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Financing of the United Nations Peacekeeping Force in Cyprus

Budget for the United Nations Peacekeeping Force in Cyprus for the period from 1 July 2021 to 30 June 2022

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Peacekeeping Force in Cyprus (UNFICYP) for the period from 1 July 2021 to 30 June 2022, which amounts to \$54,894,300 exclusive of budgeted voluntary contributions in kind in the amount of \$443,000.

The proposed budget in the amount of \$54,894,300 represents an increase of \$3.1 million, or 6.1 per cent, compared with the apportionment of \$51,750,100 for the 2020/21 period.

The proposed budget provides for the deployment of up to 860 military contingent personnel, 69 United Nations police officers, 42 international staff (including two temporary positions) and 122 national staff.

The total resource requirements for UNFICYP for the financial period from 1 July 2021 to 30 June 2022 have been linked to the objective of the Force through a number of results-based frameworks, organized according to components (political and civil affairs, military, United Nations police, and support). The human resources of the Force in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Force, which can be attributed to the Force as a whole.

The explanations of variances in resource levels, both human and financial, have been linked, where applicable, to specific outputs planned by the Force.

Financial resources

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

Category	Expenditures (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Military and police personnel	21 456.4	21 870.5	22 432.9	562.4	2.6
Civilian personnel	14 616.1	15 537.4	16 994.3	1 456.9	9.4
Operational costs	13 320.0	14 342.2	15 467.1	1 124.9	7.8
Gross requirements	49 392.5	51 750.1	54 894.3	3 144.2	6.1
Staff assessment income	2 417.8	2 612.7	2 767.6	154.9	5.9
Net requirements	46 974.7	49 137.4	52 126.7	2 989.3	6.1
Voluntary contributions in kind (budgeted)	411.2	503.0	443.0	(60.0)	(11.9)
Total requirements	49 803.7	52 253.1	55 337.3	3 084.2	5.9

Human resources^a

	<i>Military contingents</i>	<i>United Nations police</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>Total</i>
Executive direction and management						
Approved 2020/21	–	–	4	–	–	4
Proposed 2021/22	–	–	4	–	–	4
Components						
Political and civil affairs						
Approved 2020/21	–	–	12	20	–	32
Proposed 2021/22	–	–	13	20	–	33
Military						
Approved 2020/21	834	–	2	1	–	837
Proposed 2021/22	834	–	2	1	–	837
United Nations police						
Approved 2020/21	–	69	1	1	–	71
Proposed 2021/22	–	69	1	1	–	71
Support						
Approved 2020/21	26	–	19	100	2	147
Proposed 2021/22	26	–	20	100	2	148
Total						
Approved 2020/21	860	69	38	122	2	1 091
Proposed 2021/22	860	69	40	122	2	1 093
Net change						
	–	–	2	–	–	2

^a Represents highest level of authorized/proposed strength.

^b Includes 7 National Professional Officers and 115 national General Service staff.

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Peacekeeping Force in Cyprus (UNFICYP) was established by the Security Council in its resolution [186 \(1964\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2561 \(2021\)](#), by which the Council extended the mandate until 31 July 2021.
2. The Force is mandated to help the Security Council achieve the overall objective of ensuring peace and security in Cyprus and a return to normal conditions.
3. Within this overall objective, UNFICYP will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (political and civil affairs, military, United Nations police, and support), which are derived from the mandate of the Force.
4. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Force and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNFICYP in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Force as a whole. Variances in the number of personnel, compared with the approved budget for the 2020/21 period, have been explained under the respective components.
5. The headquarters for the Force and sector 2, and the Office of the Special Representative of the Secretary-General/Head of Mission, are located in Nicosia, while the headquarters for sectors 1 and 4 are based in Skouriotissa and Famagusta, respectively. The Force provides administrative, logistical and technical support for the substantive, military and United Nations police personnel located at its main sector headquarters and deployed in six camps, 12 patrol bases and observation posts and eight United Nations police stations across the island.

B. Planning assumptions and mission support initiatives

6. The Security Council, in its resolution [2561 \(2021\)](#), requested the Secretary-General to report on progress towards reaching a consensus starting point for meaningful results-oriented negotiations. In the same resolution, the Council urged the sides to renew their efforts to achieve an enduring, comprehensive and just settlement based on a bicomunal, bizonal federation with political equality, as set out in relevant Security Council resolutions, including in paragraph 4 of resolution [716 \(1991\)](#). In the absence of ongoing negotiations to reach a comprehensive settlement of the Cyprus issue and limited intercommunal contacts and cooperation between the sides, tensions between the two communities have increased. As a result, more violations of the ceasefire in and around the buffer zone have been reported.
7. Consequently, the need to continue to build trust between the two communities has increased. Taking into consideration the overarching perception among the stakeholders that the peace process would be unlikely to progress in the immediate future, this uncertainty would increase the expectations and demands placed on UNFICYP.
8. In the light of the absence of continued direct communication between the sides, and in line with the decisions of the Security Council in its resolutions [2537 \(2020\)](#) and [2561 \(2021\)](#), UNFICYP will continue to support liaison and engagement with the

sides across all components, including intercommunal contacts to maintain stability and calm, thereby contributing effectively to conditions conducive to progress towards reaching a potential settlement agreement.

9. In its resolution [2561 \(2021\)](#), the Security Council reiterated its call for the establishment of an effective mechanism for direct military contacts between the sides. In its previous resolutions, the Council called for the sides and the relevant involved parties, with UNFICYP as facilitator through its liaison role, to intensify their efforts to establish a mechanism for direct contact at the military level, and to continue to explore ways to establish mechanisms and enhance existing initiatives where necessary for effectively alleviating tensions, increasing joint efforts on criminal matters and to help address island-wide matters that affect all Cypriots. Should the efforts of UNFICYP to secure agreement on the establishment of a direct military mechanism and/or mechanisms of a civilian or law enforcement nature advance progress, the Force will be required to provide the sides and relevant parties with facilitation, technical expertise and secretariat functions, as appropriate.

10. The number of authorized and unauthorized civilian activities in the buffer zone, such as farming and illegal hunting, poses a continued concern, as they increase the risk of tension, not only between civilians but also between civilians and opposing forces. This in turn has increased tension between the opposing forces themselves. Additional work will continue to be required of the Force to reduce and manage any potential increase in tension between the two communities. Understanding local perceptions and performing effective and coordinated local-level military and civilian liaison will be particularly important in handling these tensions and maintaining a calm and stable environment in the area as well as the integrity of the buffer zone, through military and police patrols, liaison, engagement and coordination.

11. UNFICYP will support confidence-building measures to bolster conditions conducive to progress towards the resumption of a viable settlement process, including the facilitation of six technical committees and through an agreement on the terms of reference. The Force will continue to engage closely with the opposing forces to ensure that tensions remain low, as well as to address the security issues of the suspected hazardous areas in Cyprus.

12. The Security Council, in its resolution [2430 \(2018\)](#), emphasized the need to enhance intercommunal contacts and to strengthen the participation of civil society, with a specific focus on women and young people. UNFICYP, as a trusted international actor, will continue its support for civil society and will leverage its new decentralized structure to increase its reach to, and work with, local organizations outside Nicosia. The outreach to local organizations outside Nicosia will continue to be carried out concurrently with the work of the Civil Affairs Section in mapping the buffer zone, assessing applications and issuing permits, and facilitating humanitarian assistance and meetings on religious matters.

13. The Security Council, in its resolution [1325 \(2000\)](#), stressed the importance of women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. In the same resolution, the Council expressed its willingness to incorporate a gender perspective into peacekeeping operations and urged the Secretary-General to ensure that, where appropriate, field operations included a gender component. The Council, in its resolution [2467 \(2019\)](#), expressed its concern at the frequent underrepresentation of women in many formal processes and bodies related to the maintenance of international peace and security, the relatively low number of women in senior positions in political, peace and security-related national, regional and international institutions, the lack of adequate gender-sensitive humanitarian responses and support for women's leadership roles in these settings, insufficient financing for women, peace and security, and the resulting

detrimental impact on the maintenance of international peace and security. In that regard, during the 2021/22 period, UNFICYP will continue to implement the gender-mainstreaming mandate as outlined in the Administration's policy on gender-responsive United Nations peacekeeping operations.

14. In Cyprus, recent perception surveys indicated that the fears and security needs of women are rarely addressed during the peace talks. In the light of the emphasis placed by the Security Council, in its resolution [2561 \(2021\)](#), UNFICYP will strengthen its effort to support women's meaningful participation in all aspects of the peace process.

15. In the context of strategic planning and evaluation, UNFICYP is one of several pilot missions involved in the implementation of the Comprehensive Planning and Performance Assessment System, which began in February 2019. Since then, UNFICYP has finalized its performance framework and indicators, conducted context mappings, stakeholder analyses and performance assessments on mission activities, and completed one year of quarterly indicator reporting and assessments. Through the System, UNFICYP has greatly enhanced data collection and analysis processes, thereby enabling the Force to more effectively and empirically measure and demonstrate impact and performance across all mandated activities. Using the System's indicators, UNFICYP assesses its impact in areas that are typically difficult to measure, such as looking at how preventive actions on the ground, through liaison and engagement, are contributing in a practical manner towards fostering a conducive environment for the peace process. As part of the next phase, System data and assessments will be applied more systematically, thereby demonstrating performance against mandated tasks using enhanced empirical information. The implementation of the Comprehensive Planning and Performance Assessment System has strengthened the integrated approach to mandate implementation. Nevertheless, the continuing implementation requirements, which are expected to increase in the 2021/22 period, have highlighted the need for strengthened civilian planning capacity to ensure well-informed and holistic strategic planning for mandate implementation. The Force seeks to strengthen its planning, monitoring and evaluation capacity through the proposed establishment of a dedicated planning resource in the Office of the Senior Adviser.

16. The support component will continue to provide the logistical, administrative and security services necessary for UNFICYP to implement its mandate. As in prior periods, the major assumptions underlying the operations and plans of the Force during the 2021/22 period are driven largely by the provision of the resources necessary to effectively and fully implement the mandate of the Force, while taking initiatives to achieve further efficiencies, where feasible.

17. While it is envisaged that the field technology infrastructure of the Force will remain largely unchanged during the 2021/22 period, UNFICYP, with the support of the United Nations Logistics Base, will, as part of its situational awareness programme, continue to facilitate the development and implementation of the global mission common operational picture, a cross-cutting initiative for peacekeeping operations in the field. The common operational picture will be an integral part of the system to manage the buffer zone in support of mandated civil affairs activities across all of the Force's pillars. Similarly, the Force will continue to extend the coverage of the current closed-circuit television network through the implementation of the second year of a three-year project to install additional camera systems in critical operational locations throughout the buffer zone to assist with the observation of unauthorized activity.

18. With regard to the continued commitment of UNFICYP to reducing its environmental footprint in line with the environment strategy of the Administration,

the Force will continue to invest in clean and renewable energy through the installation of energy-efficient indoor lighting at three of its locations and the implementation of smart sensors and meters in line with recent advances in technology, including implementation of the field remote infrastructure management system, another cross-cutting initiative developed and supported by the United Nations Logistics Base. In addition, the installation of solar plants, for which approval from the host Government has been granted, will be fully functional by the beginning of the 2021/22 period. The Force will enhance the security arrangements around the United Nations Protected Area and will commence the phased refurbishing of the security perimeter fence, starting with 2 km out of a total perimeter fence line of 12 km.

19. With regard to ground transportation, the Force will implement the final year of its five-year vehicle acquisitions plan to replace 20 leased vehicles with United Nations-owned vehicles. The replaced fleet comprises hybrid sedans and vehicles equipped with Euro 6 standard engines, which are environmentally friendly and have reduced emissions levels. In addition, to enhance efficiencies already achieved in the management of aircraft, vehicles and generators, as well as to curtail fuel wastage, the Force will continue to improve fuel storage infrastructure with the phased replacement of fuel tanks that have deteriorated and are obsolete.

C. Regional mission cooperation

20. UNFICYP will continue to ensure coordination with other United Nations missions in the region, namely, the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF), the United Nations Truce Supervision Organization, the Office of the United Nations Special Coordinator for Lebanon and the Office of the United Nations Special Coordinator for the Middle East Peace Process.

21. Through the coordination of the Regional Field Technology Section, UNIFIL provides UNFICYP with strategic management for the coordination and implementation of field technology services aligned with United Nations Headquarters guidelines, with the aim of reducing service disparities, producing economies of scale and eliminating duplication of effort among the peacekeeping missions in the region. The Force will participate in regional training initiatives to achieve the cost-effective delivery of common programmes. Furthermore, the Force will request assistance from UNIFIL, when required, with regard to HIV/AIDS counselling and conduct and discipline matters as part of regional cooperation initiatives between missions in close proximity, including prevention activities, such as induction briefings and the provision of mandatory conduct and discipline training, in particular with respect to the prevention of sexual exploitation and sexual abuse, sexual harassment and fraud, as well as targeted training in accordance with the strategy to address the issue of prohibited conduct.

22. During the 2021/22 period, UNFICYP will be supported by the Kuwait Joint Support Office, where one General Service staff member is embedded, in the processing of payroll for the Force's national staff and individual uniformed personnel.

D. Partnerships and country team coordination

23. The Special Representative of the Secretary-General/Head of Mission will continue to lead and coordinate expertise from the United Nations country team in Cyprus, which includes the Secretary-General's good offices in Cyprus, the United Nations Development Programme, the Office of the United Nations High

Commissioner for Refugees, the International Organization for Migration and the Committee on Missing Persons in Cyprus in a common effort to help to create an environment conducive to peace.

24. UNFICYP will continue to assist the Special Representative of the Secretary-General/Head of Mission in her role as Deputy Special Adviser to the Secretary-General on Cyprus. When necessary, the Force will provide substantive and logistical support to the Office of the Special Adviser, working groups and other expert groups that discuss matters of common concern, and media and communications support.

25. In addition, UNFICYP will continue to collaborate with international actors active in Cyprus, including the European Union.

E. Results-based budgeting frameworks

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

Executive direction and management

27. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff					Subtotal	National staff	United Nations Volunteers	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service				
Office of the Special Representative of the Secretary-General									
Approved posts 2020/21	1	–	1	1	1	4	–	–	4
Proposed posts 2021/22	1	–	1	1	1	4	–	–	4
Net change	–	–	–	–	–	–	–	–	–

Component 1: political and civil affairs

28. UNFICYP will continue to maintain calm in and around the buffer zone, including through increased liaison and engagement and effective coordination between the components. The liaison, engagement and coordination will further improve the efforts of UNFICYP to resolve issues between the two communities, defuse tensions to mitigate possible violations of the ceasefire and bring the two communities closer together, thus contributing to an environment conducive to a renewed political process. Promoting awareness of intercommunal activities, which reinforces the authority of UNFICYP, will remain an important priority.

29. Pursuant to Security Council resolution [2561 \(2021\)](#) and previous resolutions, UNFICYP will continue to support intercommunal activities and interactions, serving as a convener and connector of representatives of Greek Cypriot and Turkish Cypriot civil society and other individuals. UNFICYP will continue to promote local ownership by ensuring that representatives of civil society continue to lead these intercommunal activities in order to ensure the sustainability of initiatives. The Force will seek closer cooperation from the sides to implement ongoing and new

confidence-building measures and to increase the participation of civil society in the peace process. UNFICYP will also continue to provide humanitarian assistance to members of both communities as required.

30. As part of its efforts to ensure that senior management is well informed and prepared to respond to developments on the island as required, the Joint Mission Analysis Centre will continue to inform the personnel and leadership of UNFICYP about activities of both communities in a timely manner. Furthermore, the Joint Mission Analysis Centre will produce analysis and predictive assessments, engage with a broad range of external interlocutors and work closely with other components, the Secretary-General's good offices mission and other United Nations entities in Cyprus.

31. In keeping with the integrated approach adopted by the Secretary-General regarding UNFICYP and his good offices, the Force will continue to assist the Special Representative of the Secretary-General/Head of Mission, as the Deputy Special Adviser to the Secretary-General on Cyprus, in her efforts to encourage dialogue and, if and when possible, further negotiations between the Greek Cypriot and Turkish Cypriot leaders and their representatives. UNFICYP will also assist the Secretary-General's good offices mission in Cyprus on matters pertaining to broader political and peacekeeping questions; gender affairs; strategic communications; logistical and administrative support; and the facilitation of technical committees.

Expected accomplishment

Indicators of achievement

1.1 Tensions in the buffer zone between Greek Cypriot and Turkish Cypriot communities are contained by creating a conducive environment for the peace process

1.1.1 Number of issues related to the buffer zone that require escalation to political levels with the sides, as appropriate, are reduced (2019/20: not applicable; 2020/21: not applicable; 2021/22: 20)

1.1.2 Management of civilian activity in the buffer zone through the issuance of permits (2019/20: 1,982; 2020/21: 2,500; 2021/22: 1,982)

1.1.3 Tensions related to civilian incidents in the buffer zone are reduced (2019/20: not applicable; 2020/21: not applicable; 2021/22: 15)

Outputs

- Monthly monitoring and reporting on civilian activity and incidents in the buffer zone
- Daily political and community-level liaison and engagement with relevant authorities and the civilian population to promote compliance with UNFICYP procedures on the civilian use of the buffer zone and resolve issues
- Provision of 50 items of legal advice on issues relating to the implementation of the UNFICYP mandate and civilian activities in the buffer zone, including liaison with local police and judicial authorities when prosecuting civilian violations
- Monthly public awareness campaigns and outreach on the UNFICYP mandate to promote compliance with UNFICYP rules, regulations and policies governing the buffer zone

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.2 Tensions resulting from the ongoing division of the island are mitigated in key areas through the opening of avenues for cooperation and trust-building	1.2.1 All issues raised by the minority communities on both sides are resolved 1.2.2 Maintain established mechanisms for alleviating tensions between the sides and addressing island-wide concerns (2019/20: not applicable; 2020/21: not applicable; 2021/22: 9)

Outputs

- Provision of support to ongoing and new confidence-building initiatives, continued facilitation of the activities of technical committees and increased support for the implementation of their decisions, and facilitation of negotiation processes under the auspices of the Secretary-General's good offices mission where appropriate
- Weekly visits to and liaison with Greek Cypriot and Maronite communities in the north
- Weekly facilitation, through liaison and engagement instances with relevant authorities and civil society groups on both sides, for the conduct of pilgrimages and other religious and cultural observances to sites on both sides and in the buffer zone, as needed
- 6 liaison meetings per year with relevant authorities to address housing, welfare, education, legal, employment and other issues affecting Turkish Cypriots in the south
- Daily liaison and engagement interactions with the central authorities on the resolution of educational, cultural, religious, environmental and other issues affecting the communities on both sides
- Monthly visits to places of detention and observation of judicial proceedings to monitor the well-being and situation (including non-discrimination) of the minority prisoners and detainees on both sides of the island and to provide escorts for family visits, as needed

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.3 Opportunities created for increased and enhanced intercommunal contact and civil society engagement in the peace process	1.3.1 Increase in number of social and cultural events and political and civil society meetings under UNFICYP facilitation that contribute to improved trust-building and intercommunal relations and the strengthening of a peace constituency on the island (2019/20: 662; 2020/21: 475; 2021/22: 500) 1.3.2 Gender issues are mainstreamed in civil society organizations and within other activities related to the peace process, and the involvement of women in the peace process is increased through UNFICYP support (number of organizations) (2019/20: 22; 2020/21: not applicable; 2021/22: 30)

Outputs

- Collection of information twice per year on the perceptions of local communities, including local community representatives as well as women and youth, leading to more targeted liaison and engagement and intercommunal interactions
- Weekly facilitation of intercommunal events and initiatives, including preparatory meetings

- Weekly liaison and engagement with relevant authorities, political parties and civil society representatives, including those with a focus on gender equality and women's rights, donors and the diplomatic community, with a view to broadening and strengthening trust-building, intercommunal contacts and joint activities
- 40 monthly meetings, targeted workshops and thematic events in support of the full and effective participation of women within broader peace and security efforts, including through the facilitation of intercommunal work with a focus on gender equality, in coordination with the Secretary-General's good offices mission in Cyprus, through monthly meetings, targeted workshops and thematic events
- 55 meetings and targeted workshops coordinated with civil society, the diplomatic community and other partners of the United Nations on the delivery of the women and peace and security mandate and support for enhanced gender equality practices
- 200 daily digital media updates (social media and website) to promote meetings, events and activities; international days facilitated by UNFICYP, contributing to improved trust and intercommunal relations and the strengthening of a peace constituency on the island
- 4 public information communication efforts with respect to demining, sexual exploitation and abuse and gender issues
- 50 background briefings, 50 media interviews, 25 media visits and the issuance of 12 press statements to strengthen the ability to contribute to the narratives of the media of both communities and the international press

*Expected accomplishment**Indicator of achievement*

1.4 Increased situational awareness of factors affecting the implementation of the Force's mandate through a Joint Mission Analysis Centre

1.4.1 Issuance, by the Joint Mission Analysis Centre, of analytical reports to the leadership of the Force on political, civil and security matters and other developments that could have an impact on the political and operational context of the Force (2019/20: 11; 2020/21: 7; 2021/22: 12)

Outputs

- 6 analytical products and predictive assessments to support evidence-based senior leadership decision-making and management of the mission-wide information collection plan
- Daily monitoring and analysis of political, security, socioeconomic and regional developments and developments in the buffer zone
- Monthly identification and reporting on threats to the mission mandate and intercommunal opportunities
- Daily collection of data and quarterly data analysis, including geospatial data in support of trend analysis and planning

External factors

Both sides will cooperate in creating the conditions required for improved relations/the renewal of talks

Table 2
Human resources: component 1, political and civil affairs

Category	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Senior Adviser									
Approved posts 2020/21	–	1	3	–	1	5	3	–	8
Proposed posts 2021/22	–	1	4	–	1	6	3	–	9
Net change	–	–	1	–	–	1	–	–	1
Civil Affairs Section									
Approved posts 2020/21	–	–	3	1	1	5	16	–	21
Proposed posts 2021/22	–	–	3	1	1	5	16	–	21
Net change	–	–	–	–	–	–	–	–	–
Public Information Section									
Approved posts 2020/21	–	–	1	1	–	2	1	–	3
Proposed posts 2021/22	–	–	1	1	–	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Total, civilian staff									
Approved posts 2020/21	–	1	7	2	2	12	20	–	32
Proposed posts 2021/22	–	1	8	2	2	13	20	–	33
Net change	–	–	1	–	–	1	–	–	1

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

International staff: net increase of 1 post

Office of the Senior Adviser

Table 3
Human resources: Office of the Senior Adviser

Change	Level	Posts		
		Functional title	Action	Description
Post	+1 P-4	Mission Planning Officer	Establishment	
Net change	+1	(see table 2)		

32. The approved staffing establishment of the Office of the Senior Adviser comprises eight posts (1 Senior Adviser (D-1), 1 Senior Information Analyst, Political Affairs/Chief, Joint Mission Analysis Centre (P-5), 1 Political Affairs Officer (P-4), 1 Legal Affairs Officer (P-4), 1 Administrative Assistant (Field Service), 1 Associate Legal Officer (National Professional Officer) and 2 Public Information Assistants (national General Service)). The Office oversees and coordinates the work of the Force's political and legal affairs sections. The Senior Adviser also oversees and coordinates the work of the Public Information Office and the Civil Affairs Section and is responsible for the coordination of the work of all components of the Force on behalf of the Office of the Special Representative of the Secretary-General, as well

as common issues among the United Nations country team. The Senior Adviser oversees the planning activities of the Force.

33. The Security Council, in its resolution [2436 \(2018\)](#), underscored the need to enhance the overall effectiveness and efficiency of United Nations peacekeeping through improved integrated mission planning, including threat assessments of violence against civilians and United Nations personnel, increasing the numbers and fulfilment of pledges of capabilities and enablers, and increasing overall Force performance.

34. In the absence of political progress since July 2017, the growing pressure continues to lead to increased tensions in and around the buffer zone. Given the responsibility of UNFICYP to preserve the integrity of the buffer zone, the Force has identified priority areas related to its management, such as the enforcement of UNFICYP-mandated authority, the delineation of the ceasefire line and the civilian use of the buffer zone. As a result, the Force must be able to systematically anticipate challenges in and around the buffer zone, plan and direct mission activities in such a way as to ensure optimal integration between components, assess impact against UNFICYP strategic objectives and adjust the Force strategy and activities as necessary. In the absence of a strategic planning function in UNFICYP, the Force's substantive planning and oversight has been undertaken using a piecemeal approach by the Senior Adviser in the Office of the Special Representative of the Secretary-General, temporarily supported by the Chief of the Joint Mission Analysis Centre, which is outside the scope of their functions. However, these arrangements are no longer sustainable, and the two offices will need to focus on their primary functions and responsibilities.

35. In addition, the Board of Auditors, in its report for the 2018/19 period ([A/74/5 \(Vol. II\)](#)), highlighted and stressed that planning was the first phase of the implementation of the Comprehensive Planning and Performance Assessment System cycle. The pilot of the System, which will conduct the data collection and analysis of missions required to assess whole-of-mission performance for civilian and uniformed components, staff and leadership, was rolled out in UNFICYP in February 2019, and requires support for this initiative and its application.

36. In the context of the above, it is proposed that one post, as shown in table 3, be established to strengthen mission planning with dedicated capacity to effectively and efficiently coordinate and provide strategic planning, to ensure integration across the components and to sustain the additional commitment to ensuring that the inputs of such a robust system are coordinated, monitored, maintained and consistent with the Force's activities.

Component 2: military

37. The military component will continue to focus on activities to ensure that the buffer zone remains calm and stable, supporting the creation of conditions conducive to the negotiations. Liaison and engagement with the opposing forces will continue to be conducted at all levels to prevent and rectify violations of the military status quo. The priority will remain the prevention of any deterioration of the security situation, which could negatively affect the political process. The functions of engagement and continuity, assigned to military officers located within the sectors, will continue to deliver enhanced engagement, situational awareness and retention of organizational knowledge to maintain and develop confidence-building measures, including the unmanning of positions and the reduction of tensions on the ceasefire lines. In support of these objectives, the Force will increase the number of liaison meetings, which had stalled in connection with the coronavirus disease (COVID-19) pandemic.

38. The Force will continue to carry out its tasks regarding the maintenance of the ceasefire lines and the integrity of the United Nations buffer zone through the continued implementation of the mobile patrolling concept and by embracing operational agility. It will also continue to attempt to reduce tensions between the opposing forces and equitably apply the guidelines of the aide-mémoire of 2018, which contain rules for access to and the use of the buffer zone. The Force will continue to review the efficiency and effectiveness of the military component to best support its peacekeeping operations and support the targets outlined in the uniformed gender parity strategy 2018–2028. It will continue to support the police and civil affairs components of UNFICYP and the Secretary-General's good offices mission in Cyprus. The Force will continue to promote and play an active part in the initiative of the Special Representative of the Secretary-General to improve integration across all components.

<i>Expected accomplishment</i>	<i>Indicator of achievement</i>
2.1 Maintenance of the ceasefire and the integrity of the United Nations buffer zone	2.1.1 Maintenance of the number of ceasefire violations to minimum levels (2019/20: 638; 2020/21: 250; 2021/22: 250)

Outputs

- 84,128 mobile troop patrol days, comprising 77,064 troop patrol days (3 troops per patrol x 494 patrols per week x 52 weeks); 3,640 troop patrol days jointly with United Nations police (2 troops per patrol x 35 patrols per week x 52 weeks); 208 troop patrol days jointly with the Sector Civilian Activity Integrated Office (1 troop per patrol x 4 patrols per week x 52 weeks); and 3,216 troop air patrol days (4 troops per patrol x 67 patrols per month x 12 months)
- 5,720 military observer and liaison group mobile patrol days, comprising 1,872 patrol days in sector 1 (2 troops per patrol x 18 patrols per week x 52 weeks); 1,560 patrol days in sector 2 (2 troops per patrol x 15 patrols per week x 52 weeks); and 2,288 patrol days in sector 4 (2 troops per patrol x 22 patrols per week x 52 weeks)
- 12,045 permanent observation post troop days (11 posts x 1 soldier per post x 3 shifts x 365 days)
- 365 daylight observation post troop days (1 post x 1 soldier per post x 365 days)
- 23,725 troop days to maintain the security of United Nations installations in 6 camp areas, comprising 2,920 troop days in sector 1, Camp San Martin and Roca Camp (2 troops per camp x 2 camps x 2 shifts x 365 days); 2,920 troop days in sector 2, Wolesley Barracks (8 troops per camp x 365 days); 4,380 troop days in sector 4, Camp General Stefanik and Camp Szent István (3 troops per camp x 2 camps x 2 shifts x 365 days); and 13,505 troop days in the United Nations Protected Area (37 troops per camp x 365 days)
- 1,060 air support and air patrol hours (88.3 flying hours per month x 12 months) covering the full length of the buffer zone
- 8,667 daily liaison contacts with opposing forces at all levels on buffer zone-related issues, comprising 2,256 contacts at the UNFICYP headquarters level (14 contacts per week x 52 weeks x 3 liaison officers, 36 contacts per year by the Force Commander, 36 contacts per year by the Chief of Staff) and 6,411 contacts at the sector level (15 contacts x 365 days, 18 pre-announced activities per week x 52 weeks)
- 46,720 troop platoon-size quick-reaction reserve days, comprising 18,615 sector reserve quick-reaction reserve days (17 troops per platoon x 3 sectors x 365 days) with 2 hours' notice to move; 9,855 quick-reaction reserve days (9 troops x 3 sectors x 365 days) with 30 minutes' notice to move; 16,060 Mobile Force Reserve quick-reaction reserve days (22 troops per platoon x 2 platoons x 365 days) with 2 hours' notice to move; and 2,190 quick-reaction reserve days (2 sections x 3 troops x 365 days)

- 1,095 helicopter quick-reaction reserve days (3 troops x 1 helicopter x 365 days) with 30 minutes' notice to move; and 3,650 military police patrol days (2 Force military police per patrol x 5 patrols per day x 365 days)
- Daily monitoring of the buffer zone by closed-circuit television systems, target location systems, global positioning systems and night observation capability
- 3,850 troop support days, comprising 1,250 support days to United Nations agencies, funds and programmes, the good offices and other actors engaged in confidence-building, reconciliation and humanitarian matters, meetings of leaders and representatives of the two sides; 150 troop support days for official events; 500 troop support days for humanitarian resupply activities; and 1,950 troop support days for military assistance at community events, including pilgrim activities, commemorations, demonstrations and intercommunal meetings
- Maintenance and monitoring of 11,592 m of minefield fencing at the remaining 4 minefields in the buffer zone; inspection of patrol tracks after heavy rains to ensure no mine migration; mine action planning and non-technical surveys; technical guidance on explosive hazards and safe ammunition management; guidance on explosive hazards, to facilitate safe operations by the Committee on Missing Persons; and awareness training on mines and explosive remnants of war in support of force protection, confidence-building measures and a return to normal conditions

External factors

Opposing forces will cooperate

Table 4
Human resources: component 2, military

<i>Category</i>									<i>Total</i>
<i>I. Military contingents</i>									
Approved 2020/21									834
Proposed 2021/22									834
Net change									–
<i>International staff</i>									
<i>II. Civilian staff</i>	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Office of the Force Commander									
Approved posts 2020/21	–	1	–	–	1	2	1	–	3
Proposed posts 2021/22	–	1	–	–	1	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Total (I and II)									
Approved 2020/21	–	1	–	–	1	2	1	–	837
Proposed 2021/22	–	1	–	–	1	2	1	–	837
Net change	–	–	–	–	–	–	–	–	–

^a National General Service staff.

Component 3: United Nations police

39. In line with the mandate of UNFICYP, the police component will continue to contribute to the maintenance of law and order in the buffer zone with a focus on

promoting trust between the two communities and their respective police authorities and on activities related to the civilian use of the buffer zone. This goal entails the continued support of the United Nations police for other components by enhancing its patrolling activities and continuing to build on its relationships with the respective police authorities and services and with non-governmental organizations from both sides, in order to develop more effective anti-crime strategies and to facilitate, as necessary, the investigation of crimes in the buffer zone. In this regard, the United Nations police will continue to explore ways to promote cooperation between police authorities from both sides in relation to criminal activities affecting the two communities. These efforts will also serve to reinforce police support for the military and civilian components of UNFICYP. Furthermore, the United Nations police will continue to provide support for the good offices of the Secretary-General in connection with the implementation of confidence-building measures, in particular, the facilitation of the meetings of the Technical Committee on Crime and Criminal Matters and the provision of technical assistance to and oversight of the Joint Communications Room. The United Nations police will also continue to provide support for the operation of the seven crossing points.

*Expected accomplishment**Indicator of achievement*

3.1 Enhanced law enforcement in the United Nations buffer zone

3.1.1 Decrease in the number of serious incidents/violations as a result of increased preventative measures, including increased liaison and engagement with respective police services, other law enforcement agencies and communities (2019/20: 530; 2020/21: 410; 2021/22: 400)

Outputs

- 10,950 United Nations police patrol days (2 officers x 15 police teams x 365 days)
- 2,555 United Nations police days monitoring crossing points (1 officer x 7 crossing points x 365 days)
- 520 United Nations police days of humanitarian assistance to Greek Cypriots and Maronites in the north and Turkish Cypriots in the south (2 officers x 5 days per week x 52 weeks)
- 3,952 United Nations police days performing activities related to the regulation of civilian use of the United Nations buffer zone (7 police officers x 5 days per week x 52 weeks = 1,820, plus 41 police officers x 1 day per week x 52 weeks = 2,132)
- 312 United Nations police days of liaison with respective police authorities and other law enforcement agencies (2 officers x 3 days of meetings per week x 52 weeks)
- 728 United Nations police days for the facilitation of escorts at the Limnitis/Yeşilirmak crossing point (2 police officers per day x 7 days per week x 52 weeks)
- 48 United Nations police days of technical assistance to the Technical Committee on Crime and Criminal Matters (1 officer x 1 day of meetings per week x 48 weeks)
- 260 United Nations police days of liaison and monitoring for the Joint Communications Room (1 police officer x 5 days per week x 52 weeks)

External factors

Police authorities of both sides will cooperate

Table 5
Human resources: component 3, United Nations police

Category									Total
I. United Nations police									
Approved 2020/21									69
Proposed 2021/22									69
Net change									–
<i>International staff</i>									
II. Civilian staff	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Office of the Senior Police Adviser									
Approved posts 2020/21	–	–	1	–	–	1	1	–	2
Proposed posts 2021/22	–	–	1	–	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Total (I and II)									
Approved 2020/21	–	–	1	–	–	1	1	–	71
Proposed 2021/22	–	–	1	–	–	1	1	–	71
Net change	–	–	–	–	–	–	–	–	–

^a National General Service staff.

Component 4: support

40. The support component will continue to provide effective and efficient services in support of the implementation of the mandate of the Force through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. This will include the provision of services to the military, police and civilian personnel in all locations of UNFICYP activities. The range of support will comprise all support services, including audit, risk and compliance; air operations; budget, finance and reporting; administration of civilian and uniformed personnel; facilities, infrastructure and engineering; environmental management; fuel management; field technology services; medical; supply chain management; security; and vehicle management and ground transport.

Expected accomplishment	Indicators of achievement
4.1 Rapid, effective, efficient and responsible support services for the Force	4.1.1 Percentage of approved flight hours utilized (2019/20: 94.9 per cent; 2020/21: ≥ 90 per cent; 2021/22: ≥ 90 per cent)
	4.1.2 Average annual percentage of authorized international posts vacant (2019/20: 5.3 per cent; 2020/21: 7.0 per cent; 2021/22: 2.0 per cent ± 1 per cent)
	4.1.3 Average annual percentage of female international civilian staff (2019/20: 46 per cent; 2020/21: ≥ 50 per cent; 2021/22: ≥ 50 per cent)

4.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2019/20: 51.4; 2020/21: ≤ 45; 2021/22: ≤ 45 calendar days from posting of job opening for P-3–D-1 and FS-3–FS-7)

4.1.5 Overall score on Administration’s environmental management scorecard (2019/20: 88; 2020/21: 100; 2021/22: 100)

4.1.6 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2019/20: 99 per cent; 2020/21: ≥85 per cent; 2021/22: ≥85 per cent)

4.1.7 Compliance with field occupational safety risk management policy (2019/20: 85 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

4.1.8 Overall score on the Administration’s property management index based on 20 underlying key performance indicators (2019/20: 1,937; 2020/21: ≥1,800; 2021/22: ≥1,800)

4.1.9 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandum of understanding (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

4.1.10 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2019/20: 99.1 per cent; 2020/21: ≥ 95 per cent; 2021/22: ≥95 per cent)

4.1.11 Road traffic accidents per month (2019/20: 5; 2020/21: 3; 2021/22: 3)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the Administration’s environment strategy
- Support for the implementation of the Administration’s supply chain management blueprint and strategy

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by management

Aviation services

- Operation and maintenance of a total of 3 rotary-wing aircraft
- Provision of a total of 1,060 planned flight hours from military provider for patrols and observation, search and rescue and casualty and medical evacuation
- Oversight of aviation safety standards for 3 aircraft, and 18 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$55.3 million inclusive of budgeted voluntary contributions in kind in the amount of \$0.4 million, in line with delegated authority
- Support for the finalization of annual financial statements for the Force in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resources services for up to 164 authorized civilian personnel (40 international staff, 122 national staff, 2 temporary positions), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 39 civilian personnel, and support for outside-mission training for 25 civilian personnel
- Support for the processing of 42 outside-mission travel requests for non-training purposes and 28 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 26 mission sites, including the fulfilment of a yearly average of 3,000 service requests
- Implementation of 7 construction, renovation and alteration projects, including maintenance of 75 km of roads (patrol tracks) and 18 helicopter landing sites
- Operation and maintenance of 50 United Nations-owned generators
- Operation and maintenance of United Nations-owned water supply and treatment facilities, including 6 water treatment and purification plants at 4 mission sites
- Provision of waste management services, including liquid and solid waste collection and disposal, in 26 sites
- Provision of cleaning, ground maintenance, pest control and laundry services in 26 mission sites

Fuel management services

- Management of supply and storage of 1.0 million litres of fuel (0.2 million litres for air operations, 0.6 million litres for ground transportation and 0.2 million litres for generators and other facilities) and supply of oil and lubricants across distribution points and storage facilities in 26 locations

Field technology services

- Provision of and support for 351 handheld portable radios, 237 mobile radios for vehicles and 50 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, including 8 phone exchanges, 34 microwave links and 5 broadband global area network terminals and 421 satellite and mobile phone service plans
- Provision of and support for 285 computing devices and 45 printers for an average strength of 304 civilian and uniformed end users, in addition to 207 computing devices and 24 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 6 local area networks (LAN) and wide area networks (WAN) in 26 sites
- Analysis of geospatial data covering 10,000 km², maintenance of topographic and thematic layers and production of approximately 220 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (3 level I clinics/dispensaries and 8 first aid stations) and support for contingent-owned medical facilities (2 level I clinics) and United Nations-owned medical facilities (4 level I clinics) in 6 locations
- Maintenance of medical evacuation arrangements to 8 medical facilities (3 level III and 5 level IV) in 4 locations inside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated \$6.3 million in acquisition of goods and commodities, in line with delegated authority
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold with a total historical cost of \$24.8 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 929 authorized military and police personnel (54 military staff officers, 806 contingent personnel, 69 United Nations police officers)
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 3 military units in 4 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 749 military contingent personnel
- Support for the processing of claims and entitlements for an average strength of 870 military and police personnel
- Support for the processing of 9 outside-mission travel requests for non-training purposes and 7 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 260 United Nations-owned vehicles (182 light passenger vehicles, 27 special-purpose vehicles, 4 ambulances and 2 armoured vehicles, as well as 45 other specialized vehicles, trailers and attachments), 23 contingent-owned vehicles and 4 rented vehicles, as well as provision of road safety and other transport services

HIV/AIDS

- In collaboration with the UNIFIL HIV/AIDS Unit, implementation of HIV voluntary and confidential counselling and testing campaigns targeting all categories of Force personnel
- Implementation of social and behavioural change communication aimed at HIV prevention, including sensitization, peer education, information and communications materials for all Force personnel

Security

- Implementation of adequate fire safety measures to ensure effective fire emergency response, mitigation and prevention for all United Nations facilities
- Issuance of more than 1,400 United Nations identity cards and United Nations Protected Area access passes to various categories of personnel that require access to the United Nations Protected Area and Blue Beret Camp
- Induction security training and primary fire training/drills for all new mission staff

- Conduct of fire safety familiarization briefings for United Nations military personnel on fire codes, procedures and the use of vehicles and equipment

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts, other instances of force majeure, changes in the mandate during the reporting period and variances in host Government compliance with the provisions of the status-of-forces agreement

Table 6
Human resources: component 4, support

<i>Category</i>									<i>Total</i>
I. Military contingents									
Approved 2020/21									26
Proposed 2021/22									26
Net change									–
<i>International staff</i>									
II. Civilian staff	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Security Section									
Approved posts 2020/21	–	–	1	–	1	2	3	–	5
Proposed posts 2021/22	–	–	1	–	1	2	3	–	5
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Mission Support									
Immediate Office of the Chief of Mission Support									
Approved 2020/21	–	1	–	1	1	3	3	–	6
Proposed 2021/22	–	1	–	2	1	4	3	–	7
Net change	–	–	–	1	–	1	–	–	1
Operations and resource management									
Approved posts 2020/21	–	–	2	1	7	10	26	–	36
Proposed posts 2021/22	–	–	2	1	7	10	26	–	36
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2020/21	–	–	–	1	–	1	–	–	1
Proposed temporary positions ^b 2021/22	–	–	–	1	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–

Subtotal									
Approved 2020/21	–	–	2	2	7	11	26	–	37
Proposed 2021/22	–	–	2	2	7	11	26	–	37
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Section									
Approved posts 2020/21	–	–	1	–	1	2	43	–	45
Proposed posts 2021/22	–	–	1	–	1	2	43	–	45
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2020/21	–	–	–	–	1	1	–	–	1
Proposed temporary positions ^b 2021/22	–	–	–	–	1	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2020/21	–	–	1	–	2	3	43	–	46
Proposed 2021/22	–	–	1	–	2	3	43	–	46
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management Section									
Approved posts 2020/21	–	–	2	–	–	2	25	–	27
Proposed posts 2021/22	–	–	2	–	–	2	25	–	27
Net change	–	–	–	–	–	–	–	–	–
Civilian staff									
Approved 2020/21	–	1	6	2	10	19	100	–	119
Proposed 2021/22	–	1	6	3	10	20	100	–	120
Net change	–	–	–	1	–	1	–	–	1
Approved temporary positions ^b 2020/21	–	–	–	1	1	2	–	–	2
Proposed temporary positions ^b 2021/22	–	–	–	1	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total civilian staff									
Approved posts 2020/21	–	1	6	3	11	21	100	–	121
Proposed posts 2021/22	–	1	6	4	11	22	100	–	122
Net change	–	–	–	1	–	1	–	–	1
Total (I and II)									
Approved 2020/21	–	1	6	3	11	21	100	–	147
Proposed 2021/22	–	1	6	4	11	22	100	–	148
Net change	–	–	–	1	–	1	–	–	1

^a National General Service staff.

^b Funded under general temporary assistance.

International staff: net increase of 1 post

Office of the Chief of Mission Support

Table 7

Human resources: immediate Office of the Chief of Mission Support

		<i>Posts</i>			
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Environmental Officer	Establishment	
Net change	+1		(see table 6)		

41. The approved staffing establishment of the immediate Office of the Chief of Mission Support comprises six posts (1 Chief of Mission Support (D-1), 1 Administrative Officer (P-3), 1 Administrative Officer (Field Service), 1 Administrative Assistant (national General Service), and 2 Team Assistants (national General Service)). The Office ensures the effective and efficient provision of administrative, logistical, technical and operational support services to the mandated activities across the Force.

42. Environmental management is an essential function across all components of the Force. In addition, there is an increasing importance and demand for environmental initiatives and activities to improve the Force's compliance with the Administration's strategy and policy and the rigorous standards of the European Union. In this regard, UNFICYP requires the capacity for the coordination, monitoring and oversight of the Force's implementation of the Administration's environment policy and strategy, and its waste management policy, with its five pillars of energy, water and wastewater, solid waste, wider impact and environmental management systems. The environmental management activities of the Force are currently coordinated by the facilities and engineering management staff member, which gives rise to a lack of independence and objectivity in the monitoring and assessment functions in the area of environment management, and to a potential conflict of interest, because a technical section is leading and supervising its own activities. These activities are conducted in addition to their approved functional responsibilities, and without the requisite expertise to conduct environmental assessments and surveys, promote awareness on environmental issues and oversee the day-to-day monitoring of the Force's environmental objectives in compliance with its mission-wide environmental action plan. The demand for mainstreaming environmental management in UNFICYP and for reporting requirements in this regard, which is supported by the focal point, who has other functional responsibilities in UNFICYP, is no longer sustainable. As environmental management is widely recognized as a core function in all field operations, these requirements are supported and coordinated across the components by a dedicated Environmental Officer in other peacekeeping missions.

43. To address the absence of this expertise in UNFICYP, the Force reviewed the approved staffing establishment and reaffirmed that a redeployment cannot be facilitated, as the knowledge, experience and skills required to effectively carry out these functions do not exist within its staffing establishment. With the increasing importance given to the Organization's priority to focus on environmental management across all facets of its operations, including the effective and full implementation of the Administration's environment strategy aimed at reducing the environment footprint, and given the significant operational, reputational and

financial risks the Force may be faced with, this expertise is required to support these mitigating responsibilities.

44. In addition, the absence of environmental management capacity has been highlighted by the Board of Auditors, followed by a recommendation to establish procedures to monitor the Force's compliance with the Administration's environment strategy. The Board of Auditors recommended the appointment of a designated environmental officer to ensure that the environmental responsibilities of UNIFYCP are adequately discharged.

45. It is in the above context that one post, at the international level, as shown in table 7, is proposed to be established to support mission leadership with the necessary skills to ensure adequate coordination and oversight of and accountability for the environmental management activities to be implemented across the Force. In addition, the function is required to conduct regular site assessments to identify opportunities to increase efficiency and reduce risks to health and environment, and provide advice and recommendations to the implementing units and sections and military personnel.

Supply Chain Management Section

Table 8

Human resources: Integrated Acquisition Unit

	<i>Posts</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	National General Service	Senior Requisitions Assistant	Reassignment	From Financial Resources and Performance Section
	-1	National General Service	Finance and Budget Assistant	Redeployment	To Financial Resources and Performance Section
Net change	-				

46. The approved staffing establishment of the Integrated Acquisition Unit comprises five posts (4 Requisitions Assistants (national General Service) and 1 Finance and Budget Assistant (national General Service)). The Integrated Acquisition Unit reports into the supply chain management pillar within the mission support component, which is mandated to ensure the effective and efficient provision of administrative, logistical, technical and operational support services to implement mandated activities across the Force.

47. To support the requirements of the Integrated Acquisition Unit with regard to overseeing the end-to-end acquisition and requisition processes, which requires in-depth analysis, monitoring and tracking of all aspects and providing specialized guidance and supervisory support, an approved post with senior-level functions was temporarily loaned from the Financial Resources and Performance Section within the mission support component. Subsequently, an internal classification review conducted by UNFICYP and Headquarters with regard to the alignment of the operational, substantive and support requirements with the approved functions and level of the Force's staffing establishment, concluded that the supervisory functions required by the Integrated Acquisition Unit were of an ongoing nature and that the functions required senior-level alignment.

48. The day-to-day financial technical operations and analysis and transactional data processing in the United Nations financial system of the Financial Resources and Performance Section requires dedicated support, albeit without oversight

responsibilities. Hence, the current senior-level approved post in that section was exchanged with a non-senior-level position from within the approved staffing establishment. The exchange of the two posts between the two entities within the Mission Support Division seeks to align the functions with the scope of the work requirements at the appropriate level and was implemented temporarily on a cost-neutral basis.

49. It is in the above context, in which the requirements are currently sustained through this temporary arrangement, that the two posts, as shown in table 8, are proposed to be reassigned and redeployed, respectively, to ensure continuity of services in the Integrated Acquisition Unit and the Financial Resources and Performance Section and to provide the expertise commensurate with the scope of the work requirements.

Operations and resource management pillar

Table 9

Human resources: Financial Resources and Performance Section

	<i>Posts</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	National General Service	Senior Finance and Budget Assistant	Reassignment	To Integrated Acquisition Unit of Supply Chain Management Section
	+1	National General Service	Finance and Budget Assistant	Redeployment	From Integrated Acquisition Unit of Supply Chain Management Section
Net change	-				

50. The proposed outward reassignment of one post and inward redeployment of one post is described in paragraphs 47 and 48 of the present report.

Table 10

Human resources: Procurement Section

	<i>Posts</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	National General Service	Senior Procurement Assistant	Reclassification	
	-1	National General Service	Procurement Assistant	Reclassification	
Net change	-				

51. The approved staffing establishment of the Procurement Section comprises eight posts (1 Chief of Unit (P-4) and 7 Procurement Assistants (national General Service)). The Procurement Section reports into the supply chain management pillar within the mission support component, which is mandated to ensure the effective and efficient provision of administrative, logistical, technical and operational support services to implement mandated activities across the Force.

52. Following the restructuring of the Force's mission support component in accordance with the harmonization of the support structures for peacekeeping missions in the 2018/19 period, the Procurement Section was transferred to the Supply Chain Management Section to better support strategic focus on client-oriented and

end-to-end delivery of services. As part of seeking efficiency gains through leveraging existing resources within the Procurement Section, and to augment supervisory responsibility for national staff, one team of seven Procurement Assistants with a flat organizational structure was reconfigured to two teams of three Procurement Assistants, respectively, reporting to one of the seven Procurement Assistants. The scope of responsibilities of the lead Procurement Assistant has been expanded to include supervisory responsibilities for the two teams, reporting responsibilities and oversight of the demand planning/supply network planning tool.

53. In this context, it is proposed that one post, as shown in table 10, be reclassified within the national General Service category to a senior-level assistant to align the function with the scope of the additional responsibilities that have evolved following the structural changes approved for the 2018/19 period.

Table 11
Human resources: Field Technology Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	National General Service	Senior Telecommunications Assistant	Reclassification	
	-1	National General Service	Telecommunications Assistant	Reclassification	
	+1	National General Service	Senior Information Systems Assistant	Reclassification	
	-1	National General Service	Information Systems Assistant	Reclassification	
Net change	-				

54. The approved staffing establishment of the Field Technology Section comprises 19 posts (1 Chief of Section (Field Service), 1 Geospatial Information Officer (P-3), 1 Chief of Unit, Information Systems (Field Service), 1 Chief of Unit, Telecommunications (Field Service), 2 Information Systems Assistants (Field Service), 1 Information Management Assistant (Field Service), 1 Telecommunications Technician (Field Service), 2 Administrative Assistants (national General Service), 5 Telecommunications Assistants (national General Service), 1 Senior Information Systems Assistant (national General Service) and 3 Information Systems Assistants (national General Service)). The Field Technology Section reports into the operations and resource management pillar within the mission support component.

55. UNFICYP operates a centrally managed video surveillance system, which provides security for personnel at all observation posts and sector headquarters offices. In addition, the Force is in the second year of a three-year project to extend the coverage of the current closed-circuit television network through the installation of additional camera systems in critical operational locations throughout the buffer zone to assist with the observation of unauthorized activity. Over the three-year period, the Force anticipates that the surveillance system will comprise cameras with high-tech capabilities such as network storage, remote pan/tilt operations, two-way audio, integration with access control systems and facial-recognition capabilities. Consequently, there is a need for dedicated planning and project management expertise to support the Force's field technology services and the increase in scope and complexity of the required functions to oversee the day-to-day use of advanced technology in the field of video surveillance, including analytics and data management.

56. In the above context, it is proposed that one post, shown in table 11, be reclassified within the national General Service category to a senior-level assistant to provide the expertise and oversight functions required for operational support

commensurate with the increased complexity of the surveillance system covering all key areas of voice, messaging, telecommunication and LAN/WAN network services; installation and configuration of radio and networking equipment and the provision of advanced technical support; and site supervision and supervision of other team members and contractors.

57. Following the restructuring of the Force's mission support component, in accordance with the harmonization of the support structures for peacekeeping missions in the 2018/19 period, user support was centralized to better support strategic focus on client-oriented and end-to-end delivery of services. The scope and complexity of the work have increased to include a supervisory role for the client support team within the Field Technology Section responsible for client hardware and software support for a wide range of devices, including support for a range of applications to mission personnel.

58. In the above context, it is proposed that one post, shown in table 11, be reclassified within the national General Service category to a senior-level assistant to align the function with the scope of the additional responsibilities that have evolved following the structural changes approved for the 2018/19 period.

II. Financial resources

A. Overall

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

Category	Expenditures (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	–	–	–	–	–
Military contingents	19 305.9	19 460.2	19 863.1	402.9	2.1
United Nations police	2 150.5	2 410.3	2 569.8	159.5	6.6
Formed police units	–	–	–	–	–
Subtotal	21 456.4	21 870.5	22 432.9	562.4	2.6
Civilian personnel					
International staff	5 996.1	6 292.9	7 077.4	784.5	12.5
National staff	8 176.9	8 890.2	9 541.5	651.3	7.3
United Nations Volunteers	–	–	–	–	–
General temporary assistance	443.1	354.3	375.4	21.1	6.0
Government-provided personnel	–	–	–	–	–
Subtotal	14 616.1	15 537.4	16 994.3	1 456.9	9.4
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	26.6	33.1	33.3	0.2	0.6
Official travel	161.7	251.0	261.7	10.7	4.3
Facilities and infrastructure	5 963.3	7 102.3	7 314.6	212.3	3.0
Ground transportation	2 347.5	1 962.6	2 470.8	508.2	25.9
Air operations	2 081.4	2 210.4	2 362.3	151.9	6.9
Marine operations	37.4	–	26.2	26.2	–
Communications and information technology	1 695.8	1 592.6	1 670.7	78.1	4.9
Medical	214.9	231.1	288.4	57.3	24.8
Special equipment	–	–	–	–	–
Other supplies, services and equipment	791.4	959.1	1 039.1	80.0	8.3
Quick-impact projects	–	–	–	–	–
Subtotal	13 320.0	14 342.2	15 467.1	1 124.9	7.8
Gross requirements	49 392.5	51 750.1	54 894.3	3 144.2	6.1
Staff assessment income	2 417.8	2 612.7	2 767.6	154.9	5.9
Net requirements	46 974.7	49 137.4	52 126.7	2 989.3	6.1
Voluntary contributions in kind (budgeted) ^a	411.2	503.0	443.0	(60.0)	(11.9)
Total requirements	49 803.7	52 253.1	55 337.3	3 084.2	5.9

^a Cost estimates for 2021/22 are inclusive of \$443,000 from the Government of Cyprus.

B. Non-budgeted contributions

59. The estimated value of non-budgeted contributions for the period from 1 July 2021 to 30 June 2022 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	897.8
Voluntary contributions in kind (non-budgeted)	162.0
Total	1 059.8

^a Market value of the costs of United Nations observation posts and office and accommodation facilities provided by the Government of Cyprus to UNFICYP at no cost for military contingents and United Nations police units, including the UNFICYP headquarters complex.

C. Efficiency gains

60. The Force does not anticipate any efficiency gains and no provision has been considered in the cost estimates for the period from 1 July 2021 to 30 June 2022. The Force is working on initiatives and, once they are ascertained, will report potential efficiency gains in the relevant period.

D. Vacancy factors

61. The cost estimates for the period from 1 July 2021 to 30 June 2022 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
Military and police personnel			
Military contingents	7.9	6.7	6.6
United Nations police	7.2	3.0	3.0
Civilian personnel			
International staff	5.3	3.0	2.0
National staff			
National Professional Officers	33.3	2.0	5.0
National General Service staff	2.6	2.0	2.0
Temporary positions ^a			
International staff	0.0	0.0	0.0

^a Funded under general temporary assistance.

62. The proposed vacancy factors for military and police personnel take into consideration the planned deployment level of 803 military contingent personnel within the authorized strength of 860 personnel, and the planned deployment level of 67 United Nations police officers within the authorized strength of 69 personnel. For military and police personnel, the assumptions considered for the proposed vacancy

factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns, current recruitment activities and proposed changes in the composition of staff. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts.

E. Contingent-owned equipment: major equipment and self-sustainment

63. Requirements for the period from 1 July 2021 to 30 June 2022 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$825,400 as follows:

(Thousands of United States dollars)

Category	Estimated amount		
	Military contingents	Formed police units	Total
Major equipment	650.3	–	650.3
Self-sustainment	175.1	–	175.1
Total	825.4	–	825.4
Mission factors	Percentage	Effective date	Last review date
A. Applicable to the mission area			
Extreme environmental condition factor	–	–	–
Intensified operational condition factor	–	–	–
Hostile action/forced abandonment factor	1.7	1 July 2017	1 July 2017
B. Applicable to the home country			
Incremental transportation factor	0.25–3.75		

F. Training

64. The estimated resource requirements for training for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Official travel	
Official travel, training	79.6
Other supplies, services and equipment	
Training fees, supplies and services	42.5
Total	122.1

65. The number of participants planned for the period from 1 July 2021 to 30 June 2022, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>
Internal	39	5	4	112	15	35	1 089	1 620	1 620
External ^a	5	18	11	2	28	14	7	8	7
Total	44	23	15	114	43	49	1 096	1 628	1 627

^a Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

66. During the 2021/22 period, the number of civilian participants in internal and external training courses will fluctuate slightly based on the capacity requirements for the period. Training courses will primarily cover the areas of conduct and discipline with emphasis on sexual exploitation and abuse, administration, budget, finance, safety and security, ground transport, information technology, leadership, political and civil affairs, organizational development, human resources management, engineering, procurement and supply chain management.

G. Mine detection and mine-clearing services

67. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	325.3

68. During the 2021/22 period, UNFICYP will continue the demining activities, which continue to contribute to ongoing confidence-building measures. The proposed budget for the 2021/22 period includes a provision of \$325,300 for services that will be managed and supervised by the Mine Action Service and contracted through the United Nations Office for Project Services (UNOPS). The provision includes costs for personnel, travel, equipment, other operational costs and administrative fees.

69. The activities aim to achieve the following: (a) mine action planning and assessments to facilitate a continuation of demining in areas designated by the Greek Cypriot and Turkish Cypriot leaders as requiring clearance in preparation for a settlement agreement; (b) conducting non-technical surveys of priority sites; (c) providing expertise and guidance on matters related to explosive hazards and ammunition management; (d) providing technical guidance to the Committee on Missing Persons to advise on explosive hazards at burial sites to ensure the safety of its personnel and operations; and (e) providing mine and explosive remnants of war awareness training to UNFICYP staff. The programme will help reduce the risk of mine and explosive remnants of war threats to UNFICYP peacekeepers and staff; contribute to greater force protection; facilitate UNFICYP support for confidence-building measures between communities and preparations for a settlement agreement; and contribute to the shared goal of a mine-free Cyprus.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military contingents	\$402.9	2.1%

- **External: change in exchange rate**

71. The increased requirements are attributable primarily to: (a) the higher cost for mission subsistence allowance and food rations, owing to the impact of the appreciation of the euro against the United States dollar, resulting in the application of the exchange rate of 0.837 euro to 1 United States dollar, compared with the rate of 0.896 euro applied in the approved budget for 2020/21 period; and (b) the higher cost for travel on emplacement, rotation and repatriation owing to the transition of one military contingent unit to a 12-month rotation cycle reimbursed by the United Nations in line with General Assembly resolution 67/261, compared with the 6-month rotation cycle covered by the troop-contributing country included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
United Nations police	\$159.5	6.6%

- **External: change in exchange rate**

72. The increased requirements are attributable primarily to the higher cost for mission subsistence allowance, owing to the impact of the appreciation of the euro against the United States dollar, resulting in the application of the exchange rate of 0.837 euro to 1 United States dollar, compared with the rate of 0.896 euro applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
International staff	\$784.5	12.5%

- **Cost parameters: change in salary scale**

73. The increased requirements are attributable primarily to: (a) the higher rates for international salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2020/21 period; and (b) the proposed establishment of two posts.

	<i>Variance</i>	
National staff	\$651.3	7.3%

- **External: change in exchange rate**

74. The increased requirements are attributable primarily to the impact of the appreciation of the euro against the United States dollar, resulting in the application of the exchange rate of 0.837 euro to 1 United States dollar, compared with the rate of 0.896 euro applied in the approved budget for 2020/21 period.

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

	<i>Variance</i>	
General temporary assistance	\$21.1	6.0%

• **Cost parameters: change in salary scale**

75. The increased requirements are attributable primarily to the higher rates for international salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Facilities and infrastructure	\$212.3	3.0%

• **Management: increased inputs and outputs**

76. The increased requirements are attributable primarily to the acquisition of engineering supplies as they relate to: (a) two fire protection systems for the main kitchen in sector 1, Camp San Martin, which was identified as high-risk following an internal inspection conducted by UNFICYP, given that the kitchen facility is in close proximity to the accommodation for military personnel, for which a provision was not included in the approved budget for the 2020/21 period; and (b) additional electrical armoured cables, owing to the upgrade of the existing electrical installation for UNFICYP premises to comply with the electrical installation standards of the host Government, compared with the acquisitions included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Ground transportation	\$508.2	25.9%

• **Management: increased inputs and outputs**

77. The increased requirements are attributable primarily to: (a) the acquisition of 20 vehicles at a higher unit value, owing to their special-purpose nature, in connection with the final year of the approved five-year plan for the phased replacement of leased vehicles with United Nations-owned vehicles, compared with 19 vehicles at a lower unit value included in the approved budget for the 2020/21 period; and (b) the costly repairs of older United Nations-owned vehicles that exceeded their useful life, and the maintenance of additional United Nations-owned vehicles procured over the past four-year period to replace leased vehicles, for which the maintenance was previously factored into the lease costs, compared with the estimates included in the approved budget for the 2020/21 period.

78. The increased requirements are offset in part by reduced requirements for: (a) rental of vehicles, owing to the fewer number of vehicles leased by the Force in connection with the phased replacement of leased vehicles with United Nations-owned vehicles; and (b) petrol, oil and lubricants, owing to the lower anticipated average cost of \$0.54 per litre of fuel for vehicles, compared with the average cost of \$0.73 per litre included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Air operations	\$151.9	6.9%

• **Cost parameters: change in contractual rates**

79. The increased requirements are attributable to the higher cost per flight hour for the rental and operation of rotary-wing aircraft in the second year of operation, as reflected in the letter of assist effective July 2020 for the Force's helicopter fleet, and costs for painting, compared with the costs per flight hour included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Marine operations	\$26.2	–

• **Management: increased inputs and outputs**

80. The new requirements are attributable primarily to the acquisition of sea containers, in connection with the shipment of prefabricated buildings to replace deteriorated accommodations, for which a provision was not included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Medical	\$57.3	24.8%

• **Management: increased inputs and outputs**

81. The increased requirements are attributable primarily to the acquisition of medical supplies such as seasonal influenza vaccine for the Force's personnel, in connection with the World Health Organization's recommendation to United Nations entities, and for the replenishment of regular medical consumables deferred from the 2020/21 period as an interim measure to prioritize requirements in connection with the COVID-19 pandemic, for which a provision was not included in the approved budget for the same period.

	<i>Variance</i>	
Other supplies, services and equipment	\$80.0	8.3%

• **Management: increased inputs and outputs**

82. The increased requirements are attributable primarily to: (a) the engagement of additional individual contractual personnel for bicommunal activities to provide the services that were deferred from the 2019/20 period in connection with the COVID-19 pandemic, compared with the number of individual contractual personnel included in the approved budget for the 2020/21 period; and (b) higher freight and related costs, owing to the shipment of a greater number of vehicles (20) at a higher unit value in connection with the phased replacement of leased vehicles with United Nations-owned vehicles, compared with 19 vehicles at a lower unit value included in the approved budget for the 2020/21 period.

IV. Actions to be taken by the General Assembly

83. The actions to be taken by the General Assembly in connection with the financing of the United Nations Peacekeeping Force in Cyprus are:

(a) Appropriation of the amount of \$54,894,300 for the maintenance of the Force for the 12-month period from 1 July 2021 to 30 June 2022, including \$23,875,600 to be funded through voluntary contributions from the Government of Cyprus (\$17,375,600) and from the Government of Greece (\$6,500,000);

(b) Assessment of the amount of \$2,584,892 for the period from 1 to 31 July 2021;

(c) Assessment of the amount of \$28,433,808 representing the balance of the appropriation in subparagraphs (a) and (b) above for the period from 1 August 2021 to 30 June 2022 at a monthly rate of \$2,584,892 should the Security Council decide to continue the mandate of the Force.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 74/285, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Financing of the United Nation Peacekeeping Force in Cyprus (Resolution 74/285)

Decision/request

Action taken to implement decision/request

Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly (para. 9).

The guidelines in section 6 (Solicitation) of the United Nations Procurement Manual, updated as at 30 June 2020, specifically those contained in section 6.3 (Solicitation methods), summarize the methods of solicitation and the guidance to determine when their use is appropriate.

The Secretariat has contracted a consultant to review the aviation procurement practices of the United Nations, assess their current state and develop recommendations to further advance the maturity and capabilities of aviation procurement. The focus of the study is on the different solicitation methodologies (invitation to bid versus request for proposal) in aviation procurement and lessons learned from experience gained to date. It is expected that the results of the study will be available shortly.

Also requests the Secretary-General to undertake measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 10).

It is stated in section 1.4 of the Procurement Manual that transparency means that all information on procurement policies, procedures, opportunities and processes is clearly defined, made public and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (e.g., unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties and the confidentiality of offers). Details on the awarding of contracts and purchase orders made by all Secretariat entities are now accessible on the website of the Procurement Division and on its mobile application.

The United Nations also included that requirement in the guidance contained in the Procurement Manual, specifically in section 10.2.1 (Posting of awarded contracts). The website of the Procurement Division has been updated with increased accessibility and additional information such as demand forecast for special political missions and their contract awards.

Further updates with more information will be provided by the second quarter of 2021.

Unsuccessful vendors that participated in solicitations resulting in awards above \$200,000 are given the opportunity to obtain additional information on the reasons why their proposals did not receive an award through a formal debriefing process. Bidders that remain unsatisfied may file a procurement challenge, which is reviewed by an independent board.

As from 1 August 2020, all tender opening ceremonies can be attended virtually by vendors that have submitted bids or proposals. In addition, in accordance with the procedures contemplated in section 7 of the Procurement Manual (Management of submissions), tender opening reports for invitations to bid and requests for proposal are available for consultation by bidders for a period of 30 days from the tender opening date.

It is stipulated in section 13 of the Procurement Manual (Contract management and Contract administration) that, in line with the procurement principles of transparency and accountability and in order to facilitate internal and external audits, procurement officers must maintain fully documented files for every solicitation and every contract.

With regard to air transportation services, in invitation to bid exercises, vendors are advised at the bid opening of the aircraft types offered by all bidders, with detailed pricing information per aircraft. Following the contract award, the award information confirming the pricing of the winning bid is posted on the website of the Procurement Division.

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Force of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 11).

Requests the Secretary-General to provide in his next report an execution plan for, and analysis of, the implementation of the new Comprehensive Performance Assessment System, including on its correlation with mission planning and budget formulation, in order to facilitate consideration by the General Assembly of

The information is provided in paragraph 15 of the present report.

UNFICYP was the fourth peacekeeping operation to implement the Comprehensive Planning and Performance Assessment System and developed its first results framework with intended impacts, outputs and related indicators in 2018/19. The framework, including the underlying context and stakeholder analyses, was subsequently updated in 2020/21 to

resource requests for implementation of the System (para. 12).

reflect the evolving operational context. To date, five Comprehensive Planning and Performance Assessment System reports have been produced, which included a number of recommendations to inform mission leadership decision-making. Initial work to align the System with mission planning and budget formulation was initiated in November 2020.

The work of the System, currently being supported by the Joint Mission Analysis Centre, would require a dedicated planning officer to manage the various stages of the framework, including the coordination of the mission strategic planning functions. Accordingly, the proposed establishment of a Mission Planning Officer for the 2021/22 period as described in the present report will coordinate the implementation of the System to ensure alignment with mission planning and budget formulation in the future, in addition to the core mission planning responsibilities.

Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation and increase transparency, and to report thereon in his next report (para. 13).

UNFICYP confirms its full compliance with the Administration's guidance on risk management and internal controls. UNFICYP has integrated risk management and internal control activities into existing mission support processes to enable risk management to become an integral part of mission operations. The Force's risk management committee serves as a forum to align and coordinate activities related to risk management and compliance, including validating and prioritizing risks, identifying trends and emerging risks, and reviewing and recommending measures to manage or mitigate risks as necessary.

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his zero-tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel, and to report thereon in the context of his next report on cross-cutting issues (para. 18).

The response for all peacekeeping missions, including UNFICYP, with respect to addressing issues raised, will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

Recognizes the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of Force personnel, in particular uniformed personnel, and requests the Secretary-General to further strengthen the measures in this regard and to report thereon to the General Assembly in the context of the next budget submission for the Force (para. 19).

As part of the Force's continued review for the improvement of the security and safety of United Nations personnel, the Force will enhance the security perimeter fence around the United Nations Protected Area during the 2021/22 period.

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 21).

UNFICYP continues to build on past efforts in this area: 75 per cent of its civilian approved staffing establishment are national staff.

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

Reiterates its concern about the high number of vacancies in civilian staffing, and further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously (para. 22).

Also requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 24).

Further requests the Secretary-General to conduct a comparative assessment of the services provided by respective entities for mine action activities and to provide the results in the context of his next report (para. 25).

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors, in accordance with relevant mandates, and to provide information on such deepened engagement in the context of his next report (para. 26).

UNFICYP continues to closely monitor the level of vacancies to ensure that vacant posts are filled expeditiously.

As at January 2021, there were no posts that had been vacant for 24 months or longer.

The Mine Action Service of the Department of Peace Operations, with inputs from UNFICYP, undertook a comparative assessment of the services provided by respective entities for mine action activities in the mission. The mine action services provided in support of the mandate implementation of UNFICYP include: the mapping and survey of explosive threats; the provision of technical advice and quality assurance on mine clearance to north and south governments and their troops; mine risk education; threat assessment and management; data management of mine action information; and coordination of humanitarian mine clearance. Given the cessation of UNFICYP demining activities in the buffer zone since October 2017, no standby military explosive ordnance disposal capacity is currently maintained. UNOPS, the implementing partner for the Mine Action Service, delivers mine action services in support of the Force. These findings bolster the conclusions of the UNFICYP strategic review of November 2017, which recommends the retention of UNOPS expertise and capacity to maintain the gains that have been achieved.

The actions that will be undertaken as they relate to the role played by regional and subregional actors for peacekeeping operations to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors in accordance with relevant mandates is detailed in chapter I, section C, of the present report.

B. Advisory Committee on Administrative and Budgetary Questions**Financing of the United Nations Peacekeeping Force in Cyprus (resolution 74/285)**
(A/74/737/Add.4)

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

The Advisory Committee regrets the delay in the completion of the project, pending support from the host Government and approval from the local authorities, and trusts that UNFICYP will redouble its efforts to obtain the required documentation expeditiously. The Committee looks forward to an update thereon in the next budget proposal (para. 20 (c)).

UNFICYP confirms that there are no pending works or technical problems related to the installation of solar-powered security lights and the replacement of old power generation systems with hybrid diesel-powered generators. With the commitment from the host Government, UNFICYP expects that connections will be completed by the end of the 2020/21 period.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

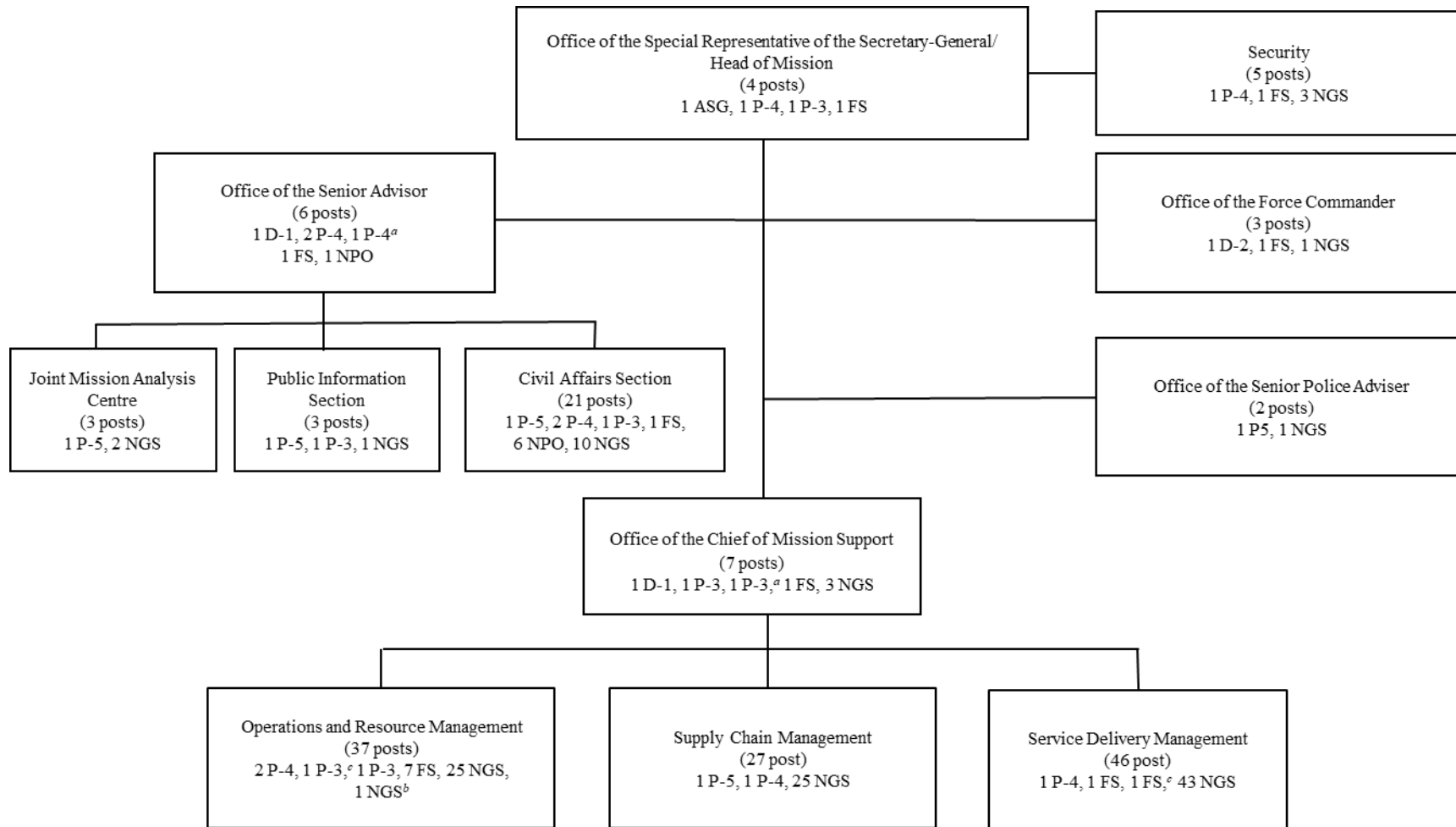
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

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

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

Annex II Organization charts

A. Substantive and administrative offices



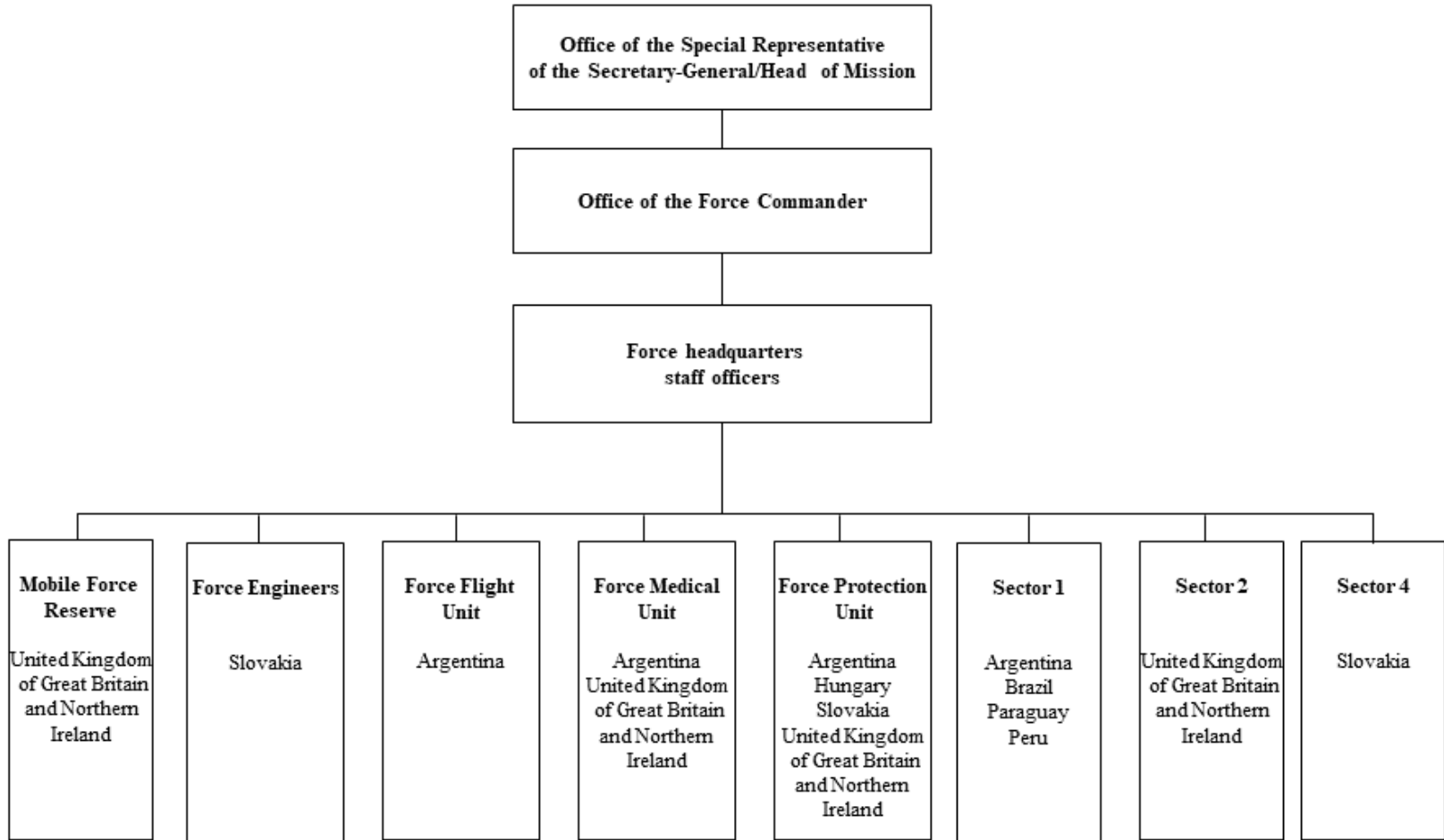
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

^a Establishment.

^b Located in the Kuwait Joint Support Office.

^c Funded under general temporary assistance.

B. Military component



Map

