSO, MINUSCA, UNSOS, MINUJUSTH, MINUSMA, MONUSCO, UNIFIL, UNMISS and UNLB. The second release has now been deployed in all peacekeeping operations.

313. During the 2018/19 period, OICT completed the porting of the solution to the Android platform, which is the third major release of eFMS. Mobile technology evolves every six months and the Secretariat must keep eFMS software compatible with the most recent hardware in order to ensure the sustainability of the solution. Beginning with the 2019/20 period, OICT will initiate the deployment of the Android release, giving due consideration to operational environments in the field missions.

314. The GTA position of Information Systems Officer (P-3) has been the only position to support the eFMS project since July 2011. Given the continuous need to interact with the stakeholders, act as the focal point for the peacekeeping operations, define eFMS interfaces with local applications at each field mission and coordinate the work of six contractors in support of 13 peacekeeping operations and implement additional projects, it is proposed that the position be continued. Project resources and work areas include:

(a)   An Information Systems Officer (P-3), who interacts with stakeholders, defines interfaces with local field applications and coordinates the work of six contractors;

(b)   Five contractors who provide application support for Headquarters/DOS and 12 peacekeeping operations on two shifts;

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

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

Troop-contribution management system: contingent-owned equipment application

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

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

316. The current plan includes the deployment of the mobile release for field inspection, which will further reduce the manual input tasks, and the integration with Umoja Extension 2 for the calculation of reimbursement and payment rates.

317. The GTA position of Information Systems Officer (P-3) has been the only position to manage the customer relationship project since July 2011. Given the continuous need to ensure the planning and coordination of the work of seven contractors for application support to 13 field operations on two shifts of eight hours each, and of one contractor for the implementation of the mobile release, including bug-fixing, functional and integration testing, training and enhancements, it is proposed that the position be continued. Resources and responsibilities include:

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

(b) Seven contractors, who provide application support to 13 peacekeeping operations and Headquarters/DOS users on two shifts of eight hours each;

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

(d) Financial resource requirements

(Thousands of United States dollars)

| | Expenditure (2017/18) | Apportionment (2018/19) | Cost estimates (2019/20) | Variance | |
| | | | | Amount | Percentage |
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	3 984.1	8 070.2	4 086.1	102.6
II. Non-post resources					
General temporary assistance	–	208.1	424.5	216.4	104.0
Official travel	–	175.0	350.0	175.0	100.0
Facilities and infrastructure	–	5.7	11.4	5.7	100.0
Communications and information technology	–	4 549.4	9 098.8	4 549.4	100.0
Other supplies, services and equipment	–	4.2	8.4	4.2	100.0
Subtotal	**–**	**4 942.4**	**9 893.1**	**4 950.7**	**100.2**
Total, I and II	**–**	**8 926.5**	**17 963.3**	**9 036.8**	**101.2**

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Information and systems security	–	821.5	821.5	–	–
Umoja maintenance and support cost	–	–	21 446.7	21 446.7	–
Grand total	–	**9 748.0**	**40 231.5**	**30 483.5**	**312.7**

(e) Analysis of financial resource requirements[1]

318. The provisions below cover the proposed post and non-post resources for the 2019/20 period. Based on the implementation of the Secretary-General's reform initiatives as at 1 January 2019, the previous apportionment for the 2018/19 period only covered the six-month period from 1 January to 30 June 2019, leading to a large variance under this section.

	Cost estimates	Variance	
Posts	$8 070.2	$4 086.1	102.6%

319. The provision would cover the salaries, common staff costs and staff assessments for the 54 posts. The increased requirements result from: (a) the fact that the provision is proposed for the full year, as reflected in the common variance explanation above; and (b) the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$424.5	$216.4	104.0%

320. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three positions. The increased requirements result from: (a) the fact that the provision is proposed for the full year, as reflected in the common variance explanation above; and (b) the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Official travel	$350.0	$175.0	100.0%

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
OICT	74.3	133.7	63.5	–	78.5	350.0

322. The increased requirement of $175,000 is due to the fact that the provision is proposed for the full year.

	Cost estimates	Variance	
Facilities and infrastructure	$11.4	$5.7	100.0%

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

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	57	11.4
Total		**11.4**

324. The increased requirement of $5,700 is due to the fact that the provision is proposed for the full year.

	Cost estimates	Variance	
Communications and information technology	$9 098.8	$4 549.4	100.0%

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

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	57	16.8
Standard desk phones ($300 per staff member in New York)	42	12.6
Standard OICT service-level agreement ($1,535 per staff member)	57	87.5
Standard OICT service-level agreement ($1,535 per staff member) for ICT contractors	63	96.7
Managed output service (printer)	–	5.1
Other items	–	8 880.1
Total		**9 098.8**

326. The following items are included under other items in the table above. For comparability, the approved level for the 2018/19 period is the aggregated amount for the Information and Communications Technology Division of the Department of Field Support and the Office of Information and Communications Technology of the Department of Management prior to the management reform, as well as of OICT after the reform.

Summary of non-standard communications and information technology items

Item	Indicative approved 2018/19	Proposed 2019/20	Variance
Acquisition of ICT equipment	182.4	182.4	–
Spare parts	42.6	42.6	–
Software, licences and fees	752.5	752.5	–
Telecommunications and network services	818.1	801.5	(16.6)
Ongoing ICT support services	6 221.1	6 237.8	16.7
Development of applications	863.4	863.3	(0.1)
Total	**8 880.1**	**8 880.1**	**–**

327. The increased requirement of $4,549,400 is mainly due to the fact that the provision is proposed for the full year.

	Cost estimates	Variance	
Other supplies, services and equipment	$8.4	$4.2	100.0%

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

Other supplies, services and equipment, by item

Item	Total
Training fees, supplies and services	8.4
Total	**8.4**

329. The increased requirement of $4,200 is due to the fact that the provision is proposed for the full year.

F. Office of Internal Oversight Services

330. OIOS, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the Board of Auditors and the Joint Inspection Unit.

331. The Internal Audit Division developed its audit workplan for the 2019/20 period taking into account the Secretariat's enterprise risk management framework and the recommendations of the Independent Audit Advisory Committee and will continue to use a risk-based audit planning approach in accordance with the standards of the Institute of Internal Auditors. The Division has assessed risks to peacekeeping operations, as well as related key controls to mitigate them, and will prioritize audit assignments for the 2019/20 period based on the level of residual risks. Management requests for audits to address specific areas of concern were also considered in selecting assignments. Furthermore, the Division will coordinate with the Board of Auditors, JIU and other OIOS divisions to increase complementarities and avoid duplication.

332. The Inspection and Evaluation Division will continue to focus its work on evaluative oversight of peacekeeping through inspections and evaluations that assess the relevance, efficiency, effectiveness and impact of peacekeeping operations with regard to their mandate implementation. The Division established its first field presence in Entebbe in the 2017/18 period to undertake inspection and evaluation assignments focusing on peacekeeping operations in Africa. In the 2019/20 period, the Division plans to increase its outputs from the current five evaluation/inspection reports to six, in order to address the high-risk topics that emerged in its risk assessment for peacekeeping operations, subject to the approval of the proposed increase of three new posts in the Division's regional office in Entebbe. The enhanced capacity in the Entebbe office will generate further efficiency gains in terms of outputs, minimize travel costs and better address the high-risk evaluation topics pertaining to peacekeeping operations.

333. The Investigations Division will continue to focus its work on conducting administrative fact-finding investigations aimed at promoting the responsible administration of resources, improved performance and a culture of accountability and transparency through the issuance of timely, high-quality reports on investigations conducted in accordance with applicable professional standards. The initiatives aimed at strengthening support for and enhancing the performance of the Division include: (a) a heightened focus on fraud in high-risk operations; (b) enhancing the capacity of OIOS to investigate sexual exploitation and abuse; (c) improving the capacity of the Organization to investigate sexual harassment cases; and (d) the implementation of a comprehensive framework for the provision of training and professional development programmes to enhance investigation capacity of the investigation function across peacekeeping operations.

(a) **Results-based-budgeting framework**

334. The Internal Audit Division staffing requirements for peacekeeping operations, including backstopping resources at Headquarters and Entebbe, are based on an updated annual risk assessment that identifies and assesses key risks to the achievement of objectives related to peacekeeping programmes and their functions, structures and initiatives. In developing its workplans and the resources needed to implement them, the Division considers changes to peacekeeping mandates as well as the impact of missions being reconfigured, downsized and liquidated. Such a process ensures scalability in resource requirements to ensure that areas of higher and medium risk are adequately audited. Based on the Division's risk assessment and experience, the need to retain an audit office until the end of the liquidation of a mission is warranted because risks are elevated during this period due to several factors, including staff morale and the need to dispose of a high number of assets.

335. The Internal Audit Division continues to improve its outputs by enhancing its audit tools and methodology. The Division is partnering with the Inspection and Evaluation Division to strengthen its performance audit approach and with the Investigations Division to improve its capacity in identifying and addressing fraud risks in its audits. The Internal Audit Division will also continue to strengthen the capacity of its information and communications technology auditors to conduct audits of higher risk areas such as cybersecurity. In addition, the Internal Audit Division will focus on the following:

(a) As 2019 will be the first year the peace and security and management reforms are implemented, the Division's workplan for 2019/20 focuses on providing independent advice towards their successful implementation. The Division plans to conduct advisory and audit engagements related to change management initiatives, the implementation of enterprise risk management and the roll-out and management of risks arising from increased delegation of authority;

(b) The Division will continue to build on previous multi-year initiatives such as examining the economy, efficiency and effectiveness of programmes, systems or activities, conducting more audits of areas susceptible to fraud risk and assessing the impact of organizational culture on attaining results;

(c) The Division will continue to build the capacity of auditors to systematically capture risks to the achievement of the Organization's strategic and business objectives, and through its audits and recommendations the Division will help improve the effectiveness and efficiency of peacekeeping operations.

336. The Inspection and Evaluation Division, both at Headquarters and in the field, provides independent evaluation oversight for all peacekeeping operations through inspections and evaluations that assess the relevance, efficiency, effectiveness and impact of the implementation of peacekeeping mandates. The Peacekeeping Evaluation Section is composed of seven staff, four based in New York (1 P-5, 2 P-4 and 1 P-3) and three in the regional office in Entebbe (2 P-4 and 1 P-3). Managed by the New York-based Chief (P-5), the Section produces five programme evaluations/inspections reports annually on cross-cutting strategic and thematic topics as well as on specific peacekeeping missions and subprogrammes.

337. In the 2019/20 period, the Inspection and Evaluation Division plans to increase its peacekeeping evaluation outputs from the existing five reports to six in order to increase the evaluation coverage of high-risk topics in peacekeeping operations that have remained unaddressed due to limited staffing. The Independent Audit Advisory Committee has repeatedly observed that the Division lacks resources to adequately cover the inspection and evaluation needs of peacekeeping operations, and that there is a disparity between the regular budget and peacekeeping evaluation staffing levels in the Division (A/71/800, para. 24, and A/70/759, para. 23). The Division plans to correct the disparity between regular budget and peacekeeping evaluation staffing levels by adequately staffing the Peacekeeping Evaluation Section.

338. Accordingly, the Inspection and Evaluation Division proposes to strengthen its field presence through an increase of three new posts (1 P-4, 1 P-3 and 1 NGS) in Entebbe through reassignment from the liquidating MINUJUSTH posts in other OIOS divisions. The enhanced capacity in the Entebbe regional office will increase the evaluation oversight coverage of high-risk evaluation topics pertaining to peacekeeping operations through increased output, reduced travel costs and the provision of administrative support to the team.

339. The proposed increase of staff in the Entebbe office will provide for a total of three Evaluation Officers (P-4), with substantive support from two Evaluation Officers (P-3), as well as an administrative support staff member (NGS) (currently absent), to deliver three outputs, while the New York office's two Evaluation Officers (P-4), with substantive support from one Evaluation Officer (P-3), will continue to deliver three outputs with consultancy support under the overall supervision of the Section Chief.

340. This staffing level will enhance the Inspection and Evaluation Division's oversight coverage of high-risk areas in peacekeeping operations, as well as allow for the further development and strengthening of the Section's substantive and technical capacity over time, with expertise and institutional knowledge/memory acquired through successive evaluations. The enhancement of the Entebbe team will further reduce travel costs for data-collection at peacekeeping missions in Africa and improve communications with, and access to, the peacekeeping missions, which will enhance the quality of evaluation results overall.

341. The Inspection and Evaluation Division will continue to formulate its workplans on the basis of its risk assessment of peacekeeping operations and activities while keeping it aligned with the Secretariat enterprise risk management framework to the

extent possible. The Division's workplan for the 2019/20 period will include: (a) two evaluations addressing high-risk cross-cutting strategic priority/thematic areas that cover both Headquarters management and backstopping as well as implementation in the field; (b) two evaluations assessing specific peacekeeping mission and/or subprogramme-level performance; and (c) two inspections of selected high-risk and/or emerging issues or triennial reviews of the implementation of recommendations of previous OIOS evaluation reports.

342. The Investigations Division conducts preliminary administrative fact-finding investigations of reports of possible serious misconduct and transmits the results of those investigations together with appropriate recommendations to the Secretary-General. It is mandated to undertake proactive investigations into high-risk operations or activities, especially with respect to fraud and corruption, and provide recommendations for corrective action to minimize the risk of exposure. Using its dedicated resources, it is committed to fostering greater transparency and accountability within the peacekeeping missions, with a view to increasing efficiency and effectiveness in the delivery of United Nations activities and services.

343. The vision of OIOS for a strong and accountable United Nations underpins the Investigation Division's activities. The Division currently includes 43 posts and 19 GTA positions funded by the support account. The past two years have seen substantial improvements in the vacancy rate, which has dropped considerably, and in the retention rate, which has demonstrably increased. Nevertheless, challenges remain in executing the OIOS mandate: the past 12 months have seen an increase in caseload of some 55 per cent and there remains a need to achieve a better balance of staffing and improvement in the use of resources to improve and strengthen the capacity of the Division to carry out investigations.

344. To assist with the heavy caseload related to sexual exploitation and abuse in MINUSCA, it is proposed that a post of Investigator (P-3) and a post of Administrative Assistant (NGS) be redeployed from MINUJUSTH to MINUSCA. The NGS support will bring the staffing and resources of MINUSCA in line with the other field offices. The support from an Administrative Assistant (NGS) in this very busy and demanding duty station is critical to the effectiveness and efficiency of the MINUSCA office. These additional two posts are expected to generate a number of efficiency gains in terms of an enhanced response to sexual exploitation and abuse matters arising in the Central African Republic, such as assistance with the planning support necessary to discharging the Division's investigative role as well as with meeting the increasing demand for training to a range of clients, and would assist in supporting the Division's goals in terms of recruitment, career progression, retention and gender parity goals, as well as financial and budgetary guidance.

345. The Investigations Division has requested support for a comprehensive review of staffing levels in peacekeeping missions to optimize resources to enable the realization of its case completion targets. The proposed budget also includes requests for: (a) ongoing financial support for the successful recruitment process developed in partnership with OHR; (b) training efforts to improve and professionalize investigations across the Secretariat; and (c) an increase in the requirements for travel, owing to the 55 per cent increase in the caseload and the recruitment of six new specialized investigators to conduct sexual harassment investigations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2019/20[a]	2018/19	2017/18	2016/17
(a) Improved reporting to the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	100	100 100	100 100 100	100 100 100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (percentage of acceptance)	95	95 95	95 95 99.3	95 95 99
	(ii) Acceptance of 95 per cent of evaluation and inspection recommendations (percentage of reports)	95	95 95	95 95 100	95 95 100
	(iii) 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (percentage of matters received)	100	100 100	100 100 100	100 100 100
	(iv) 100 per cent of investigations conducted during the financial period are completed within 12 months or less (percentage of investigations)	100	100 100	100 100 74	70 70 65
	(v) 100 percent of investigations pertaining to sexual exploitation and abuse are completed within 6 months or less (percentage of investigations)	100	100 100	100 100 29	N/A N/A N/A
	(vi) 70 per cent of personnel from peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes (percentage of trained personnel)	70	70 70	70 70 80	70 70 50

External factors

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

Outputs

347. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
Reports of the Secretary-General	
1. OIOS report specifically requested by the General Assembly	1
2. Annual report to the General Assembly on peacekeeping oversight results	1
Internal Oversight Services	
Audit	
3. Audit reports by auditors at United Nations Headquarters	13
4. Audit reports by auditors at peacekeeping missions	62
Inspection and evaluations	
5. Evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics	6
Investigations	
6. Reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	350
7. Sexual exploitation and abuse investigations completed within 6 months	45
8. Investigations completed within 12 months	110
Other substantive activities	
Seminars	
9. Conference of resident auditors for professional development	1
10. Meeting of chief resident auditors for annual workplanning	1
11. Investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4

(b) Human resources requirements

Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
				Professional and higher categories					*General Service and related categories*					
Posts	Approved 2018/19	–	3	17	43	35	–	98	3	10	12	5	30	128
	Proposed 2019/20	–	3	16	50	39	–	108	3	10	11	6	30	138
	Net change	**–**	**–**	**(1)**	**7**	**4**	**–**	**10**	**–**	**–**	**(1)**	**1**	**–**	**10**
Temporary positions	Approved 2018/19	–	–	1	9	15	–	25	–	1	–	3	4	29
	Proposed 2019/20	–	–	1	3	11	–	15	–	1	–	3	4	19
	Net change	**–**	**–**	**–**	**(6)**	**(4)**	**–**	**(10)**	**–**	**–**	**–**	**–**	**–**	**(10)**
Total, OIOS	Approved 2018/19	–	3	18	52	50	–	123	3	11	12	8	34	157
	Proposed 2019/20	–	3	17	53	50	–	123	3	11	11	9	34	157
	Net change	**–**	**–**	**(1)**	**1**	**–**	**–**	**–**	**–**	**–**	**(1)**	**1**	**–**	**–**

(c) Justification of posts

MINUJUSTH Resident Auditors and Investigators

Summary of proposed post actions for approved posts in MINUJUSTH

Division	Approved posts	Proposed posts	Proposed action
Internal Audit Division	Chief Resident Auditor (P-5)	Senior Auditor (P-5)	Redeployment to Internal Audit Division, Entebbe
	Administrative Assistant (NGS)	–	Abolishment
	Resident Auditor (P-3)	Evaluation Officer (P-3)	Reassignment to Inspection and Evaluation Division, Entebbe
	Administrative Assistant (FS)	Programme Assistant (NGS)	Reassignment to Inspection and Evaluation Division, Entebbe
Investigations Division	Chief Resident Investigator (P-5)	Evaluation Officer (P-4)	Reassignment to Inspection and Evaluation Division, Entebbe, and reclassification
	Resident Investigator (P-3)	Resident Investigator (P-3)	Redeployment to Investigations Division, MINUSCA
	Administrative Assistant (NGS)	Administrative Assistant (NGS)	Redeployment to Investigations Division, MINUSCA

Internal Audit Division

MINUJUSTH Resident Audit Office

Redeployment of 1 post of Chief Resident Auditor (P-5) from the Resident Audit Office in MINUJUSTH to the Resident Audit Office in Entebbe as Senior Auditor (P-5) (as at 1 February 2020)

Abolishment of 1 post of Administrative Assistant (NGS) in MINUJUSTH (as at 1 February 2020)

1 Senior Auditor (P-5) (redeployment as at 1 February 2020)

348. The approved resources of the Resident Audit Office in Entebbe comprise seven posts (1 D-1, 3 P-4, 1 P-3, 1 FS and 1 NGS) that are responsible for providing audit coverage of RSCE and UNISFA.

349. RSCE, as a shared service centre, is responsible for providing non-location-dependent administrative and financial support services to 18 client peacekeeping and special political missions in Africa, representing over 70 per cent of all United Nations peacekeeping and special political missions worldwide. OIOS considers the risk profile of RSCE as high due to the importance of the administrative and logistics services it delivers to client missions, such as benefits and entitlements, travel and claims, financial services and compliance monitoring, and integrated transport and movement control. The post requires in-depth knowledge of a wide range of organizational arrangements, an ability to grasp and review policy matters and comprehensive communication between the Centre and client missions, all of which necessitates a senior auditor. A recent OIOS audit of waste management and the Internal Audit

Division annual risk assessment of UNISFA for 2018 have also identified significant risks, such as the joint border verification and monitoring mechanisms, troop contributions and contingent-owned equipment, medical support, rations and fuel, which call for enhanced internal audit focus.

350. The staff of the Resident Audit Office in Entebbe are directly supervised by the Chief of the Peacekeeping Audit Service, Entebbe (D-1). In addition to supervising the staff, the primary responsibility of the Chief is to oversee the audit work of six other peacekeeping missions, namely MONUSCO, MINUSCA, MINUSMA, UNMISS, UNAMID and UNSOS. It is proposed that one post of Chief Resident Auditor (P-5) be redeployed from the Resident Audit Office in MINUJUSTH to the Resident Audit Office in Entebbe as a Senior Auditor (P-5), who will, inter alia, facilitate the standardization of the office structure in line with other Resident Audit Offices. The proposed redeployment will strengthen the Office's capacity to respond to the high-risk and priority issues facing the Organization by: (a) providing enhanced levels of communication with RSCE and UNISFA senior management; (b) providing leadership capacity by performing advisory services and managing the audit team; (c) increasing the quality and depth of review of audit results; (d) conducting and/or updating annual risk assessments of the two entities to develop an annual risk-based workplan; and (e) implementing the Division's annual workplan in relation to the audit of RSCE and UNISFA.

351. It is expected that the closure and liquidation of MINUJUSTH will take place by January 2020, given that the Security Council, in its resolution 2350 (2017), requested the Secretary-General to set out a benchmarked projected two-year strategy for the exit of MINUJUSTH. In this regard, the post is proposed for redeployment effective 1 February 2020.

352. RSCE is expected to be affected by the ongoing management reforms, particularly the roll-out and management of risks arising from increased delegation of authority. While the General Assembly has yet to decide on the global service delivery model, the Internal Audit Division envisions that the need for support services to the missions will remain regardless of its location. The Division will therefore need to have a nimble and responsive team led in a sustained manner by a senior staff member at the P-5 level.

1 Administrative Assistant (NGS) (abolishment as at 1 February 2020)

353. The approved staffing in the MINUJUSTH Resident Audit Office comprises four posts (1 P-5, 1 P-3, 1 FS and 1 NGS). MINUJUSTH is expected to complete its liquidation by 31 January 2020. Therefore, it is proposed that the post of one Administrative Assistant (NGS) be abolished as at 1 February 2020.

Inspection and Evaluation Division

Peacekeeping Evaluation Section, Regional Inspection and Evaluation Office in Entebbe

Reassignment of 1 post of Chief Resident Investigator (P-5) from the Investigations Division in MINUJUSTH to the Inspection and Evaluation Division in Entebbe and reclassification as Evaluation Officer (P-4)

Reassignment of 1 post of Resident Auditor (P-3) from the Internal Audit Division in MINUJUSTH to the Inspection and Evaluation Division in Entebbe as 1 Evaluation Officer (P-3) (as at 1 February 2020)

Reassignment of 1 post of Administrative Assistant (FS) from the Internal Audit Division in MINUJUSTH to the Inspection and Evaluation Division in Entebbe as 1 Programme Assistant (NGS)

354. The Inspection and Evaluation Division serves as the sole operationally independent evaluation function within the United Nations Secretariat with dual

reporting lines directly to the Secretary-General and the General Assembly. However, resources for peacekeeping evaluations to inspect and evaluate the totality of United Nations peacekeeping operations implemented by DPO and DOS have been historically inadequate. An OIOS risk assessment has identified the need to inspect and evaluate an average of 14 high-risk topics each year. The current resource level of seven staff, four of whom (1 P-5, 2 P-4 and 1 P-3) are based in New York and three of whom (2 P-4 and 1 P-3) are at the Regional Inspection and Evaluation Office in Entebbe, can only cover five high-risk topics each year (A/72/766, para. 29) leaving nine high-risk areas unattended. In order to cover 14 topics annually, it is estimated that the Division would require 20 staff members, including dedicated resources for each of the large peacekeeping operations as well as for Headquarters-based thematic and cross-cutting evaluations. The Division aims to reach that level of resources by proposing incremental increases over time as posts from other OIOS divisions become available, which at the current rate may take up to six years, while adjusting to changes in peacekeeping and related scalability. As a result, in its 2019/20 budget the Division proposes to enhance its capacity in Entebbe through the reassignment of three staff members (1 P-4, 1 P-3 and 1 NGS) from the Investigations Division in MINUJUSTH to the Inspection and Evaluation Division as described below. The Inspection and Evaluation Division's approved staffing is composed of seven posts: four in New York (1 P-5, 2 P-4 and 1 P-3) and three at the Regional Inspection and Evaluation Office in Entebbe (2 P-4 and 1 P-3). With the reassignment of three posts from MINUJUSTH to Entebbe, the Regional Inspection and Evaluation Office will comprise six posts (3 P-4, 2 P-3 and 1 NGS).

355. The Independent Audit Advisory Committee has noted the overall low level of resources and the resulting gap between existing resources and the need to strengthen peacekeeping inspections and evaluations (A/72/766, paras. 29–30, A/71/800, para. 24, and A/70/759, para. 23). OIOS peacekeeping evaluation resources are significantly lower compared with other United Nations system organizations. For example, with an annual budget of $4.63 billion in 2017, UNDP allocated $10.5 million for its Independent Evaluation Office, which comprises 29 staff members. In comparison, the United Nations Secretariat allocated only $1.65 million of its $6.69 billion peacekeeping budget in the 2018/19 period for the independent evaluation function, which has a staffing strength of only seven. The Secretariat's allocation of 0.03 per cent for independent evaluations, or $1.65 million out of $6.69 billion, was significantly lower than the UNDP allocation of 0.23 per cent, or $10.5 million out of $4.63 billion, of its annual budget. Resources under the support account for the Inspection and Evaluation Division represent approximately one twelfth of the resources dedicated to the Internal Audit Division and one ninth of the resources dedicated to the Investigations Division in the 2018/19 period (7 staff members in the Inspection and Evaluation Division, compared with 84 in the Internal Audit Division and 62 in the Investigations Division). Within the Inspection and Evaluation Division, a significant disparity between the regular budget and peacekeeping evaluation staffing levels exists, as noted by the Independent Audit Advisory Committee (see A/71/800). While the regular budget funded 23 evaluation posts to cover issues pertaining to approximately $2.7 billion in the annual programme budget of the Secretariat, the support account for peacekeeping funded only 7 staff positions to cover issues pertaining to $6.69 billion in the annual peacekeeping budget.

1 Evaluation Officer (Management and Programme Analyst) (P-4) (reassignment and reclassification)

356. In the light of the expected liquidation of MINUJUSTH by January 2020, it is proposed that the post of Chief Resident Investigator (P-5) be reassigned and reclassified as an Evaluation Officer (P-4) in Entebbe in order to provide additional capacity and resources for peacekeeping evaluations. The limited resources available

in Entebbe make it difficult for the Inspection and Evaluation Division to implement its inspection and evaluation responsibilities for many high-risk topics, including the performance of subprogramme implementation in the field while the Organization is increasingly emphasizing accountability and results. In view of the above, the proposed post of Evaluation Officer (P-4) will enable the Division to further strengthen its field-focused assessment of actual results achieved by peacekeeping operations.

1 Evaluation Officer (Management Analyst) (P-3) (reassignment as at 1 February 2020)

357. The Independent Audit Advisory Committee noted that peacekeeping evaluations are conducted by a single evaluator who does not have any evaluation staff support and must rely on temporary consultancy resources for tasks better suited for regular evaluation staff (A/72/766, para. 29). Furthermore, the Committee noted, as mentioned above, a significant disparity between the regular budget and peacekeeping evaluation staffing levels in the Division.

358. As the sole operationally independent evaluation resource of the United Nations Secretariat, it is critical that resources be available to inspect and evaluate the results achieved on the ground by DPO and DOS, and all the peacekeeping missions (which together are the single largest programme in the Secretariat), given the enhanced Organizational emphasis on accountability and results. In this regard, and considering the expected liquidation of MINUJUSTH by January 2020, the reassignment of one post of Auditor (P-3) from the Internal Audit Division to the Inspection and Evaluation Division in Entebbe as an Evaluation Officer (P-3) is proposed effective 1 February 2020.

359. The enhanced capacity in the Regional Inspection and Evaluation Office in Entebbe will generate further efficiency gains in terms of outputs, minimize travel costs and facilitate addressing high-risk evaluation topics pertaining to peacekeeping operations. It will also provide three evaluation teams each with two evaluation officers (1 P-4 and 1 P-3) for the delivery of three outputs while strengthening the Inspection and Evaluation Division's evidence-gathering capacities. Furthermore, the Regional Inspection and Evaluation Office in Entebbe will continue to take advantage of the existing infrastructure of the Internal Audit Division and the Investigations Division and their presence in the region, and proximity to missions will facilitate improved communications and access for data collection with enhanced evaluation results. It will also address in a significant way the repeated observations and recommendations of the Independent Audit Advisory Committee regarding the resources gap in the Inspection and Evaluation Division with regard to peacekeeping evaluation.

1 Programme Assistant (NGS) (reassignment as at 1 February 2020)

360. Reassignment of one post of Administrative Assistant (FS) from the Internal Audit Division in MINUJUSTH to the Inspection and Evaluation Division in Entebbe as a Programme Assistant (NGS) is also part and parcel of the plan aimed at expanding and thus enhancing the evaluation capacity of peacekeeping operations. The post of Programme Assistant will be of a primarily administrative nature with some programme support, such as scheduling evaluation interviews and follow-up.

361. The planned expansion is expected to generate a number of efficiency gains for the Organization, including: (a) enhanced oversight and evidence-based analysis of results, including inspection, verification and other reviews of peacekeeping operations; (b) maintenance of knowledge and experience acquired during the course of evaluation activities; (c) improved cohesiveness of the teams; (d) minimized travel costs; and (e) improved communications with clients and access for data collection.

362. The status quo will result in the continuing inability of the Inspection and Evaluation Division to fully implement its inspection and evaluation functions as they pertain to peacekeeping operations, as envisaged in the OIOS mandate of 1994 (General Assembly resolution 48/218 B). The lack of a strengthened field presence of the Division will continue to have a negative impact on the comprehensiveness of inspections and independent reporting on results achieved on the ground.

Investigations Division

MINUJUSTH Resident Investigation Office

Redeployment of 1 post of Resident Investigator (P-3) from MINUJUSTH to MINUSCA

Redeployment of 1 post of Administrative Assistant (NGS) from MINUJUSTH to MINUSCA

363. During the past 3 years, from 2016 to 2018, the number of reports of misconduct received for investigation by the Investigation Division has doubled in comparison with the number received during the previous 25. A similar trend has been recorded for the number of open investigations. As a result, the number of reports the Division has issued has doubled as well.

364. The potential impact of the Secretary-General's management reform, and particularly of the increased delegation of financial responsibilities to the field, will require monitoring, as the potential exists for an increase in allegations of retaliation and abuse of authority that would require investigation, especially insofar as the delegation of authority relates to human resource issues.

365. Keeping scalability in mind, the Investigations Division seeks to maintain its staffing at optimal levels and adjust it accordingly with regard to changes in mission levels and, in turn, its client base.

1 Resident Investigator (P-3) (redeployment)

366. The MINUSCA Resident Investigation Office comprises four posts (1 P-5, 1 P-4 and 2 P-3). Due to the expected liquidation of MINUJUSTH and based on a risk assessment of MINUSCA, it is proposed that one Resident Investigator (P-3) be redeployed from MINUJUSTH to MINUSCA. The redeployment will provide a meaningful response to the issue of sexual exploitation and abuse in MINUSCA, where the increase in caseload remains higher compared with other peacekeeping missions (for example, as at 30 September 2018, 11 of the 17 sexual exploitation and abuse investigations are from MINUSCA). The proposed redeployment will provide MINUSCA with a more responsive investigative structure that is able to undertake timely responses to reports of possible misconduct and preserve evidence.

1 Administrative Assistant (NGS) (redeployment)

367. With the current surge in sexual exploitation and abuse allegations and the expected increase in the number and complexity of case investigations, the absence of administrative support will limit the MINUSCA Resident Investigation Office's capacity to effectively manage its workload. The redeployment of one post of Administrative Assistant (NGS) from MINUJUSTH to MINUSCA will expedite the intake of new matters and allow for enhanced capacity-building of counterpart personnel. The NGS support will bring the staffing and resourcing of MINUSCA in line with the other field offices. The NGS support in a demanding duty station is critical to the effectiveness and efficiency of the office.

368. With the above-mentioned redeployments, the Office is expected to achieve the following: (a) increase the efficiency and effectiveness of peacekeeping operations through a more responsive investigative structure; (b) expedite the intake of new matters and allow for enhanced capacity-building of counterpart personnel; (c) improve long-term support and service delivery to field investigative operations in addition to the capacities that already exist, in the light of the increase of the MINUSCA caseload by 100 per cent, including sexual exploitation and abuse cases; (d) enable the Investigations Division to better report to intergovernmental bodies on results achieved on the ground and on high-risk peacekeeping issues; and (e) enable the Division to better discharge its mandate and sustain and improve the timeliness of investigations.

Internal Audit Division

Conversion of 10 general temporary assistance positions in MINUSCA and MINUSMA

Location	Established	Positions
MINUSCA	2014/15	3 Resident Auditors (P-4)
		2 Resident Auditors (P-3)
MINUSMA	2013/14	3 Resident Auditors (P-4)
		2 Resident Auditors (P-3)

369. The approved staffing establishment of the Internal Audit Division for MINUSMA and MINUSCA consists of one post (P-5) and five GTA positions (3 P-4 and 2 P-3) for each mission, funded from the support account and located in their respective Resident Audit Offices. These GTA positions were initially established in 2014. In view of the continuous nature of the functions performed by the staff of the MINUSCA and MINUSMA Resident Audit Offices, it is proposed that these positions be converted to posts.

370. The Internal Audit Division annual risk assessment for 2018 identified high-risk areas covering the substantive, logistics and administrative activities of the two missions, including justice and corrections, child protection, electoral support, military patrolling, United Nations police operations, situational awareness and information analysis, business continuity, acquisition planning and procurement, and conduct and discipline, which call for continuous audit of the two missions. Therefore, the GTA positions have been performing functions of a continuing nature. Moreover, experience in other missions shows that the resident audit function needs to remain an integral part of a mission until its mandate is completed and it is liquidated to ensure continuous oversight of the stewardship of resources and the implementation of mandates throughout mission life cycles.

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

Investigations Division

Continuation of 19 investigators located in New York, Nairobi, Entebbe, UNMISS, MINUSCA, MINUSMA and MONUSCO

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

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

372. In order to effectively combat sexual harassment, ensure accountability and reinforce the zero-tolerance culture of the Organization towards sexual harassment, there is a profound need to ensure timely, high-quality, effective and efficient investigations. To address the chronic underreporting of the issue and as an immediate measure, a "helpline" was implemented to significantly increase the level of reporting.

373. In addition, the Division has implemented a fast-track process to manage the intake of sexual harassment cases, adopted revised investigation processes and procedures, put in place timelines of 90 days to complete sexual harassment investigations and recruited a pool of six dedicated sexual harassment investigative staff during the 2018/19 period. Accordingly, the continuation of six GTA positions (2 P-4 and 4 P-3) dedicated to the investigation of sexual harassment complaints is critical.

374. In addition, the continuation of one GS (OL) position in New York is requested to support the Intake, Analysis and Research Team of the Operational Support and Standards Section with the management of intake through the case management system. A revised fast-track intake procedure adopted for sexual harassment matters has placed an increased responsibility on the Operational Support and Standards

Section, which needs to be adequately resourced to be able to respond effectively and efficiently.

375. The staff requirements in the field have been determined considering the following elements: caseload, historical trends, risk-based exposures, data on resource consumption by category of case and experience level of assigned investigators, and cost and location of deployment. The aim of the continuation of these posts is to align the size of the investigative function with the size and scope of the peacekeeping operation by providing the minimum common investigative structure required to fulfil its mandate and to offer adequate support to peacekeeping missions while achieving maximum efficiencies. In addition, as tangible results and accountability become increasingly important for the Organization, the continuation of these GTA positions will enable the Investigations Division to better respond to high-risk peacekeeping priorities.

376. The proposed conversion of the 10 GTA positions to established posts for the MINUSMA and MINUSCA Resident Audit Offices would support effective long-term planning of the audit requirements for the missions. This would ensure continued provision of oversight services on the adequacy and effectiveness of the governance, risk management and control processes of these missions. These posts will be dedicated to conducting at least eight audit assignments in each of the next three years, focusing on the higher risk areas.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	19 856.4	22 652.7	25 706.1	3 053.4	13.5
II. Non-post resources					
General temporary assistance	6 705.6	4 336.1	2 740.6	(1 595.5)	(36.8)
Consultants and consulting services	293.5	342.4	389.5	47.1	13.8
Official travel	793.5	796.5	1 069.2	272.7	34.2
Facilities and infrastructure	181.7	311.5	305.3	(6.2)	(2.0)
Ground transportation	5.3	–	–	–	–
Communications and information technology	432.2	390.1	464.7	74.6	19.1
Medical	10.6	9.5	7.8	(1.7)	(17.9)
Other supplies, services and equipment	159.2	195.0	175.2	(19.8)	(10.2)
Subtotal	8 581.6	6 381.1	5 152.3	(1 228.8)	(19.3)
Total, I and II	**28 438.0**	**29 033.8**	**30 858.4**	**1 824.6**	**6.3**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$25 706.1	$3 053.4	13.5%

377. The provision would cover the salaries, common staff costs and staff assessments for the 138 posts. The increased requirements result from: (a) the proposed conversion of 10 general temporary assistance positions to posts; (b) the change in the vacancy rates for 7 posts approved in the 2018/19 period which had 50 per cent vacancy rates;

and (c) the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$2 740.6	($1 595.5)	(36.8%)

378. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 19 general temporary assistance positions and the replacement of staff on maternity or sick leave (four person-months for staff in the Professional category and six person-months for staff in the General Service category). The reduced requirements result from the proposed conversion of 10 positions to posts, offset in part by the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Consultants and consulting services	$389.5	$47.1	13.8%

379. In the Internal Audit Division, $88,500 is proposed to engage an ICT audit security expert to assist in audits of cybersecurity and to engage an ICT expert to assist in audits of cloud services. Outside consultants are needed, as the Internal Audit Division does not have in-house expertise.

380. In the Inspection and Evaluation Division, $261,000 is proposed to prepare six in-depth thematic evaluation reports, including one evaluation report on a specific peacekeeping mission.

381. In the Investigations Division, $40,000 is proposed to: (a) bring in an outside specialist who has investigative skills not available in the Organization; and (b) assess the staffing structure and level of the Division.

382. The increased requirement of $47,100 is due to: (a) additional ICT audit requirements ($3,000); and (b) the additional number of reports in the Inspection and Evaluation Division ($52,100). The increased requirement is offset in part by the reduction in requirements for consultants in the Investigations Division ($8,000).

	Cost estimates	Variance	
Official travel	$1 069.2	$272.7	34.2%

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
Inspection and Evaluation Division	98.5	–	–	–	31.2	129.7
Investigations Division	221.1	–	34.2	18.9	232.3	506.5
Internal Audit Division	201.7	49.5	3.5	12.2	166.1	433.0
Total	**521.3**	**49.5**	**37.7**	**31.1**	**429.6**	**1 069.2**

384. The increased requirement of $272,700 is mainly due to: (a) additional travel and training in the Internal Audit Division, as planned audit assignments for 2019/20 warrant more within-mission audit trips ($15,600); (b) a proposed increase in staffing

and outputs from five evaluations reports to six in the Inspection and Evaluation Division ($52,700); and (c) the global and rapid deployment response to allegations of sexual harassment and to attend sexual exploitation and abuse cases ($204,400).

	Cost estimates	Variance	
Facilities and infrastructure	$305.3	($6.2)	(2.0%)

385. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Rental of premises in Entebbe	22	273.1
Utilities and waste disposal (Entebbe and Nairobi)	27	16.6
Standard stationery and supplies ($200 per staff member)	38	7.6
Stationery and supplies for staff outside New York	–	8.0
Total		**305.3**

386. A standard rate of $200 per staff member is used for staff in New York.

	Cost estimates	Variance	
Communications and information technology	$464.7	$74.6	19.1%

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

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	38	11.4
Standard desk phones ($300 per staff member)	38	11.4
Standard OICT service-level agreement ($1,535 per staff member)	38	58.3
Equipment costs in Vienna and Nairobi	18	13.8
Communication costs in Vienna and Nairobi	18	8.3
ICT service costs in Vienna and Nairobi	18	31.4
Managed output service (printer)	–	7.6
Other items	–	322.5
Total		**464.7**

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

Summary of non-standard communications and information technology items

Item	Approved 2018/19	Proposed 2019/20	Variance
Other equipment and spare parts	15.8	36.0	20.2
Other communication costs	37.1	56.5	19.4
Software, licences and fees	200.4	226.9	26.5
Enterprise applications	1.7	3.1	1.4
Total	**255.0**	**322.5**	**67.5**

389. The increased requirement of $74,600 is mainly due to: (a) the provision of new hosting fees in Valencia for the GoCase system in the Investigations Division ($30,000); (b) the provision of mobile office-Citrix applications for staff based in New York and in the peacekeeping Resident Audit Offices to access the TeamMate audit and recommendation tracking system in the Internal Audit Division ($30,000); and (c) the non-recurrent acquisition of new equipment tools for the collection of evidences and images for investigations ($20,000). The increase is offset in part by a reduction in other items ($5,400).

	Cost estimates	Variance	
Medical	$7.8	($1.7)	(17.9%)

390. The provision would cover medical services in the Regional Investigations Offices in Entebbe, Nairobi and Vienna, based on the standard rate charged to their tenants.

	Cost estimates	Variance	
Other supplies, services and equipment	$175.2	($19.8)	(10.2%)

391. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Other supplies, services and equipment, by item

Item	Total
Training fees, supplies and services	50.0
Audit-related external study	9.5
Other freight and related costs	2.5
Transcription services	48.0
Common service costs in Vienna and Nairobi	60.0
Other services	5.2
Total	**175.2**

392. The reduction of $19,800 is mainly due to: (a) decreased requirements for training fees and supplies ($12,000); and (b) decreased requirements for common service costs in Vienna and Nairobi as well as other services ($7,800).

G.   Executive Office of the Secretary-General

393.   The Executive Office of the Secretary-General, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

(a)   Results-based-budgeting framework

394.   The Executive Office of the Secretary-General will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, as shown in the frameworks set out below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	Indicators of achievement		2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	96
	(ii) All documents are reviewed and returned to the lead department within 4 days (days)	Target	4	4	4	4
		Estimate		4	4	4
		Actual			4	4
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Queries from DPO are handled within 5 days (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95

External factors

395.   Documentation for review is submitted to EOSG on a timely basis; advice from intergovernmental bodies on peacekeeping issues is requested.

Outputs

396.   During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Security Council and General Assembly	
1. Provision of advice for reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues (number of reports)	125
2. Provision of advice for talking points, including preparation of 12 presentations by the Secretary-General to the Security Council (number of talking points)	1 600
3. Provision of advice for letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues (number of letters)	150

Outputs	Quantity

Other substantive activities

4. Comments and guidance to peacekeeping missions, DPO and DOS on reports of the Secretary-General on peacekeeping missions provided within 5 days | 90

5. Advice on preparation and subsequent revision of reports on peacekeeping issues for submission to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days | 125

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, EOSG	Approved 2018/19	–	1	2	–	–	–	3	–	2	–	–	2	5
	Proposed 2019/20	–	1	2	–	–	–	3	–	2	–	–	2	5
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 042.4	911.8	965.3	53.5	5.9
II. Non-post resources					
General temporary assistance	–	52.7	52.8	0.1	0.2
Facilities and infrastructure	0.1	2.5	2.5	–	–
Communications and information technology	15.5	28.9	28.9	–	–
Subtotal	**15.6**	**84.1**	**84.2**	**0.1**	**0.1**
Total, I and II	**1 058.0**	**995.9**	**1 049.5**	**53.6**	**5.4**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$965.3	$53.5	5.9%

397. The provision would cover the salaries, common staff costs and staff assessments for the five posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$52.8	$0.1	0.2%

398. The provision would cover three person-months at the GS (OL) level to support the Executive Office during peak workload periods and for three person-months at the GS (OL) level for sick/maternity leave replacement. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Facilities and infrastructure	$2.5	–	–

399. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	5	1.0
Other items	–	1.5
Total		**2.5**

	Cost estimates	Variance	
Communications and information technology	$28.9	–	–

400. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	5	1.5
Standard desk phones ($300 per staff member)	5	1.5
Standard OICT service-level agreement ($1,535 per staff member)	5	7.7
Managed output service (printer)	–	3.3
Additional communications costs	–	11.7
Software, licenses, fees	–	1.2
Public information and publication services	–	0.9
Other items	–	1.1
Total		**28.9**

H. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	2 670.0	1 922.7	1 745.2	(177.5)	(9.2)
Subtotal	**2 670.0**	**1 922.7**	**1 745.2**	**(177.5)**	**(9.2)**
Total, I and II	**2 670.0**	**1 922.7**	**1 745.2**	**(177.5)**	**(9.2)**

401. Pursuant to General Assembly resolutions 72/263 and 73/280, the net amount of $1,838,900 represents the share of costs to be funded from the support account, in accordance with Assembly resolution 62/228. The cost of the following elements of administration of justice would be shared: the Office of Administration of Justice, which includes OSLA and UNOMS; and the costs for interpretation, meetings servicing and translation. The support account-funded staffing element of the administration of justice, including the resource requirements funded from the support account for OSLA and UNOMS, are included in sections 2 and 3 below. The provisions for the two Offices under the support account are deducted from the overall share approved for the administration of justice to be funded from the support account.

Net amount of support account share of the costs for the administration of justice for 2019/20

(Thousands of United States dollars)

Total share of peacekeeping operations to be funded from the support account	4 194.0
Less: OSLA[a]	191.8
Less: UNOMS[b]	2 257.0
Net amount of support account share for the administration of justice	**1 745.2**

[a] Based on the budget proposal for the 2019/20 period (section 2 below).
[b] Based on the budget proposal for the 2019/20 period (section 3 below).

2. Office of Staff Legal Assistance

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

403. Staff members in peacekeeping missions in the field constitute the Office's largest client group, and the overall trend is that their caseload is growing. When peacekeeping operations downsize or close, OSLA experiences a significant increase in requests for assistance from peacekeeping staff. Staff in peacekeeping missions rely more on OSLA for legal advice and representation than other United Nations staff members, as their options for obtaining professional and independent legal advice are limited when in the field. A notable challenge is to ensure that these staff members have access to justice in locations where OSLA legal officers are not present and communications are difficult, especially in the context of the expected downsizing/closure of UNAMID and MINUJUSTH during the 2019/20 period.

(a) Results-based-budgeting framework

404. From its inception in July 2009 to 30 June 2018, OSLA has handled 11,468 requests for assistance. Of this number, 3,254 requests were from peacekeeping staff (field missions and Headquarters), which represents 28 per cent of the Office's overall caseload. Staff members in peacekeeping missions in the field constitute the Office's largest client group.

405. During the 2017/18 period, the Office handled 560 peacekeeping-related cases, of which 317 were new cases received during the period, and 243 were carried forward from the previous reporting period. In anticipation of the closing of UNMIL, OSLA visited the Mission and, through informal negotiations between staff and management, pre-empted the submission of formal requests for assistance to the Office.

406. It should also be noted that in situations in which OSLA advises clients that they do not have a reasonable prospect of success before the formal mechanisms, those staff members may still commence litigation themselves. OSLA continues to explore ways in which to increase representation without pursuing frivolous or unmeritorious litigation.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates	Target	3	3	3	3
		Estimate		3	3	3
		Actual			5	3
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Workplace conflicts prevented or resolved in a timely and efficient manner through the employment of OSLA services in cases brought by	Target	60	60	75	70
		Estimate		60	75	70
		Actual			58	58

External factors

407. Security situation in peacekeeping operations will not have an impact on plans for outreach.

Outputs

408. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Other services	
1. Provision of summary advice in 198 cases received and representation in 126 peacekeeping-related cases received and found to have a reasonable chance of success	1
2. Provision of clear legal advice in 236 cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	1

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					Total
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	
Total, OSLA	Approved 2018/19	–	–	–	–	1	–	1	–	–	–	–	–	1
	Proposed 2019/20	–	–	–	–	1	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	99.1	176.2	189.5	13.3	7.5
II. Non-post resources					
Facilities and infrastructure	–	0.5	0.5	–	–
Communications and information technology	–	1.8	1.8	–	–
Subtotal	**–**	**2.3**	**2.3**	**–**	**–**
Total, I and II	**99.1**	**178.5**	**191.8**	**13.3**	**7.5**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$189.5	$13.3	7.5%

409. The provision would cover the salaries, common staff costs and staff assessments for one post. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Facilities and infrastructure	$0.5	–	–

410. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Stationery and office supplies	1	0.5
Total	**1**	**0.5**

	Cost estimates	Variance	
Communications and information technology	$1.8	–	–

411. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Desk phones	–	0.2
ICT services	–	1.6
Total		**1.8**

3. Office of the United Nations Ombudsman and Mediation Services

412. The mandate of the Office of the United Nations Ombudsman and Mediation Services was established by the General Assembly in its resolution 56/253 and was extended in its resolution 59/283. The functions of the Office are set out in the Secretary-General's bulletin on the terms of reference for UNOMS (ST/SGB/2016/7).

413. During the 2019/20 period, the Office will continue to fulfil its mandate in the following three areas: (a) providing confidential and impartial assistance to resolve workplace disputes; (b) identifying the root causes of conflict and providing systemic feedback to the Organization for remedial actions; and (c) raising awareness and building conflict competence skills to manage conflict in the workplace and prevent it from escalating.

414. In order to create more value-added and efficiency gains for the Organization, the Office will make concerted efforts to respond in a flexible manner to the evolving needs in peacekeeping missions, especially during periods of downsizing and mission closures, to support staff and managers during transitions and mitigate litigation risks. The Office will also play a key role in creating a healthy and enabling workplace for staff in peacekeeping missions, in particular through the initiative on global civility. This initiative emphasizes the importance of civil behaviour in the workplace in order to prevent perceived and real situations of harassment, including sexual harassment.

(a) Results-based-budgeting framework

415. The Office continues to provide the full range of informal dispute resolution services to staff in peacekeeping missions, identifies and provides feedback on systemic issues to the Organization for remedial action and enhances conflict competence among staff and managers to help them manage conflict and prevent it from escalating. Through this holistic approach to conflict prevention and resolution, the Office contributes to greater output and productivity of staff in the workplace. In addition, the Office will make a concerted effort to resolve conflicts during periods of downsizing and mission closures.

416. During the 2017/18 financial period, the office received 1,318 cases from staff in peacekeeping missions. This represented 718 (120 per cent) more cases than the projected number (600) for the period. This trend is indicative of a continued high usage of the informal system by staff and managers. At the same time, the types of cases that the Office is called upon to address often encompass multiple issues, requiring more intensive use of limited resources.

417. The Office has two regional branches based in Entebbe and Goma to provide dedicated services to peacekeeping personnel. Services are also provided from Headquarters through regular and ad hoc visits to other peacekeeping missions. The Office engages regional on-call ombudsmen and mediators to provide conflict resolution services or support conflict-management capacity-building needs. Owing to continuous efforts to improve awareness of the informal avenues open to staff members in resolving conflicts, the demand for the services of the Office have steadily increased, especially from the staff members who serve in field locations and hardship/non-family duty stations.

418. Challenges remain with regard to providing equal and timely access to services across the duty stations covered. The addition of two GTA positions of Conflict Resolution Officer (P-4) in 2016/17 has been critical to meeting the sharp increase in workload. The positions have helped to provide much-needed support to the staff serving in hardship duty stations in MINUSMA, MINUSCA and UNMISS. It is expected that the upward trend in caseload will continue as staff continue to be exposed to hardship and security, physical and psychological health risks. This is compounded by the ongoing implementation of reforms in the peace and security and management areas.

Expected accomplishments and indicators of achievement

Expected accomplishment of the Secretariat	Indicator of achievement	Performance measures				
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations	Target	3	3	3	3
		Estimate		4	4	3
		Actual			9.1	6.4

External factors

419. Security situation in peacekeeping operations may have an impact on plans for visits and delivery of service.

Outputs

420. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
Report of the Secretary-General	
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1
Other services	
2. Services in at least 800 ombudsmen and mediation cases including through on-call ombudsmen and mediators	800
3. Awareness-raising and skill-building activities to enhance conflict competence and civility in the workplace. Other outreach activities include videoconferencing and online communications; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters)	40
Other substantive activities	
Good offices, fact-finding and other special missions	
4. Regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	9
5. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8
6. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (MINUSMA, MINUSCA, UNMISS, UNAMID, UNISFA)	10
Technical material	
7. Cross-cutting tracking and analysis of 800 cases to identify contributing factors to conflict and systemic issues for regular upward feedback with view to organizational improvement (number of reports)	1

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS staff	Subtotal	Total
Posts	Approved 2018/19	–	–	3	1	2	–	6	–	1	2	–	3	9
	Proposed 2019/20	–	–	3	1	2	–	6	–	1	2	–	3	9
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2018/19	–	–	–	2	–	–	2	–	–	–	–	–	2
	Proposed 2019/20	–	–	–	2	–	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, UNOMS	Approved 2018/19	–	–	3	3	2	–	8	–	1	2	–	3	11
	Proposed 2019/20	–	–	3	3	2	–	8	–	1	2	–	3	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Regional Ombudsman's Office in Entebbe

2 Conflict Resolution Officers (P-4) (continuation)

421. Under the support account, UNOMS currently has six staff members in the Professional category in three locations: two in the Regional Ombudsman's Office in Entebbe (1 P-5, 1 P-3), two in the Regional Ombudsman's Office in Goma (1 P-5, 1 P-3) and two at Headquarters in New York (1 P-5, 1 P-4). The Office in Goma mainly services staff in MONUSCO and the Office in Entebbe mainly services staff in UNAMID, UNMISS and UNISFA. Both Offices service staff members in other peacekeeping operations as needed and when possible, as the sustained influx of cases from other peacekeeping missions has reaffirmed the need to provide services to staff not serviced through those regional branches.

422. The two GTA positions in Entebbe (P-4) approved in 2017/18 have enabled the provision of regular services to staff in some of the most difficult and hard to reach duty stations, such as Timbuktu, Mopti, Bouar, Bria and Kaga Bandoro.

423. Over the years, UNOMS aligned its operations with the evolving nature of peacekeeping, as evidenced by the move of the regional branch in Khartoum to Entebbe, Uganda, and the regional branch in Kinshasa to Goma in the Democratic Republic of the Congo. UNOMS has proved its operational efficiency and adaptability. Therefore, providing services from the Entebbe regional hub has proven to be an effective model. The continuation of the GTA positions will ensure that UNOMS has the capacity to respond to workplace concerns of staff in the region in the coming years. The volume of cases is not expected to subside, but rather to increase to more than 800 cases. The workload projections take into consideration the experience gathered over the past five years as well as the anticipated shifts in the peacekeeping environment, including the scaling-down of operations and mission liquidations as well as the deployment and expansion of operations. The workload projections also take into account workplace issues expected to arise from ongoing management reforms in the Organization and possible litigation risks.

424. The Conflict Resolution Officers will contribute to the overall objective of UNOMS, which is to channel workplace concerns through the informal mechanism and

to minimize the number of complaints that use formal and costly recourse mechanisms. Resolving conflicts through non-litigative means ultimately aims at improving the operations and efficiency of the missions by reducing the negative effects of workplace conflicts and managing the risks inherent in major organizational changes commensurate with management reforms, downsizing or streamlining.

(d)   Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 658.4	1 604.1	1 699.9	95.8	6.0
II. Non-post resources					
General temporary assistance	355.6	331.4	316.0	(15.4)	(4.6)
Consultants and consulting services	9.0	57.5	57.5	–	–
Official travel	140.6	125.6	125.0	(0.6)	(0.5)
Facilities and infrastructure	14.7	9.4	9.7	0.3	3.2
Ground transportation	2.9	–	–	–	–
Communications and information technology	22.6	39.9	39.9	–	–
Medical	0.2	–	–	–	–
Other supplies, services and equipment	30.0	8.7	9.0	0.3	3.4
Subtotal	**575.6**	**572.5**	**557.1**	**(15.4)**	**(2.7)**
Total, I and II	**2 234.0**	**2 176.6**	**2 257.0**	**80.4**	**3.7**

(e)   Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$1 699.9	$95.8	6.0%

425. The provision would cover the salaries, common staff costs and staff assessments for the nine posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$316.0	($15.4)	(4.6%)

426. The provision would cover the salaries, common staff costs and staff assessments for the two general temporary assistance positions. The reduced requirements result from the centralized standard adjustment in salaries specific to Entebbe, where the positions are located.

	Cost estimates	Variance	
Consultants and consulting services	$57.5	–	–

427. The provision would cover the engagement of a pool of standby consultants with technical expertise for five person-months in order to continue providing on-call mediation services to peacekeeping personnel. Based on the number of cases for peacekeeping personnel during the past two years, the Office estimates that it will be

called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2019/20 period.

	Cost estimates	Variance	
Official travel	$125.0	($0.6)	(0.5%)

428. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
UNOMS	99.0	–	–	–	26.0	125.0

429. The provision would cover regional on-site conflict resolution services to peacekeeping personnel and enhance conflict competence through outreach and awareness initiatives through planned and ad hoc visits.

430. Under training travel, staff will travel from the regional ombudsman branch offices to attend training programmes provided by ombudsman associations.

	Cost estimates	Variance	
Facilities and infrastructure	$9.7	$0.3	3.2%

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

Facilities and infrastructure, by item

Item	Number of staff	Total
Rental of premises and service costs in Entebbe	5	9.7
Total		**9.7**

432. The provision would cover the rental of office premises and common services costs of the Regional Ombudsman's Office in Entebbe. The increased requirement is based on the actual patterns of expenditure.

	Cost estimates	Variance	
Communications and information technology	$39.9	–	–

433. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	3	0.9
Standard desk phones ($300 per staff member)	3	0.9
Standard OICT service-level agreement ($1,535 per staff member)	3	4.6
Public information and publication services	–	7.4
Other items	–	26.1
Total		**39.9**

434. Standard costs for equipment and communication are applied to staff in New York.

435. Other items include commercial communications services associated with mobile device and videoconferencing costs for the ombudsman branch offices and the maintenance of the website and the case database.

	Cost estimates	Variance	
Other supplies, services and equipment	$9.0	$0.3	3.4%

436. The following table provides a breakdown of the requirements under this budget class, which remain similar to the level approved for the 2018/19 period.

Other supplies, services and equipment, by item

Item	Total
Training fees, supplies and services	9.0
Total	**9.0**

437. The provision covers the training fees related to the upgrade of substantive skills.

I. Ethics Office

438. The mandate of the Ethics Office was established by the General Assembly in its resolution 60/254. The terms of reference of the Office are set out in Secretary-General's bulletin ST/SGB/2005/22. In its resolution 63/250, the Assembly welcomed the creation of the United Nations Ethics Committee (now known as the Ethics Panel of the United Nations) to establish and ensure the coherent application of a unified set of ethical standards and policies and to consult on complex issues that have system-wide implications. Its terms of reference are contained in ST/SGB/2007/11 and ST/SGB/2007/11/Amend.1.

439. The Ethics Office will continue to fulfil its role of assisting the Secretary-General in promoting an organizational culture of integrity and supporting his commitment to management reform for greater transparency and accountability. It will contribute to enhancing the credibility of and trust in the United Nations and strengthening the conduct of peacekeeping operations and personnel. Through its five mandated activities, the Ethics Office will provide confidential ethics advisory services, protect against retaliation through its enhanced policy (see ST/SGB/2017/2/Rev.1), implement the financial disclosure programme, continue ethics training and outreach and provide

functional leadership in the area of organizational ethics to the United Nations funds and programmes for greater coherence with field missions.

(a) Results-based-budgeting framework

440. During the 2019/20 period, the Office intends to contribute towards strengthening the conduct of peacekeeping operations and personnel, enhancing the critical capability of staff to more confidently report on wrongdoing, such as sexual misconduct, among other measures, when delivering peacekeeping mandates. In particular, the Office will raise awareness of the need to continue speaking up through respectfully dissenting, raising concerns about workplace disputes and reporting wrongdoing. It will also highlight the need to identify and mitigate risks of conflicts of interest. The proposed outreach and communication strategy, with the other mandated activities, will allow field staff to further avail themselves of the services offered by the Ethics Office and to demonstrate the conduct and behaviour expected of international civil servants employed by the United Nations.

441. Important components of an institutionalized ethical culture include the financial disclosure programme and the protection against retaliation mandates of the Office. The Ethics Office aims to achieve 100 per cent compliance with the submission requirements of the financial disclosure programme, as well as enhance understanding of the strengthened protection against retaliation policy and review claims for protection. The Office envisages that the enhanced outreach and communication efforts targeted at field staff will allow both aims to be achieved.

442. The Ethics Office will continue to aim for full compliance with the financial disclosure programme and provide ethics advice to field-based staff members. The Office also aims to provide due diligence advice and reviews for corporate compliance in connection with procurement issues. Given that the Ethics Office is located only in New York, providing in-person advisory services can be best achieved by undertaking visits to field missions.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance	Target	100	100	100	100
		Estimate		110	110	110
		Actual			148	129
	(ii) Full compliance with the financial disclosure programme (percentage)	Target	100	100	100	100
		Estimate	100	100	100	100
		Actual			99.9	100
	(iii) Increased number of outreach and briefing sessions	Target	30	30	30	30
		Estimate		40	40	40
		Actual			80	77
	(iv) Requests for protection against retaliation are evaluated within 14 days of having received complete documentation from claimants, based on provisions of Secretary-General's bulletin ST/SGB/2017/2/Rev.1 (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

443. Staff avail themselves of the services provided by the Office; financial disclosure statements from staff are submitted to the Office in a timely manner; all necessary documentation is provided by staff when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits.

Outputs

444. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Other substantive activities	
Good offices, fact-finding and other special missions	
1. Inquiries from field missions responded to	100
2. Administration of financial disclosure filings or declaration of interests from peacekeeping-funded personnel	1 400
3. Official visits to peacekeeping missions (UNSOS, UNFICYP, UNMISS and MINUSCA)	4
4. Deployment of annual Leadership Dialogues project in field missions	1

(b)   Human resources requirements

Posts		Professional and higher categories							General Service and related categories					Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, Ethics Office	Approved 2018/19	–	–	1	–	1	–	2	–	1	–	–	1	3
	Proposed 2019/20	–	–	1	–	1	–	2	–	1	–	–	1	3
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c)   Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	513.7	489.7	519.1	29.4	6.0
II. Non-post resources					
Consultants and consulting services	230.7	555.0	498.0	(57.0)	(10.3)
Official travel	44.8	47.9	47.3	(0.6)	(1.3)
Facilities and infrastructure	0.7	1.5	1.5	–	–
Communications and information technology	259.5	18.5	18.5	–	–
Other supplies, services and equipment	6.9	–	–	–	–
Subtotal	**542.6**	**622.9**	**565.3**	**(57.6)**	**(9.2)**
Total, I and II	**1 056.3**	**1 112.6**	**1 084.4**	**(28.2)**	**(2.5)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$519.1	$29.4	6.0%

445. The provision would cover the salaries, common staff costs and staff assessments for the three posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Consultants and consulting services	$498.0	($57.0)	(10.3%)

446. An amount of $483,000 is proposed for the engagement of a consulting firm with expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,400 peacekeeping staff will be required to participate in the financial disclosure programme in the 2019/20 period. The provision is based on the expected unit price of $345 per statement per person, which is based on projected per-person, per-filing costs to be incurred to maintain the system and the level of service for the period.

447. An amount of $15,000 is proposed for the engagement of a consultant to develop materials for a new module for the annual training programme on leadership dialogue. The purpose of the programme, launched in the 2013/14 period, is to bring supervisors and supervisees together to discuss matters related to integrity. The development of a new programme guidebook is required each year.

448. The variance is due to a decrease, from 1,650 to 1,400, in the estimated number of staff that are required to participate in the financial disclosure programme.

	Cost estimates	Variance	
Official travel	$47.3	($0.6)	(1.3%)

449. An amount of $47,300 is proposed to undertake workshops in UNSOS, UNFICYP, UNMISS and MINUSCA to raise awareness of ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities, learn about ethics issues particular to specific missions and address financial disclosure matters.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
Ethics Office	47.3	–	–	–	–	47.3

	Cost estimates	Variance	
Facilities and infrastructure	$1.5	–	–

450. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	3	0.6
Other items	–	0.9
Total		**1.5**

	Cost estimates	Variance	
Communications and information technology	$18.5	–	–

451. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	3	0.9
Standard desk phones ($300 per staff member)	3	0.9
Standard OICT service-level agreement ($1,535 per staff member)	3	4.5
Public information and publication services	–	10.4
Other items	–	1.8
Total		**18.5**

J. Office of Legal Affairs

452. OLA provides centralized legal support and assistance in order to facilitate the implementation of substantive mandates, protect legal interests and minimize the legal liabilities of the United Nations.

453. In relation to the Organization's peacekeeping activities, OLA provides legal support and assistance in response to requests made by principal and subsidiary organs of the United Nations, including offices and departments at Headquarters (predominantly DPO and DOS), as well as United Nations peacekeeping operations in the field.

454. In the specific context of peacekeeping, OLA provides legal advice and assistance on a wide range of operational and support matters, including the interpretation and implementation of mandates, such as the application of rules of engagement and other directives on the use of force; questions relating to human rights, humanitarian law and international criminal law; legal arrangements with host Governments and contributing Governments, including privileges and immunities; legal arrangements with other international organizations and partners; the interpretation and application of United Nations rules, regulations and policies; commercial procurement activities and other logistical support arrangements; the resolution of disputes and claims; the implementation and enhancement of the Organization's accountability measures; the legal aspects of reform initiatives; and defence of the Secretary-General and of the Organization's interests in the administration of justice system.

(a) Results-based-budgeting framework

455. Resources allocated to OLA from the support account are critical to enable the Office to contribute to the effective delivery of the substantive mandates of peacekeeping operations in accordance with international law, and to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities by mitigating legal risk and limiting legal liability arising from such operations and activities. Over each of the past several years, OLA has contributed significantly to these goals and has reported savings of millions of dollars with regard to the legal liability of the Organization's peacekeeping operations, which have been realized because of the legal support and assistance provided by OLA.

456. Looking forward, the priority of OLA is to continue to provide high-quality and timely legal advice and support in the face of increasingly complex multidimensional peacekeeping mandates, many of which must be performed in highly volatile and dangerous environments. The challenges posed by these operational realities are reflected in the increasingly novel and complex legal issues that they generate and to which OLA must respond. It is also anticipated that the implementation of Secretariat-wide reform initiatives, both in the field and at Headquarters, will require significant legal support.

457. OLA will also continue, to the extent feasible, to standardize processes through the development of model legal instruments. The nature of peacekeeping support and the complex and unpredictable environments in which missions operate, however, require that legal advice be provided on a case-by-case basis in response to particular legal issues or questions of interpretation that may arise.

Expected accomplishment and indicators of achievement

		Performance measures			
Expected accomplishment of the Secretariat	*Indicators of achievement*	*2019/20*	*2018/19*	*2017/18*	*2016/17*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Target 40 Estimate Actual	40 40	40 40 13.7	40 40 5.4
	(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Target 0 Estimate Actual	0 0	0 0 0	0 0 0

External factors

458. OLA is expected to achieve its objectives and expected accomplishments on the assumption that Member States will be supportive of the Organization and recognize its status and its privileges and immunities through their legal systems, and organizational units will seek legal advice in a timely manner, provide sufficient information for analysis and be guided by the advice provided.

Outputs

459. During the 2019/20 period, the following outputs will be delivered:

Outputs	*Quantity*

Administrative support services

Overall management

Instances of provision of legal support and assistance for the following areas

1. Advice on legislative aspects of peacekeeping missions, including mandates, governance, institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements), as well as general questions of public international law, rules of engagement and measures to counter piracy, including negotiation, interpretation and implementation of agreements with Governments, international organizations and other partners concerning such arrangements	395
2. Advice on logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50
3. Advice on cooperation with ad hoc international criminal tribunals and other tribunals of an international character or of a hybrid nature in connection with their activities arising from or relating to peacekeeping operations, as well as on truth and other commissions in the context of peacekeeping operations, including investigative mechanisms into allegations of widespread and systematic violations of humanitarian and human rights law	120
4. Advice on commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	595
5. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90
6. Advice on financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15
7. Arbitration cases, including litigation activities or advisory services relating thereto, through representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	2
8. Advice on maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65
9. Advice on accountability and conduct and discipline of United Nations and associated personnel, including with respect to sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	76
10. Advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	175
11. Cases representing the Secretary-General before the United Nations Appeals Tribunal	20
12. Advice on matters and cases under the system for the administration of justice	240
13. Legal aspects of security, including application of the Security Policy Manual	50
14. Participation in peacekeeping-related standing committees, boards, special investigations and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements guidelines and operating procedures	120
15. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20
16. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	50

(b) Human resources requirements

Posts		*Professional and higher categories*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	*Total*
Total, OLA	Approved 2018/19	–	–	5	9	2	1	17	–	2	–	–	2	19
	Proposed 2019/20	–	–	5	9	2	1	17	–	2	–	–	2	19
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	3 611.4	3 566.9	3 829.0	262.1	7.3
II. Non-post resources					
General temporary assistance	22.6	56.8	58.9	2.1	3.7
Consultants and consulting services	38.3	50.4	50.4	–	–
Official travel	30.8	29.4	28.5	(0.9)	(3.1)
Facilities and infrastructure	4.1	3.8	3.8	–	–
Communications and information technology	101.9	101.0	101.7	0.7	0.7
Other supplies, services and equipment	5.9	3.4	3.6	0.2	5.9
Subtotal	**203.6**	**244.8**	**246.9**	**2.1**	**0.9**
Total, I and II	**3 815.0**	**3 811.7**	**4 075.9**	**264.2**	**6.9**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$3 829.0	$262.1	7.3%

460. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$58.9	$2.1	3.7%

461. The proposed requirements would provide for the replacement of staff on maternity or sick leave (three person-months for staff in the Professional category). The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Consultants and consulting services	$50.4	–	–

462. An amount of $50,400 is proposed for the engagement of one outside legal counsel for three months for advice and assistance in peacekeeping-related legal matters requiring special expertise that is not available in OLA, such as the interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	Variance	
Official travel	$28.5	($0.9)	(3.1%)

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
OLA	28.5	–	–	–	–	28.5

464. The provision is made for the travel of four staff to provide legal support and assistance to peacekeeping missions, within the level approved for the 2018/19 period.

	Cost estimates	Variance	
Facilities and infrastructure	$3.8	–	–

465. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	19	3.8
Total		**3.8**

	Cost estimates	Variance	
Communications and information technology	$101.7	$0.7	0.7%

466. The following table provides a breakdown of the requirements under this budget class, which remain similar to the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	19	5.7
Standard desk phones ($300 per staff member)	19	5.7
Standard OICT service-level agreement ($1,535 per staff member)	19	29.2
Managed output service (printer)	–	8.4
Software, licenses, fees	–	29.4
Other items	–	23.3
Total		**101.7**

	Cost estimates	Variance	
Other supplies, services and equipment	$3.6	$0.2	5.9%

467. The following table provides a breakdown of the requirements under this budget class, which remain similar to the level approved for the 2018/19 period.

Other supplies, services and equipment, by item

Item	Total
Training fees, supplies and services	3.6
Total	**3.6**

K. Department of Global Communications

468. The mandate of the Department of Global Communications (the former Department of Public Information) was established by the General Assembly in its resolution 13 (I). The organization and functions of the Department are set out in Secretary-General's bulletin ST/SGB/1999/10.

469. DGC, consisting of the Office of the Under-Secretary-General, the Strategic Communications Division, the News and Media Division and the Outreach Division, will continue to provide communications advice, guidance and backstopping support to peacekeeping missions, including through field visits and training activities.

(a) Results-based-budgeting framework

470. DGC will continue to provide strategic communications advice, guidance and backstopping support to United Nations peacekeeping missions, including through field visits and training. The Department will continue to conduct outreach to troop- and police-contributing countries that showcase the service and sacrifice of their personnel. The Department will continue to support United Nations peacekeeping platforms, including the multilingual website.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement	Performance measures		2019/20	2018/19	2017/18	2016/17
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping operations indicate overall satisfaction with the quality of strategic communications and public information support provided to them (percentage)	Target		90	90	90	90
		Estimate			90	90	90
		Actual				90	90
	(ii) Stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Target		60	60	60	60
		Estimate			60	60	60
		Actual				60	60

External factors

471. United Nations peacekeeping, external partners and other stakeholders will continue to work together in a timely manner with DGC on public information issues.

Outputs

472. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity

Substantive services

1. Strategic advice and backstopping support to field operations in collaboration with DPO and DOS — 13

2. Field visits to peacekeeping operations to provide communications advice and support in situ — 2

3. Organization and facilitation of a one-week specialized training course, in cooperation with DPO and DOS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters — 1

4. Maintenance of approximately 100 web pages on the peacekeeping website in English, in collaboration with DPO — 100

5. Coordination of maintenance of the peacekeeping website in the other official languages of the United Nations (number of official languages) — 5

6. Serve as mission focal point, in conjunction with DPO and DOS, for the UNLB-hosted content management system introduced for local peacekeeping mission websites to ensure a system that has consistent branding and content that requires minimum maintenance costs for missions — 13

7. Outreach to troop- and police-contributing countries on mission activities by means of social media, press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to participation of individual countries in specific peacekeeping operations (number of countries reached) — 40

8. Quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire (number of stories) — 30

9. Monthly uploading and hosting of peacekeeping-related web videos on UN Web TV and on the United Nations channel on YouTube (number of videos) — 8

10. Feature stories per year on peacekeeping topics for the UN in Action series and distribution to broadcasters worldwide — 5

11. Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed — 2

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Total, DGC	Approved 2018/19	–	–	–	2	–	1	3	–	1	–	–	1	4
	Proposed 2019/20	–	–	–	2	–	1	3	–	1	–	–	1	4
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance Amount	Variance Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	558.2	620.4	655.0	34.6	5.6
II. Non-post resources					
General temporary assistance	–	37.1	37.8	0.7	1.9
Official travel	40.3	34.6	34.6	–	–
Facilities and infrastructure	2.0	2.0	2.0	–	–
Communications and information technology	33.1	41.1	41.1	–	–
Other supplies, services and equipment	3.0	0.9	0.9	–	–
Subtotal	**78.4**	**115.7**	**116.4**	**0.7**	**0.6**
Total, I and II	**636.6**	**736.1**	**771.4**	**35.3**	**4.8**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$655.0	$34.6	5.6%

473. The provision would cover the salaries, common staff costs and staff assessments for the four posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$37.8	$0.7	1.9%

474. The provision would cover the replacement of staff on maternity or sick leave (1.5 person-months for staff in the Professional category and 1.5 person-months for staff in the General Service category). The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Official travel	$34.6	–	–

475. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
DGC	10.7	–	–	–	23.9	34.6

476. DGC plans to travel to UNAMID to work with mission personnel on the development and improvement of communications strategies and to ensure the effective implementation of its public information plan of action.

477. DGC also plans to continue the annual one-week specialized training course in UNLB for global communications staff in peacekeeping operations.

	Cost estimates	Variance	
Facilities and infrastructure	$2.0	–	–

478. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	4	0.8
Other items	–	1.2
Total		**2.0**

	Cost estimates	Variance	
Communications and information technology	$41.1	–	–

479. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	4	1.2
Standard desk phones ($300 per staff member)	4	1.2
Standard OICT service-level agreement ($1,535 per staff member)	4	6.1
Software, licenses, fees	–	22.8
Other items	–	9.8
Total		**41.1**

	Cost estimates	Variance	
Other supplies, services and equipment	$0.9	–	–

480. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Other supplies, services and equipment, by item

Item	Total
Training fees, supplies and services	0.9
Total	**0.9**

L. Department of Safety and Security

481. The mandate of the Department of Safety and Security was established by the General Assembly in its resolution 59/276. DSS will continue to coordinate with key counterparts such as DPO and DOS in the areas of support to the integrated security workforce and mandate implementation.

482. DSS will continue to focus on implementing its mandate by providing security operational and policy guidance, security training and technical guidance to field personnel in peacekeeping missions. In the 2019/20 period, the Department will continue its focus on the implementation of the security risk management process throughout the peacekeeping missions globally. The security risk management process identifies the risk level of threats that may affect United Nations personnel, assets, premises and operations, on the basis of which security management decisions are made and mitigation measures are recommended.

483. On the basis of the authority delegated by the Secretary-General to DSS for the primary management and coordination of all mission (peacekeeping and special political) security personnel and assets, the Department is responsible for providing advice and establishing benchmarks and standards for missions on the security-related aspects of policy, budget and finance, human resources, training, and logistics and procurement. The Department is working to implement the consolidation of all human resources-related issues, including bringing the international safety and security personnel of the Secretariat under a common administrative framework, thereby forming an integrated security workforce.

(a) Results-based-budgeting framework

484. In late 2016, the Secretary-General vested in DSS primary management and coordination authority over all mission (peacekeeping and special political) security personnel and assets. This reform established the Department as the final authority to provide advice and establish benchmarks and standards for missions on the security-related aspects of policy, budget and finance, human resources, training, and logistics and procurement. This new authority has strengthened the budget process in missions, ensuring that mission start-ups are managed in a coordinated manner consistent with the established safety and security standard; enabled the Department to open generic job openings, providing staff with the opportunity to be placed on safety and security rosters; allowed the Department to issue and implement the expanded managed reassignment programme across the integrated security workforce, including for posts within both the Department and the missions; ensured fairness and equality across the integrated security workforce, since staff are now managed under the same legal and policy framework; and granted lateral reassignment authority to the Under-Secretary-General for DSS for Secretariat safety and security staff across departments and missions, ensuring mobility for all staff across the integrated security workforce.

485. DSS will also expand its oversight and provide more support to peacekeeping missions with regard to close protection operations in order to ensure the protection of senior United Nations officials, visiting dignitaries and expert panels.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Implementation in all peacekeeping missions of security risk management process and up-to-date security plans (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(ii) Review of close protection concepts of operations in peacekeeping missions	Target	7	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

486. United Nations peacekeeping partners and local institutions will cooperate on security matters.

Outputs

487. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity

Administrative support services

Overall management

1. Coordination of mobility programme — 1

Other substantive activities

Good offices, fact-finding and other special missions

2. Visits to 13 field missions, the Global Service Centre (Brindisi and Valencia) and RSCE to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats (number of visits) — 19

3. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports) — 4

4. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits) — 6

5. Stress counsellors deployed in peacekeeping missions in response to crises and emergencies (number of counsellors) — 4

6. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports) — 3

Technical material

7. Security risk management process of 13 field missions, the Global Service Centre (Brindisi and Valencia) and RSCE continually reviewed, and advice and guidance on mandate-enabling security risk management measures provided to senior mission officials — 15

8. Security budgets of 13 field missions, the Global Service Centre (Brindisi and Valencia) and RSCE reviewed — 15

9. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs) — 261

10. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and updated (number of training modules) — 7

11. Lessons on the analysis of security threat information and development of best practices for all field missions reviewed and updated (number of lessons) — 29

12. Coordination, monitoring and provision of technical expertise to protective services in peacekeeping operations where close protection operations are deployed (number of field missions) — 7

13. Review and endorsement of personal security risk assessments for senior United Nations officials in peacekeeping missions (number of officials) — 19

Outputs	Quantity
14. Provision of support in the recruitment and deployment of close protection officers in peacekeeping missions (number of job openings posted)	7
15. Conduct of protective services assessments and provision of advice, guidance and assistance to improve operational activities and establish benchmarks for personnel, equipment, training and deployment of personnel delivering close protection operations to senior United Nations officials in field missions (number of comprehensive assessments)	3
Seminars	
16. "Designated official" training for newly appointed heads of missions (number of training sessions)	10
17. Annual workshops for senior security personnel from field missions, the Global Service Centre (Brindisi and Valencia) and RSCE (number of personnel trained)	20
18. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2
19. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40
20. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10
21. Peer helper training workshops (number of workshops)	3
22. Peer helpers trained and certified (number of staff trained and certified)	30
23. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use-of-force policies and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection (number of personnel trained)	170
24. Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	14
International cooperation and inter-agency coordination and liaison	
Other services	
25. Technical standard operating procedures relevant to the acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed, updated and enhanced (number of chapters)	9
26. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10
27. Technical consultation and support provided to DPO/DOS Headquarters managers on psychosocial issues (number of issues/cases addressed)	10

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Security Service	National GS	Subtotal	Total
Posts	Approved 2018/19	–	–	1	5	5	–	11	–	2	3	–	5	16
	Proposed 2019/20	–	–	1	5	5	–	11	–	2	3	–	5	16
	Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Temporary positions	Approved 2018/19	–	–	–	–	–	–	**–**	–	–	–	–	–	–
	Proposed 2019/20	–	–	–	–	2	–	2	–	3	–	–	3	5
	Net change	**–**	**–**	**–**	**–**	**2**	**–**	**2**	**–**	**3**	**–**	**–**	**3**	**5**
Total, DSS	Approved 2018/19	–	–	1	5	5	–	11	–	2	3	–	5	16
	Proposed 2019/20	–	–	1	5	7	–	13	–	5	3	–	8	21
	Net change	**–**	**–**	**–**	**–**	**2**	**–**	**2**	**–**	**3**	**–**	**–**	**3**	**5**

(c)   Justification of general temporary assistance positions

Office of the Under-Secretary-General

Executive Office

1 Administrative Officer (P-3) (establishment)

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

488.   The Secretary-General vested in DSS primary management and coordination authority over all mission (peacekeeping and special political) security personnel and assets through a memorandum dated 28 December 2016. Through this, DSS is authorized to provide advice and establish benchmark standards for missions with regard to the security-related aspects of policy, budget and finance, human resources, training, and logistics and procurement.

489.   Further to the Secretary-General's memorandum, DSS worked to strengthen and unify the security management system in the Secretariat, implementing two key reforms: the vesting of greater oversight and management authority in DSS over security in field missions, and the consolidation of human resources-related issues for the integrated security workforce, including bringing international safety and security personnel of the Secretariat under a common administrative framework.

490.   The geographical locus of United Nations peace operations is expected to remain in difficult and volatile regional, political, operational and security environments, which will require high-intensity engagement. One of the priorities for the 2019/20 period is the implementation of the action plan with regard to the recommendations of the report by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz, entitled "Improving security of United Nations peacekeepers". This makes having a well-managed integrated security workforce even more important. The proposed new staffing, combined with the forthcoming delegation of authority to departments within the strengthened accountability system, are instrumental in enabling DSS to carry out activities related to the integrated security workforce. In this connection, the following four GTA positions are proposed for establishment:

   (a)   The Administrative Officer (P-3) will deal with a variety of human resources, financial and budgetary, logistical and legal and policy matters, and make recommendations to the Executive Officer as appropriate. The incumbent is expected to: (i) provide human resources guidance and policy support to DSS field operations, including peacekeeping operations, to ensure consistency and parity in the application of human resources rules and policies within the integrated security workforce; (ii) take the lead in coordinating with DOS and DSS substantive offices on vacancy management reduction strategies/activities; (iii) oversee and support the roll-out of annual mobility programmes for the integrated security workforce; (iv) provide oversight and policy and Umoja transactional advice to human resources assistants; and (v) take the lead in budget preparation and administration of DSS resources under the support account for peacekeeping operations;

   (b)   The three Human Resources Assistants (GS (OL)) are expected to support the administration of entitlements for DSS staff within the integrated security workforce in the mission setting, including coordinating with peacekeeping missions and RSCE to ensure consistency with regard to actions pertaining to onboarding, separation, field movements, reporting, danger pay and entitlements related to rest and recuperation. The incumbents will be also required to provide technical and operational support for activities related to recruitment and mobility.

Division of Headquarters Security and Safety Services

Protection Coordination Unit

1 Security Coordination Officer (P-3) (establishment)

491. In line with the integration process, as detailed by the memorandum of the Secretary-General on DSS authority dated 28 December 2016, the interdepartmental standard operating procedure on the operational control and management of protective services in field operations as approved by the Under-Secretaries-General for Field Support, Political Affairs, Peacekeeping Operations and Safety and Security and in effect from March 2017, and the inter-office memorandum dated 28 June 2018 on the arrangements to support DSS authority over the Secretariat's integrated security workforce from the acting Under-Secretary-General for Management to the Under-Secretary-General for Safety and Security, the Protection Coordination Unit is required to expand its area of expertise and its oversight, coordination and management of various activities related to operational coordination and operational support of close protection operations at peacekeeping missions. United Nations protective service assets are deployed in seven peacekeeping operations and comprise approximately 115 close protection officers. Protection services, including constant monitoring, assessment and coordination services, are required for at least 20 resident senior United Nations officials, and the planning and coordination of close protection operations are required for visiting senior United Nations officials as well.

492. Consequently, it is proposed that a GTA position of Security Coordination Officer (P-3) be established to enable increased support to close protection operational activities, including: developing complementary close protection policies and guidelines; designing close protection job descriptions; providing technical clearance for selection exercises conducted in peacekeeping operations; assisting chief security advisers and chief security officers in peacekeeping operations with conducting selection processes; identifying close protection assets for surge deployment in peacekeeping operations; conducting close protection reviews and assessment missions to establish benchmarks for close protection assets and increase efficiencies; providing technical guidance to establish close protection structures in newly deployed peacekeeping operations; establishing standards on close protection tactical equipment for procurement; developing and implementing training; and conducting budgetary reviews and preparing presentations to committees of the General Assembly.

(d) **Financial resource requirements**

(Thousands of United States dollars)

	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 868.4	2 559.9	2 702.5	142.6	5.6
II. Non-post resources					
General temporary assistance	248.0	–	403.4	403.4	–
Official travel	573.0	562.5	562.5	–	–
Facilities and infrastructure	0.1	–	4.2	4.2	–
Communications and information technology	62.8	56.7	74.3	17.6	31.0
Other supplies, services and equipment	4.9	4.5	4.5	–	–
Subtotal	**888.8**	**623.7**	**1 048.9**	**425.2**	**68.2**
Total, I and II	**3 757.2**	**3 183.6**	**3 751.4**	**567.8**	**17.8**

(e) **Analysis of financial resource requirements**[1]

	Cost estimates	Variance	
Posts	$2 702.5	$142.6	5.6%

493. The provision would cover the salaries, common staff costs and staff assessments for the 16 posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
General temporary assistance	$403.4	$403.4	–

494. The provision would cover the salaries, common staff costs and staff assessment for the proposed five new positions at a vacancy rate of 50 per cent.

	Cost estimates	Variance	
Official travel	$562.5	–	–

495. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
DSS	216.3	31.4	45.2	–	269.6	562.5

496. Resources are proposed to continue reviewing security management arrangements, assessing crisis preparedness and producing recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats. A provision is made to deploy stress counsellors in the field in response to crises and emergencies.

497. Under training travel, the provision includes training on safety and security policies and procedures for field security personnel, including on use-of-force policies and tactics, the use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection.

	Cost estimates	Variance	
Facilities and infrastructure	$4.2	$4.2	–

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

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	21	4.2
Total		**4.2**

499. The increased provision is based on the standard rates and number of staff.

	Cost estimates	Variance	
Communications and information technology	$74.3	$17.6	31.0%

500. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	16	4.8
Standard equipment for new posts ($1,700 per staff member)	5	8.5
Standard desk phones ($300 per staff member)	21	6.3
Standard OICT service-level agreement ($1,535 per staff member)	21	32.2
Other communication and ICT service costs	–	22.5
Total		**74.3**

501. The increased requirements are related to the provision of standard equipment for new staff as well as mobile services under other items in the table above.

	Cost estimates	Variance	
Other supplies, services and equipment	$4.5	–	–

502. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Other supplies, services and equipment, by item

Item	Total amount
Training fees, supplies and services	4.5
Total	**4.5**

M. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

503. The mandate of the Advisory Committee on Administrative and Budgetary Questions was established by the General Assembly in its resolutions 14 (I) and 32/103 and rules 155, 156 and 157 of its rules of procedure.

504. ACABQ is responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the ACABQ secretariat include the provision of advice and technical support to its members on issues of policy and/or procedures, which include the examination and analysis of the proposals contained in the reports of the Secretary-General as well as all relevant supplementary and background documentation, in order to determine their compliance with legislative mandates, definitions of issues and administrative and financial regulations and rules.

The secretariat is also responsible for drafting the reports of ACABQ, which contain its conclusions and recommendations to the Assembly.

505. Additional activities include the scheduling of ACABQ meetings with DPO, DOS, DMSPC, the Board of Auditors, the Independent Audit Advisory Committee, OIOS and other relevant entities, including the coordination of the appearance of senior officials from these entities and others, as required. The secretariat carries out its activities in close cooperation with the secretariat of the Fifth Committee and other departments and offices of the Secretariat. This collaboration and cooperation include the examination, substantive analysis and clarification required for the preparation of the ACABQ reports and the sharing of information and experience.

(a) Results-based-budgeting framework

506. In support of peacekeeping operations, ACABQ expects to examine and issue reports on 16 proposed budgets, 20 performance reports and 3 policy-related issues submitted by the Secretary-General to the General Assembly, as well as 3 audit-related reports. In addition, ACABQ usually considers approximately seven additional ad hoc requests from the Secretary-General for commitment authority as well as reports on specific thematic areas related to peacekeeping. The ACABQ secretariat's activities in this regard include the provision of advice and technical support to its members on issues of policy and/or procedure and the drafting of the reports of the Committee.

507. Additional activities of the secretariat include the scheduling of an estimated 150 meetings of ACABQ on peacekeeping matters, including with officers from various departments and offices of the Secretariat and the coordination of the appearance of senior officials from those entities before ACABQ.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement	Performance measures		2019/20	2018/19	2017/18	2016/17
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of reports of ACABQ are submitted within the deadline	Target		100	100	100	100
		Estimate			100	100	100
		Actual				100	100
	(ii) 100 per cent of reports of ACABQ are free of error	Target		100	100	100	100
		Estimate			100	100	100
		Actual				100	100

External factors

508. External factors include the priorities as determined by the resolutions and decisions of the General Assembly and the Security Council, and the timely submission of documentation to ACABQ.

Outputs

509. During the 2019/20 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto	
General Assembly	
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
1. Provision of substantive and technical advice and support to meetings of ACABQ	150
2. Provision of timely and accurate support to ACABQ (number of meetings)	150
Parliamentary documentation	
3. Reports of the Secretary-General on peacekeeping matters	49
4. Production of reports of ACABQ	49
5. Well-documented and technically accurate reports that fully reflect the views of ACABQ	49
Other services	
6. Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	150
7. Programme of work: well-managed programme of work of ACABQ (number of meetings)	150

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS*	*Subtotal*	*Total*
Total, secretariat of ACABQ	Approved 2018/19	–	–	1	1	–	–	2	–	–	–	–	–	2
	Proposed 2019/20	–	–	1	1	–	–	2	–	–	–	–	–	2
	Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2017/18)	*Apportionment (2018/19)*	*Cost estimates (2019/20)*	Variance	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	175.5	425.6	460.6	35.0	8.2
II. Non-post resources					
General temporary assistance	197.8	–	–	–	–
Facilities and infrastructure	0.4	1.0	1.0	–	–
Communications and information technology	5.8	6.6	6.6	–	–
Subtotal	**204.0**	**7.6**	**7.6**	**–**	**–**
Total, I and II	**379.5**	**433.2**	**468.2**	**35.0**	**8.1**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$460.6	$35.0	8.2%

510. The provision would cover the salaries, common staff costs and staff assessments for the two posts. The increased requirements result from the centralized standard adjustment in salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	–	–

511. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	2	0.4
Other items	–	0.6
Total		**1.0**

	Cost estimates	Variance	
Communications and information technology	$6.6	–	–

512. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	2	0.6
Standard desk phones ($300 per staff member)	2	0.6
Standard OICT service-level agreement ($1,535 per staff member)	2	3.1
Other items	–	2.3
Total		**6.6**

N. Office of the United Nations High Commissioner for Human Rights

513. The mandate of OHCHR derives from Articles 1, 13 and 55 of the Charter of the United Nations and the Vienna Declaration and Programme of Action and was established by the General Assembly in its resolution 48/141. The functions of OHCHR are set out in the Secretary-General's bulletin ST/SGB/1997/10. The Office comprises the Office of the Under-Secretary-General; the Field Engagement Division; the Thematic Engagement, Special Procedures and Right to Development Division; and the Human Rights Council and Treaty Mechanisms Division.

(a) **Results-based-budgeting framework**

514. OHCHR continues to prioritize addressing mission requests for human rights expertise and support that currently fall outside the established human rights structure in the field and Headquarters. Within existing resources, OHCHR has strengthened its overall effectiveness in delivering human rights backstopping, operational support and human rights advice to peacekeeping operations by consolidating most of its resources dedicated to peacekeeping in New York; however, the day-to-day demands of peacekeeping operations have exposed gaps in human rights expertise responses to peacekeeping needs. The proposed resource requirements also address the need for human rights expertise to assist UNOAU in its support for the African Union and regional peacekeeping operations. OHCHR will also contribute to implementing the shared commitments of the Action for Peacekeeping initiative by supporting the protection responses of peacekeeping operations and strengthening the overall impact of peacekeeping operations. OHCHR will support the implementation of the recommendations of the peacekeeping reviews of MINUSMA and MINUSCA by providing advice and guidance to their human rights components to ensure that they operate at maximum effectiveness.

515. OHCHR will continue to prioritize support to peacekeeping operations with regard to reporting on sexual exploitation and abuse by non-United Nations forces authorized by the Security Council, as mandated by General Assembly resolution 70/286. OHCHR will support DPO and regional peacekeeping centres in training uniformed personnel and senior mission leaders in United Nations and African Union peacekeeping operations. Furthermore, the proposed resource requirements aim to meet increasing demands to ensure the systematic and consistent implementation of the policy on human rights screening of United Nations personnel.

516. The proposed resource requirements respond to the peacekeeping priorities for the 2019/20 period and aim to respond to the most urgent demands of departmental, Member States, troop- and police-contributing countries, peacekeeping operations and regional organizations for human rights support and guidance, and the shared commitments of the Action for Peacekeeping initiative on strengthening protection and partnerships, most notably with the African Union. In order to integrate human rights into peacekeeping priorities for the 2019/20 period, the Field Engagement Division will prioritize the provision of human rights expertise to the Organization's support to the African Union and continue providing dedicated backstopping to MINUSCA and MINUSMA, including by implementing recommendations of the peacekeeping reviews on human rights and protection. The Thematic Engagement, Special Procedures and Right to Development Division will prioritize supporting peacekeeping operations with regard to reporting sexual exploitation and abuse, particularly by non-United Nations forces operating under a Security Council mandate; supporting DPO and DMSPC in ensuring the systematic and consistent implementation of the policy on human rights screening of United Nations personnel; and increasing human rights support to the training by peacekeeping operations and regional peacekeeping centres of uniformed personnel and senior mission leaders in United Nations and African Union peacekeeping operations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2019/20	*2018/19*	*2017/18*	*2016/17*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions on peacekeeping operations incorporate human rights dimensions (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Member States are provided regular briefings and documented reports on human rights	Target	35	35	33	33
		Estimate		35	33	33
		Actual			33	33
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) New or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Target	8	8	8	6
		Estimate		8	6	6
		Actual			8	6
	(ii) Human rights content is integrated into peacekeeping policies and training for mission personnel including military and police, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with human rights-related policies	Target	20	20	20	15
		Estimate		20	6	20
		Actual			21	20
	(iii) Senior peacekeeping posts are more systematically and consistently screened under the policy on human rights screening of United Nations personnel	Target	40	N/A	N/A	75
		Estimate		N/A	N/A	50
		Actual			N/A	82

External factors

517. Security Council mandates for new and existing peacekeeping operations; reviews of existing peacekeeping operations and their reconfiguration, transition or drawdown; changes in the priorities of the Secretary-General; Council authorization or renewal of mandates for non-United Nations forces; and operationalization of the United Nations-African Union peacekeeping partnership.

Outputs

518. During the 2019/20 period, the following outputs will be delivered:

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
Parliamentary documentation	
Reports of the Secretary-General	
1. OHCHR input to and human rights information and recommendations included in regular country and thematic reports of the Secretary-General to the Security Council and General Assembly	10
2. Special measures for protection from sexual exploitation and abuse, as related to sexual exploitation and abuse by non-United Nations forces operating under Security Council mandates	1

Outputs	Quantity

Other substantive activities

Other services

3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations — 20

4. Strategic and technical advice on the inclusion of human rights analysis and priorities in planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown — 6

5. Technical review and clearance provided for public human rights reports drafted by human rights components of peacekeeping operations — 8

6. Monthly advice to human rights components of peacekeeping operations on the integration of human rights that respond to developments in the respective mission areas — 12

7. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components of peacekeeping operations — 4

8. Monthly support to human rights components of peacekeeping operations to provide guidance on performing risk assessments in accordance with the human rights due diligence policy — 12

9. Standard operating procedures for the implementation of the human rights due diligence policy updated — 2

10. Monthly advice to DPO and integrated operational teams in the regional structure on strengthening the implementation of the human rights due diligence policy — 12

11. Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations — 12

12. Integrated human rights content in DPO policies and guidance documents for uniformed personnel, including on implementing protection of civilians mandates — 7

13. Monthly advice provided to peacekeeping operations and mission personnel on handling and reporting on allegations of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate — 12

14. Briefings on prevention and response to sexual exploitation and abuse delivered to United Nations personnel and Member States and regional organizations deploying non-United Nations forces operating under a Security Council mandate — 3

15. Specialized human rights courses/sessions on human rights roles and responsibilities of military and police peacekeeping personnel; workshop for trainers from troop- and police-contributing countries on human rights roles and responsibilities of military and police components; briefings and training sessions on human rights integration in peacekeeping as part of induction and training to senior mission leaders — 8

16. Support to peacekeeping training centres in developing and enhancing human rights training modules and material for predeployment training packages — 1

17. Responses provided to requests from United Nations recruiting entities to assist their information collection and assessments with regard to human rights screening of candidates for senior positions in peacekeeping operations — 50

18. Briefings and training on human rights screening policy and methodology relevant to human rights screening of prospective peacekeeping personnel delivered to United Nations personnel and Member States, and briefing materials developed — 10

19. Technical support and expert advice provided to troop- and police-contributing countries to establish effective domestic human rights screening mechanisms — 2

Good offices, fact-finding and other special missions

20. Predeployment mission to contribute to planning for a human rights component for a new peacekeeping operation or surge capacity deployment of staff to assist human rights components in a crisis situation — 1

21. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations — 9

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS	Subtotal	Total
Posts	Approved 2018/19	–	–	1	4	2	–	7	–	1	–	–	1	8
	Proposed 2019/20	–	–	1	6	3	–	10	–	1	–	–	1	11
	Net change	**–**	**–**	**–**	**2**	**1**	**–**	**3**	**–**	**–**	**–**	**–**	**–**	**3**
Temporary positions	Approved 2018/19	–	–	–	1	1	–	2	–	–	–	–	–	2
	Proposed 2019/20	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
	Net change	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**(2)**	**–**	**–**	**–**	**–**	**–**	**(2)**
Total, OHCHR	Approved 2018/19	–	–	1	5	3	–	9	–	1	–	–	1	10
	Proposed 2019/20	–	–	1	6	3	–	10	–	1	–	–	1	11
	Net change	**–**	**–**	**–**	**1**	**–**	**–**	**1**	**–**	**–**	**–**	**–**	**–**	**1**

(c) Justification of posts

Field Engagement Division

Peace Missions Support Section (Addis Ababa)

1 Human Rights Officer (P-3) (conversion)

519. It is proposed that one GTA position of Human Rights Officer (P-3), which was established in the 2016/17 period and is co-located with UNOAU in Addis Ababa, be converted to a post in the 2019/20 period.

520. The Security Council continues to mandate United Nations and regional peacekeeping operations to promote and protect human rights through specific provisions on core human rights functions, as well as in specialized areas such as transitional justice, conflict-related sexual violence, child protection, support for the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces and cross-cutting multidimensional mandates for the protection of civilians. Expectations of enhanced mandate delivery by peacekeeping operations requires from OHCHR the development of tools and human rights guidance, as well as the provision of advice on implementation for human rights officers, other peacekeeping components and mission leadership. One such area that demands specialized human rights support from OHCHR is the joint United Nations-African Union peacekeeping partnership, which exceeds the established capacity of UNOAU. The conversion is requested as a result of the continuing need to support UNOAU in human rights and protection analysis and operational planning for the deployment of joint United Nations-African Union and United Nations-supported African Union peace operations mandated by the Council.

521. In its resolution 2320 (2016), the Security Council recognized the need to further develop the United Nations-African Union partnership on peacekeeping, including by ensuring compliance with international human rights norms and standards. In the third quarter of 2017, the African Union leadership formally requested, and the Secretary-General agreed to offer, support in the area of human rights, which was reaffirmed by the Council in its resolution 2378 (2017). The effective delivery of the partnership's goals by the United Nations requires continuing specialized human rights expertise from OHCHR beyond current capacity, as identified jointly by the African Union and UNOAU. The African Union requires continuing United Nations support on integrating

human rights and protection analysis in the planning for and deployment of its peacekeeping and United Nations-African Union joint operations, and on ensuring the mission readiness of its troops, including with regard to the provision of United Nations support to African Union peace operations during the planning and deployment of African Union forces. UNOAU does not have its own technical capacity to analyse patterns and trends of human rights violations or identify appropriate responses to human rights protection threats and incorporate them into joint strategic planning for African Union military and police deployments. OHCHR will thus continue to be required to support the United Nations-African Union partnership in peacekeeping through this provision of technical support. Current UNOAU staffing capacity does not include human resources with the specific, technical human rights knowledge to provide such advice in its everyday support activities to the African Union beyond the one GTA Human Rights Officer (P-3) within the OHCHR Peace Missions Support Section and co-located with UNOAU in Addis Ababa.

522. To fill this gap and ensure continuing service to the partnership in line with the Security Council resolutions and the priorities of the Secretary-General, OHCHR proposes the conversion of one GTA position to a post in the Peace Missions Support Section, co-located with UNOAU, to improve the effectiveness and efficiency of United Nations support to the African Union.

Thematic Engagement, Special Procedures and Right to Development Division

Methodology, Education and Training Section (New York)

1 Human Rights Officer (P-4) (conversion)

523. It is proposed that one GTA position of Human Rights Officer (P-4) in New York be converted to a post. The incumbent will provide regular expert advice and support to DPO, DMSPC and peacekeeping operations on aspects related to the prevention of and response to and reporting on sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate, as mandated by the General Assembly in its resolution 70/286. The incumbent will also support the integration of human rights standards into mission-level strategies and measures adopted to address sexual exploitation and abuse.

524. The experience of the past two years has showed that meeting mandated reporting requirements on sexual exploitation and abuse is not a self-coordinating task. The incumbent will ensure the coordination of OHCHR contributions to the annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse, as well as to quarterly reports to the Secretary-General on new allegations received and actions taken. Among other things, this function entails ensuring that the data presented is obtained using sound methodologies and documentation practices while preserving the principle of confidentiality and the protection of victims. Demands for guidance and expert advice to human rights personnel of peacekeeping operations in relation to monitoring, investigation, reporting and follow-up on allegations of sexual exploitation and abuse involving non-United Nations forces have also continued. In the 2018/19 period, the position contributed to the dissemination and supported the implementation of the revised OHCHR internal procedures on handling allegations of sexual exploitation and abuse and provided regular advice to human rights personnel, which led to improvements in the documentation of allegations and notification practices to Headquarters. The incumbent contributed advice and support to the peacekeeping operations (e.g., MINUSCA) with regard to engagement with concerned States for follow-up action on allegations, and provided advice to peacekeeping operations on aspects related to the protection of victims and other human rights issues that can emerge when addressing allegations against United Nations personnel, or as part of the development of country-specific strategies on

protection from sexual exploitation and abuse (e.g., UNMISS). The sustained support in these areas, through an established stable position, is crucial to ensuring systematic and constructive engagement with Member States based on well-documented data and allegations, as well as the consistent integration of victims' protection and human rights principles in United Nations responses to sexual exploitation and abuse.

525. Further to reporting on allegations in accordance with the General Assembly mandate, the conversion of the position will allow the incumbent to take forward key areas of implementation that fall under OHCHR lead responsibility under the Secretary-General's strategy to improve the Organization's system-wide approach to preventing and responding to sexual exploitation and abuse (see A/71/818, A/71/818/Corr.1 and A/71/818/Add.1). One of those key areas is to engage with Member States and regional organizations to harmonize preventive and response measures to address sexual exploitation and abuse applicable to non-United Nations forces with those applicable to United Nations forces, and to work alongside Member States and the Security Council to have such measures reflected in the authorization or renewal of mandates for non-United Nations forces, as well as have them implemented in practice. To that effect, suggestions for expansion of language on protection from sexual exploitation and abuse in relevant resolutions have been adopted by the Council in relation to non-United Nations forces, such as when renewing the mandate of AMISOM. The harmonization of standards has also been a key consideration in support provided by OHCHR, jointly with DPO and DOS, to African Union partners in the context of the African Union-United Nations partnership on peace and security. In the 2018/19 period, the position also contributed to strengthening the quality of United Nations investigations, in particular aspects related to protection of victims, by working collaboratively with OIOS and other members of the United Nations Representatives of Investigative Services on the development of uniform guidelines for investigations of sexual exploitation and abuse and supporting their dissemination.

526. In close partnership with DPO and DMSPC, the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and the Office of the Victims' Rights Advocate, the conversion of this position will also ensure that human rights standards and principles are consistently considered in reviews and development of policy, guidance and strategies on protection from sexual exploitation and abuse in mission settings. To date, this position has contributed to the development of more than 13 policy and guidance documents that have had an impact on the quality of responses by peacekeeping operations to sexual exploitation and abuse and support provided to victims.

527. In addition, the conversion will ensure continuing OHCHR representation in inter-agency coordination meetings led by the Special Coordinator and the Victims' Rights Advocate, as well as in the quarterly meetings of the High-level Steering Group on preventing sexual exploitation and abuse. Over the past years, in view of the additional GTA capacity funded through the support account, OHCHR has made important contributions to field and Headquarters processes to enhance the response of the United Nations to sexual exploitation and abuse. The conversion of the position is, therefore, essential to maintaining the Office's involvement in these efforts and further advancing the activities that have been set in motion over the past years.

Methodology, Education and Training Section (Geneva)

1 Human Rights Officer (P-4) (establishment)

528. It is proposed that one post of Human Rights Officer (P-4) be established in Geneva to focus on the human rights screening of United Nations personnel considered for recruitment for peacekeeping operations, and to coordinate, within OHCHR, responses to screening requests from United Nations entities that recruit peacekeeping

personnel. The incumbent will ensure accuracy of content and coherence and consistency with OHCHR methodology and relevant United Nations policies in the responses provided to screening requests through the application of standardized research and analysis methods and strict confidential protocols. The incumbent will provide policy, methodological and expert advice relating to human rights screening as well as develop and adjust methodological approaches to the various contexts in which screening is undertaken in collaboration with DPO and DOS. The incumbent will also assist DPO and DOS in raising awareness of the policy on human rights screening of United Nations personnel and its implementation through the development of briefing materials adapted to their needs and the delivery of briefings and training to personnel at Headquarters and in the field.

529. With regard to the policy on human rights screening of United Nations personnel, the Section leads the development of a guidance and methodology for the implementation of the policy, both in-house and Secretariat-wide, in cooperation with DMSPC, DPO, DOS and other relevant United Nations entities; provides policy advice to ensure consistency in the United Nations approach to implementing the policy; supports the co-chairing by OHCHR of the interdepartmental working group on human rights screening, of which DPO and DOS are members; gathers good practices based on lessons learned and ensures that they are shared across the human rights components of peacekeeping operations; reviews and advises on OHCHR responses to requests from other Secretariat entities for assistance and information on human rights screening from a methodological perspective and to ensure consistency building in practice; and ensures the dissemination of the policy to staff at the United Nations Office at Geneva and at Headquarters and to field presences. OHCHR has also co-led with OHR a review of implementation of the policy at the United Nations Secretariat.

530. In addition, OHCHR and DPO are collaborating to support the establishment of domestic human rights screening mechanisms in troop- and police-contributing countries to support the screening processes of Member States with regard to personnel they nominate for deployment to peace operations. OHCHR and DPO are also working together to strengthen procedures to address human rights concerns in force and police generation and retention processes for deployment in United Nations peacekeeping operations.

531. There are clear benefits to having work carried out on human rights screening located in proximity to the broader methodology work on human rights monitoring and investigations carried out by the Section. Human rights components of peacekeeping operations are already being requested to produce high-quality and specialized information more frequently, including the profiling of alleged perpetrators that could be used in the application of the policy on human rights screening of United Nations personnel and for other purposes. Furthermore, new practices emerging from the human rights screening work need to be documented and assessed, so that sound methodologies and good practices are shared and replicated, as relevant, in other contexts where peacekeeping operations are deployed.

532. A review of policy implementation conducted in 2015 demonstrated that screening is not a cost-neutral activity. Each request for information to support screening requires several days or weeks to process. For example, the annual OHCHR total workload to respond to screening requests from Secretariat entities corresponds to approximately 510 working days. From 2013 to 2018, OHCHR received more than 500 requests for the screening of personnel who were under consideration for recruitment by EOSG, DPO, DPPA and other entities. Some of those requests involved several candidates. Secretariat entities increasingly seek OHCHR assistance in gathering and analysing available human rights information on candidates for senior positions in peacekeeping operations. In addition, to ensure that the policy on human rights screening is consistently implemented in relation to all screening requests,

guidance and procedures require development and regular review to guarantee a process based on sound and thorough methodologies.

533. This increasing workload has placed significant demands on OHCHR, as research on candidates to respond to screening requests and the development of guidance and tools for the effective implementation of the process have had to be undertaken by staff with other full-time responsibilities. The fact that human rights screening cannot be adequately and consistently achieved within existing resources has been acknowledged since 2015, when the Secretary-General decided to establish a human rights screening entity, which would be hosted in OHCHR and work as a service to the entire United Nations Secretariat. However, as of the time of writing, the human rights screening entity has not yet received any allocation of resources and funds to respond to the high volume of requests, the majority of which emanate from peacekeeping contexts.

(d) **Financial resource requirements**

(Thousands of United States dollars)

				Variance	
Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 498.8	1 471.6	2 004.2	532.6	36.2
II. Non-post resources					
General temporary assistance	306.1	296.8	–	(296.8)	(100.0)
Official travel	179.0	220.8	220.8	–	–
Facilities and infrastructure	–	4.5	3.5	(1.0)	(22.2)
Communications and information technology	8.9	53.2	16.1	(37.1)	(69.7)
Other supplies, services and equipment	0.2	5.2	5.5	0.3	5.8
Subtotal	**494.2**	**580.5**	**245.9**	**(334.6)**	**(57.6)**
Total, I and II	**1 993.0**	**2 052.1**	**2 250.1**	**198.0**	**9.6**

(e) **Analysis of financial resource requirements**[1]

	Cost estimates	Variance	
Posts	$2 004.2	$532.6	36.2%

534. The provision would cover the salaries, common staff costs and staff assessments for the 11 posts. The increased requirements result from: (a) the provision for one new post at 50 per cent vacancy rates; (b) the conversion of two general temporary assistance positions to posts; and (c) the centralized standard adjustment to salaries as set out in paragraphs 13 and 48 to 50 of the present report.

	Cost estimates	Variance
General temporary assistance	($296.8)	(100.0%)

535. As set out in paragraph 534 above, the decreased requirement is due to the proposed conversion of two general temporary assistance positions to posts.

	Cost estimates	Variance	
Official travel	$220.8	–	–

536. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
OHCHR	135.2	28.7	14.2	–	42.7	220.8

537. Resources are proposed for the undertaking of strategic and technical assessment missions to peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations, including for the further implementation of the human rights due diligence policy on United Nations support to non-United Nations forces; quarterly consultations on developments to establish strategic human rights priorities; and briefings on human rights developments, including on the human rights due diligence policy on United Nations support to non-United Nations forces and regional peacekeeping cooperation, to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations.

538. The training travel will facilitate specialized training-of-trainer courses on human rights for police and military personnel and specialized training courses on human rights for peacekeeping personnel.

	Cost estimates	Variance	
Facilities and infrastructure	$3.5	($1.0)	(22.2%)

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

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies ($200 per staff member)	6	1.2
Other items	–	2.3
Total		**3.5**

	Cost estimates	Variance	
Communications and information technology	$16.1	($37.1)	(69.7%)

540. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement ($1,200 per staff member per 4 years)	6	1.8
Standard desk phones ($300 per staff member)	6	1.8
Standard OICT service-level agreement ($1,535 per staff member)	6	9.2
Software, licenses, fees	–	2.1
Other items	–	1.2
Total		**16.1**

541. Standard costs for equipment and communication are applied to staff in New York. No standard provisions are made for staff in Geneva and Addis Ababa.

542. The reduced requirements are due to the completion of the development of an additional module in the human rights cases database used by the human rights components of peacekeeping operations during the 2018/19 period.

	Cost estimates	Variance	
Other supplies, services and equipment	$5.5	$0.3	5.8%

543. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2018/19 period.

Other supplies, services and equipment, by item

Item	Total
Other services	5.5
Total	**5.5**

544. The provision would cover the design, layout and printing of guidance materials on the establishment of human rights components in peacekeeping operations and materials on the integration of human rights into United Nations peacekeeping and the contributions of peacekeeping operations to furthering human rights, which will be used in briefings and consultations, including to Member States and regional organizations.

IV. Action to be taken by the General Assembly

545. **The action proposed to be taken by the General Assembly is as follows:**

(a) **To approve the support account requirements in the amount of $380,767,500 for the 12-month period from 1 July 2019 to 30 June 2020;**

(b) **To apply the unencumbered balance of $18,800 in respect of the financial period from 1 July 2017 to 30 June 2018 to the support account requirements for the period from 1 July 2019 to 30 June 2020;**

(c) **To apply the total amount of other revenue amounting to $3,040,600, comprising investment revenue ($1,152,200) and other miscellaneous revenue ($277,900) and cancellations of prior-period obligations ($1,610,500) in respect of the period from 1 July 2017 to 30 June 2018 to the support account requirements for the period from 1 July 2019 to 30 June 2020;**

(d)   **To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2018, in the amount of $1,973,400, to the support account requirements for the period from 1 July 2019 to 30 June 2020;**

(e)   **To prorate the balance of $375,734,700 among the budgets of the active peacekeeping operations for the financial period from 1 July 2019 to 30 June 2020.**

Annex I

Proposed staffing of the Department of Peace Operations for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(79 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	2 D-2	
1 D-1	2 D-1	
1 GS-OL	9 P-5	
	15 P-4	
	1 P-4[a]	
	22 P-3	
	4 P-2	
	2 GS-PL	
	21 GS-OL	
	1 GS-OL[a]	

DPO under single regional political-operational structure
(67 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	5 D-1	
3 D-2	10 P-5	
3 D-1	19 P-4	
2 P-5	12 P-3	
1 P-3	5 P-2	
6 GS-OL	16 GS-OL	

Office of Military Affairs
(127 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	
2 GS-OL	1 D-1	
	9 P-5	
	84 P-4	
	14 P-3	
	18 GS-OL	

Office of Rule of Law and Security Institutions
(106 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-4[b]
1 D-2	3 D-1	
1 P-5	9 P-5	
	44 P-4	
	3 P-4[a]	
	30 P-3	
	16 GS-OL	

Policy, Evaluation and Training Division
(57 support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 P-2	1 D-2	1 P-3[c]
1 GS-OL	2 D-1	
	6 P-5	
	21 P-4	
	13 P-3	
	12 GS-OL	
	2 NGS	

[a] Conversion.
[b] Continuation of GTA.
[c] New GTA position.

Annex II

Proposed staffing of the United Nations Office to the African Union for the period from 1 July 2019 to 30 June 2020

Office of the Special Representative of the Secretary-General
Head of Office
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
1 P-4		
1 NGS		

Administrative Support Section
(20 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-4	
	2 P-3	
	7 FS	
	10 NGS	

Office of the Chief of Staff
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 D-1	
	2 P-4	
	1 FS	
	1 NPO	
	1 NGS	

Office of the Deputy Head of Office
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-4	
1 NGS	1 P-3	

Political Affairs Section
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5	6 P-4	
	1 NGS	

Institutional and Operational Partnership Service
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
	1 D-1	

Operational Planning and Advisory Section
(9 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5	
	7 P-4	
	1 NGS	

Mission Support Planning Section
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5	
	3 P-4	
	1 NGS	

Annex III

Proposed staffing of the Department of Operational Support for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(27 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	3 P-5	
1 D-1	7 P-4	
	8 P-3	
	9 GS-OL	

Office of Support Operations
(126 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-4[b]
1 D-2	3 D-1	10 P-3[b]
1 D-1	8 P-5	3 GS-OL[b]
5 P-5	21 P-4	
7 P-4	26 P-3	
3 P-3	3 P-2	
3 P-2	10 GS-PL	
1 GS-PL	54 GS-OL	
16 GS-OL		

Office of Supply Chain Management
(213 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	2 P-3[b]
2 D-2	4 D-1	1 GS-OL[b]
2 D-1	12 P-5	
2 P-5	48 P-4	
1 P-4	77 P-3	
4 P-3	4 P-2	
4 P-2	6 GS-PL	
26 GS-OL	61 GS-OL	

Division for Special Activities
(48 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	2 D-1	
1 P-5	9 P-5	
1 P-4	11 P-4	
1 GS-OL	7 P-3	
	3 GS-PL	
	16 GS-OL	

Division of Administration, New York
(23 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
2 D-1	2 P-4	
4 P-5	4 P-3	
8 P-4	2 P-2	
5 P-3	1 GS-PL	
5 P-2	11 GS-OL	
11 GS-PL	2 GS-OL[a]	
141 GS-OL		
95 TC		

[a] Redeployment.
[b] Continuation of GTA.

Annex IV

Proposed staffing of the Department of Management Strategy, Policy and Compliance for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-3[a]
2 D-2	4 P-4	
2 D-1	3 P-3	
7 P-5	2 GS-OL	
5 P-4		
6 P-3		
1 P-2		
3 GS-PL		
18 GS-OL		

Office of Programme Planning, Finance and Budget
(97 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-4[a]
2 D-2	1 D-1	1 GS-OL[a]
8 D-1	6 P-5	
7 P-5	28 P-4	
17 P-4	18 P-3	
9 P-3	2 P-3[b]	
6 P-2	1 P-2	
5 GS-PL	3 GS-PL	
32 GS-OL	1 GS-PL[c]	
	37 GS-OL	
	-1 GS-OL[c]	

Office of Human Resources
(40 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-1	1 P-4[a]
2 D-2	4 P-5	1 P-3[a]
3 D-1	15 P-4	
12 P-5	7 P-3	
16 P-4	1 P-3[b]	
12 P-3	3 P-2	
12 P-2	11 GS-OL	
7 GS-PL	-2 GS-OL[d]	
23 GS-OL		

Business Transformation and Accountability Division
(48 support account posts)

Posts		GTA
Regular budget	Support Account	Support account
1 D-2	3 P-5	1 P-4[a]
3 D-1	11 P-4	
7 P-5	12 P-3	
8 P-4	3 P-2	
10 P-3	1 GS-PL	
5 P-2	18 GS-OL	
3 GS-PL		
5 GS-OL		

[a] Continuation of GTA.
[b] Conversion.
[c] Reclassification.
[d] Redeployment.

Annex V

Proposed staffing of the Office of Information and Communications Technology for the period from 1 July 2019 to 30 June 2020

Cybersecurity Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5		
5 P-4		
2 P-3		
1 P-2		
4 GS-OL		

Office of the Assistant Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG		
1 P-3		
2 GS-OL		

Enterprise Programme Management Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5		
1 P-4		
3 GS-PL		
7 GS-OL		

Operations Support Division
(28 support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 D-1	1 D-2	
3 P-5	1 D-1	
6 P-4	2 P-5	
13 P-3	7 P-4	
2 P-2	6 P-3	
8 GS-PL	4 GS-PL	
31 GS-OL	7 GS-OL	

Specialists

	1 P-4	
	1 P-3	

Policy, Strategy and Governance Division
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-4	
1 D-1	2 P-3	
4 P-5	1 P-2	
5 P-4		
6 P-3		
1 GS-PL		
7 GS-OL		

Enterprise Solutions Service
(22 support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 D-1	5 P-4	1 P-4[a]
6 P-5	3 P-3	2 P-3[a]
7 P-4	2 P-2	
14 P-3	1 GS-PL	
9 P-2	11 GS-OL	
3 GS-PL		
12 GS-OL		
1 LL		

[a] Continuation of GTA.

Annex VI

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 P-3	
1 ASG	1 GS-PL	
2 P-5	2 GS-OL	
2 P-4		
2 P-3		
2 GS-PL		
5 GS-OL		

Internal Audit Division
(81 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 D-1	
2 D-1	10 P-5	
5 P-5	29 P-4	
10 P-4	6 P-4[a]	
10 P-3	16 P-3	
6 P-2	4 P-3[a]	
4 GS-PL	-1 P-3[b]	
6 GS-OL	4 GS-OL	
	11 FS	
	-1 FS[c]	
	3 NGS	
	-1 NGS[d]	

Investigations Division
(42 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	2 D-1	1 P-5[e]
1 D-1	6 P-5	3 P-4[e]
3 P-5	-1 P-5[c]	11 P-3e
11 P-4	10 P-4	1 GS-OL[e]
6 P-3	16 P-3	3 NGS[e]
3 P-2	2 GS-PL	
2 GS-PL	4 GS-OL	
5 GS-OL	1 FS	
1 LL	2 NGS	

Inspection and Evaluation Division
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
3 P-5	4 P-4	
5 P-4	1 P-4[c]	
4 P-3	2 P-3	
5 P-2	1 P-3[b]	
4 GS-OL	1 NGS[c]	

[a] Conversion.
[b] Reassignment effective 1 February 2020.
[c] Reassignment.
[d] Abolishment effective 1 February 2020.
[e] Continuation of GTA.

Annex VII

Proposed staffing of the Executive Office of the Secretary-General for the period from 1 July 2019 to 30 June 2020

Office of the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1		
1 P-5		
2 GS-PL		
3 GS-OL		

Office of the Deputy Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 DSG		
1 D-1		
1 P-4		
1 GS-PL		
3 GS-OL		

Office of the Senior Adviser on Policy
(No support account posts)

Posts		GTA
Regular Budget	Support account	Support account
1 USG		
1 D-1		
1 P-4		
1 P-2		
2 GS-OL		

Office of the Chef de Cabinet
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
1 D-2		
2 D-1		
1 P-5		
1 GS-PL		
3 GS-OL		

Office of Sustainable Development
(No support account posts)

Posts		GTA
Regular Budget	Support account	Support account
1 D-2		
1 P-5		
1 P-4		
1 P-3		
2 GS-OL		

Office of Management and Administration
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1		
2 P-5		
1 GS-PL		
11 GS-OL		

Office of Scheduling and Travel
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 P-4		
1 P-3		
6 GS-OL		

Office of Strategic Coordination
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG		
1 P-4		
1 P-2		
1 GS-OL		

Office of Strategic Planning and Monitoring
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
1 P-5		
1 P-3		
1 GS-OL		

Office of the Spokesperson
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
1 P-5		
2 P-4		
2 P-3		
2 GS-PL		
4 GS-OL		

Strategic Communication and Speech Writing Unit
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 D-1	
1 P-5		
1 P-4		
1 P-3		
2 GS-OL		

Office of Political, Peacekeeping, Humanitarian and Human Rights
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	2 P-5	
2 P-4	2 GS-OL	
1 GS-OL		

Office of the Rule of Law
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1		
1 P-5		
1 P-3		
1 GS-OL		

Annex VIII

Proposed staffing of the Office of Staff Legal Assistance for the period from 1 July 2019 to 30 June 2020

Office of Staff Legal Assistance
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2 3 GS-OL Geneva 1 P-3 Nairobi 1 P-3 Beirut 1 P-3 Addis Ababa 1 P-3	Nairobi 1 P-3	

Annex IX

Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period from 1 July 2019 to 30 June 2020

Office of the United Nations Ombudsman and Mediation Services
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 D-1 2 P-5 2 P-4 1 P-3 3 GS-OL	1 P-5 1 P-4 1 GS-OL	

Bangkok
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS-OL		

Geneva
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS-OL		

Nairobi
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS-OL		

Santiago
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS-OL		

Vienna
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 GS-OL		

Goma
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 1 P-3 1 FS	

Entebbe
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
	1 P-5 1 P-3 1 FS	2 P-4[a]

[a] Continuation of GTA.

Annex X

Proposed staffing of the Ethics Office for the period from 1 July 2019 to 30 June 2020

Ethics Office
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
1 P-5	1 P-3	
2 P-4	1 GS-OL	
2 P-3		
1 P-2		
1 GS-PL		
1 GS-OL		

Annex XI

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
2 P-5		
1 P-4		
1 P-3		
1 GS-PL		
6 GS-OL		

Treaty Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5		
2 P-4		
4 P-3		
5 P-2		
7 GS-PL		
6 GS-OL		

Office of the Legal Counsel
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 P-5	
1 D-1	3 P-4	
2 P-5	1 P-2	
1 P-4	1 GS-OL	
1 P-3		
1 P-2		
1 GS-PL		
3 GS-OL		

General Legal Division
(13 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	4 P-5	
1 D-1	6 P-4	
4 P-5	2 P-3	
5 P-4	1 GS-OL	
4 P-3		
1 P-2		
6 GS-OL		

Codification Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
2 D-1		
2 P-5		
3 P-4		
3 P-3		
3 P-2		
1 GS-PL		
6 GS-OL		

Division for Ocean Affairs and the Law of the Sea
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
2 D-1		
5 P-5		
5 P-4		
8 P-3		
3 P-2		
1 GS-PL		
9 GS-OL		

International Trade Law Division (Vienna)
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
1 D-1		
3 P-5		
5 P-4		
3 P-3		
1 P-2		
5 GS-OL		

Annex XII

Proposed staffing of the Department of Global Communications for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
2 D-1		
2 P-5		
2 P-4		
4 P-3		
3 P-2		
1 GS-PL		
19 GS-OL		

Strategic Communications Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	2 P-4	
11 D-1		
20 P-5		
19 P-4		
21 P-3		
9 P-2		
2 GS-PL		
35 GS-OL		
147 LL		
50 NPO		

News and Media Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-2	
3 D-1	1 GS-OL	
6 P-5		
32 P-4		
55 P-3		
26 P-2		
4 GS-PL		
80 GS-OL		

Outreach Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
2 D-1		
5 P-5		
19 P-4		
24 P-3		
19 P-2		
71 GS-OL		

Annex XIII

Proposed staffing of the Department of Safety and Security for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		1 P-3[a]
1 ASG		3 GS-OL[a]
2 D-1		
3 P-5		
5 P-4		
5 P-3		
2 P-2		
3 GS-PL		
11 GS-OL		

Division of Headquarters Security and Safety Services
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-3	1 P-3[a]
2 D-1	3 SS	
4 P-5		
12 P-4		
10 P-3		
5 P-2		
7 GS-PL		
153 GS-OL		
460 SS		
512 LL		

Division of Regional Operations
(11 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
8 D-1	4 P-4	
25 P-5	4 P-3	
184 P-4	2 GS-OL	
106 P-3		
13 P-2		
1 GS-PL		
20 GS-OL		
408 LL		

Field Support Services
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1	1 P-4	
2 P-5		
12 P-4		
9 P-3		
1 GS-PL		
6 GS-OL		
2 LL		

[a] New GTA position.

Annex XIV

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2019 to 30 June 2020

Secretariat of the Advisory Committee on Administrative and Budgetary Questions (2 support account posts)		
Posts		**GTA**
Regular budget	Support account	Support account
1 D-2	1 P-5	
1 D-1	1 P-4	
2 P-5		
3 P-4		
1 GS-PL		
2 GS-OL		

Annex XV

Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period from 1 July 2019 to 30 June 2020

Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
2 ASG		
2 D-1		
9 P-5		
11 P-4		
7 P-3		
1 P-2		
3 GS-PL		
20 GS-OL		

External Relations
(No support account posts)

Posts		GTA
Regular budget	Support account	Supporta account
1 P-5		
1 P-4		
1 P-3		
1 GS-PL		
8 GS-OL		

Thematic Engagement, Special Procedures and Right to Development Division
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-4	
3 D-1	1 P-4[a]	
11 P-5	1 P-4[b]	
29 P-4		
40 P-3		
7 P-2		
14 GS-OL		

Human Rights Council and Treaty Mechanisms Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2		
3 D-1		
6 P-5		
35 P-4		
56 P-3		
9 P-2		
23 GS-OL		

Field Engagement Division
(8 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
2 D-1	3 P-4	
7 P-5	2 P-3	
11 P-4	1 P-3[b]	
19 P-3	1 GS-OL	
5 P-2		
15 GS-OL		

Field Presences
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
11 P-5		
12 P-4		
28 P-3		
1 NPO		
4 LL		

[a] Establishment.
[b] Conversion.

Annex XVI

Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 71/295, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Resolution 71/295

Decision/request	Action taken to implement decision/request
Requests the Secretary-General to streamline his report on the support account submitted for consideration by the General Assembly, making it more strategic and analytical, and encourages the increased use of tables and graphics (para. 10).	In accordance with the request by the General Assembly, the present report has been streamlined by highlighting the main issues up front with increased use of tables and analytical graphics. In line with budget reports for peacekeeping missions, the analysis of financial information is now focused on variances and post requirements have been made more concise.

B. Advisory Committee on Administrative and Budgetary Questions

(A/72/857)

Request/recommendation	Action taken to implement request/recommendation
Taking into consideration existing capacity and the expanded responsibilities of the Peacekeeping Financing Division, the Advisory Committee is of the view that an assessment of the functions and responsibilities of the Field Budget and Finance Division and the Peacekeeping Financing Division would be necessary prior to the submission of the next support account budget proposal should the current distribution of functions and responsibilities continue. The Committee considers that the assessment should take into account such factors as workload and functional capacity (para. 38).	In accordance with General Assembly resolution 72/266 on shifting the management paradigm in the United Nations, the functions and responsibilities of the Field Budget and Finance Division and the Peacekeeping Financing Division have been redistributed under the new structure of the Secretariat.
The Committee reiterates that a vacancy factor of 50 per cent should be applied to posts proposed for reassignment (see A/71/883, para. 98) (para. 43).	In accordance with the view of ACABQ, salary provisions for proposed reassignments of posts/positions have been calculated with the application of a vacancy factor of 50 per cent.

Request/recommendation	Action taken to implement request/recommendation
The Advisory Committee is of the view that the resources required for carrying out investigations into sexual harassment cases necessitate further clarification. The Committee stresses the need for greater clarity regarding the overall current and long-term needs, given the recent surge in awareness regarding the issue, and the capacities available for sexual harassment cases from different Organizational stakeholders and sources of funding. The Committee recalls that sexual harassment is prohibited conduct and is regulated by the Secretary-General's bulletin on the prohibition of discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2008/5), which provides a number of avenues for informal resolution as well as formal resolution. Therefore, the Committee is of the view that greater clarity is needed regarding Organizational initiatives to tackle the issue of sexual harassment, given pre-existing mechanisms and procedures (para. 50).	Since the issue of sexual harassment was addressed by the Secretary-General in February 2018, the number of reports made to OIOS by victims of sexual harassment has significantly increased.

• Actual number of reports in 2016: 15

• Actual number of reports in 2017: 21

• Actual number of reports in 2018: 81

The number of reports received in 2018 is nearly four times that of the previous year. In the first three quarters of 2018, OIOS opened 31 sexual harassment investigations, a 244 per cent increase compared with the same period in 2017.

Sexual harassment is generally assumed to be largely underreported. The strategies to combat sexual harassment currently being developed by the United Nations System Chief Executives Board for Coordination are designed (in part) to deal with the culture of underreporting, improve and shorten investigations and improve accountability.

As the culture of the Organization in relation to sexual harassment evolves, it is believed that the reporting of incidents of sexual harassment will increase further, which in turn will increase the need for specialized investigators. By the time a report is made to OIOS, the time for informal resolution has generally passed, and it should be noted that a significant proportion of the complaints received by OIOS are not matters that would be suitable for informal resolution. |