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

## Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 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 Logistics Base at Brindisi, Italy, for the period from 1 July 2021 to 30 June 2022, which amounts to \$66,519,700 and represents an increase of \$4,461,500, or 7.2 per cent, compared with the approved budget for the period 2020/21.

During the period from 1 July 2021 to 30 June 2022, the Base will continue to provide services to field missions in the areas of geospatial information systems and information and communications technology services, as well as engineering, environmental technical assistance and supply chain management services. The Base will also deliver services and solutions to other Secretariat entities. The Global Service Centre, Brindisi, will continue to host tenant units that have administrative reporting lines to the United Nations Logistics Base while their functional reporting lines are to the Department of Peace Operations (namely, the Standing Police Capacity and the Justice and Corrections Standing Capacity) and the Department of Operational Support (namely, the Strategic Air Operations Centre, the proposed Aviation Safety Assurance and Safety Promotion Unit and the Field Central Review Bodies Unit).

A total of 447 posts and positions are proposed in the period 2021/22, which reflects an increase of one post compared with the approved staffing complement in the period 2020/21. The proposed budget provides for the deployment of 141 international staff, 305 national staff and 1 international temporary assistance position.

The total resource requirements for the Base for the financial period from 1 July 2021 to 30 June 2022 have been linked to the objectives of the Base through the results-based budgeting frameworks, organized according to the functional areas of supply chain functions; geospatial, information and telecommunications technologies; central support; and tenant units. The human resources of the Base in terms of the number of personnel have been attributed to the individual functional areas.

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

## Financial resources

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

Category	Expenditures (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Military and police personnel	—	—	—	—	—
Civilian personnel	41 198.4	41 287.3	45 300.4	4 013.1	9.7
Operational costs	22 068.1	20 770.9	21 219.3	448.4	2.2
<b>Gross requirements</b>	<b>63 266.5</b>	<b>62 058.2</b>	<b>66 519.7</b>	<b>4 461.5</b>	<b>7.2</b>
Staff assessment income	6 369.6	6 142.0	6 556.6	414.6	6.8
<b>Net requirements</b>	<b>56 896.9</b>	<b>55 916.2</b>	<b>59 963.1</b>	<b>4 046.9</b>	<b>7.2</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>63 266.5</b>	<b>62 058.2</b>	<b>66 519.7</b>	<b>4 461.5</b>	<b>7.2</b>

**Human resources**

	<i>International staff</i>	<i>National staff<sup>a</sup></i>	<i>Temporary position<sup>b</sup></i>	<i>Total</i>
<b>Office of the Director</b>				
Approved 2020/21	7	5	—	12
Proposed 2021/22	6	13	—	19
<b>Central Service</b>				
Approved 2020/21	14	87	—	101
Proposed 2021/22	13	79	1	93
<b>Supply Chain Service</b>				
Approved 2020/21	30	116	1	147
Proposed 2021/22	31	116	—	147
<b>Service for Geospatial, Information and Telecommunications Technologies</b>				
Approved 2020/21	39	83	—	122
Proposed 2021/22	39	83	—	122
<b>Tenant units</b>				
Approved 2020/21	49	14	1	64
Proposed 2021/22	52	14	—	66
<b>Total</b>				
Approved 2020/21	139	305	2	446
Proposed 2021/22	141	305	1	447
<b>Net change</b>	<b>2</b>	<b>—</b>	<b>(1)</b>	<b>1</b>

<sup>a</sup> National General Service staff.

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

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

## I. Mandate and planned results

### A. Overall

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

2. A memorandum of understanding governing the use of property and facilities at Brindisi by the United Nations was signed by the Secretary-General and the Government of Italy on 23 November 1994. The first addendum to the memorandum, in respect of the donation of three new warehouses, was signed on 7 December 2001, and the second addendum, pertaining to the transfer of additional premises and areas to UNLB by the Government of Italy, was signed on 4 August 2008. A third addendum, in respect of the transfer of six buildings and an open area to UNLB by the Government of Italy, was signed on 23 November 2011. A memorandum of understanding governing the use of premises in Valencia, Spain, by the United Nations was signed by the Secretary-General and the Government of Spain on 28 January 2009.

3. UNLB operates as a unified entity, comprising the Global Service Centre, Brindisi, and the United Nations Information and Communications Technology Facility, Valencia. The Base provides global geospatial, information and telecommunications technologies, service delivery and supply chain operational management and environmental technical assistance, as well as other enabling support services throughout the life of field missions, from start-up planning and preparation to liquidation. The Global Service Centre, Brindisi, will continue to host tenant units that have administrative reporting lines to UNLB while their functional reporting lines are to the Department of Peace Operations or the Department of Operational Support.

4. The Global Service Centre, Brindisi, occupies a total surface area of 368,209 m<sup>2</sup>, on which there are 53 buildings provided by the Government of Italy for the exclusive use of the United Nations and 5 buildings constructed by the Base, comprising 19 warehouses, 13 workshops and service buildings, 1 clinic and 25 office and training buildings of various sizes. The United Nations Information and Communications Technology Facility occupies a total surface area of 43,500 m<sup>2</sup>, on which there are six buildings provided by the Government of Spain for the exclusive use of the United Nations, comprising three operational and office buildings, one cargo handling facility, one pedestrian access control facility and one vehicle access control facility, and one dining facility constructed by the United Nations.

5. The mandate of UNLB is to provide rapid, effective, efficient and responsible services and solutions to its clients. The Base will continue to carry out its core functions in the areas of global technology management, service delivery and supply chain management, engineering and environmental technical assistance. In line with the management reform of the Secretary-General, UNLB, under the management of the Department of Operational Support and leveraging its mature service-level management framework and reliable track record as a service provider, will position itself as a Secretariat-wide service provider in the areas of information and communications technology (ICT) and supply chain management, in addition to other specialized areas, such as occupational safety and health. UNLB will remain an

integral part of the Department of Operational Support client engagement framework in support of the Department's portfolio of services in its mandated areas.

6. The UNLB value proposition, based on a clear focus on its clients, is to enhance service delivery and solutions for field operations and to support the Secretariat and external clients of the Department of Operational Support by providing timely, efficient, effective and responsible quality services on a cost-recovery basis.

7. As part of its overall objective, UNLB will, during the budget period, contribute to several expected accomplishments by delivering related key outputs in the following functional areas: (a) Supply Chain Service; (b) Service for Geospatial, Information and Telecommunications Technologies; (c) Central Service; and (d) Department of Operational Support tenants hosted at Brindisi, namely, the Strategic Air Operations Centre, the proposed new Aviation Safety Assurance and Safety Promotion Unit and the Field Central Review Bodies Unit. The achievement of the expected accomplishments would ensure the delivery of the Base's mandate, and the indicators of achievement show the measurement of progress made towards such accomplishments during the budget period.

8. The fifth functional area of UNLB covers Department of Peace Operations tenant units that are located at Brindisi (Standing Police Capacity and Justice and Corrections Standing Capacity), which have administrative reporting lines to UNLB but which operationally and functionally report to their respective parent offices within the Department.

9. The human resources of the Base, in terms of the number of civilian personnel, have been attributed to the individual functional areas and locations. Variances in the number of personnel compared with the budget for the period 2020/21 have been explained under the respective areas.

## **B. Planning assumptions and mission support initiatives**

10. A total of 447 posts and positions are proposed in the period 2021/22, which reflects a net increase of one post compared with the approved staffing complement in the period 2020/21. The proposed budget provides for the deployment of 141 international staff, 305 national staff and 1 temporary assistance position. It is proposed that 2 general temporary assistance positions – in the Environmental Technical Support Unit of the Supply Chain Service (P-3) and in the Justice and Corrections Standing Capacity of the tenant units (P-4) – be converted into 2 international posts, and that 1 temporary assistance position (P-3) be established in the Occupational Safety and Health Cell of the Central Service, in part to offset the above-mentioned reduction of 2 temporary assistance positions, resulting in a total of 141 international posts and 1 temporary assistance position. A total of 32 staff will continue to be located at the United Nations Information and Communications Technology Facility while the remaining 415 staff will be assigned to the Global Service Centre, Brindisi.

11. For the period 2021/22, UNLB proposes:

(a) The establishment of one temporary assistance position of Occupational Safety and Health Officer (P-3) in the Occupational Safety and Health Cell, Central Service;

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

(c) A change in the reporting line of the Security Office from the Central Service to the Office of the Director and the corresponding redeployment of one international Chief Security Officer (P-3) post and eight national General Service posts;

(d) A change in the nomenclature and reporting line of the Regional Aviation Safety Office from the Office of the Director to the tenant unit of the Department of Operational Support, and the corresponding redeployment of two international (P-4 and P-3) posts;

(e) The reclassification of two national General Service posts, namely, that of Nurse (G-6) to Senior Nurse (G-7), in the Occupational Safety and Health Cell, Central Service, and that of Information Systems Assistant (G-6) to Senior Information Systems Assistant (G-7), in the Digital Solutions Support Unit, Office of the Chief of Service for Geospatial Information and Telecommunications Technologies.

12. During the period from 1 July 2021 to 30 June 2022, and within its mandate, UNLB will continue to focus on providing innovative solutions in information and communications technology services, as well as supply chain and service delivery services. It will focus on expanding and optimizing the services that it provides to field missions, as well as to Secretariat and non-Secretariat entities. Best practices in the use of technologies will guide its service provision. Promising environmental initiatives will be further expanded and supported in the supply chain, and the contribution to UNLB clients by the demand planning process will continue to increase. Support to start-up missions, liquidation support to closing missions and warehousing services for active missions will be more streamlined and consolidated.

### **Office of the Director**

13. In the period 2021/22, it is proposed that the Office of the Director comprise the immediate office of the Director and the Security Office, which is proposed to be transferred from the Central Service. The Office of the Director will focus on further consolidation of UNLB into a global service and solution provider, serving field missions and the Secretariat, as well as non-Secretariat entities, on a cost recovery basis. In line with the Department of Operational Support strategic plan, the Office will prioritize the following areas: client orientation and results; collaboration and partnerships, including with United Nations partners and academic institutions; enhancing business processes through continuous improvement; and fostering a culture of innovation, creativity and staff engagement.

14. The immediate office of the Director will be responsible for performance and programme management, compliance monitoring, reporting and business intelligence, overseeing the overall management of mandate implementation and compliance with legislative requirements (including the requests and recommendations of legislative bodies, oversight bodies and the Financial Rules and Regulations of the United Nations).

15. The Liaison Office within the immediate office of the Director will continue to facilitate all UNLB communication with the host Government at the national and regional levels, as well as with the local authorities, while promoting the interests of UNLB with the establishment, nurturing partnerships with relevant actors in the local community and through representational activities. Furthermore, the immediate office of the Director will continue to perform the legal, conduct and discipline functions and provide support to the tenant units.

16. It is proposed that the Security Office, consisting of one international (P-3) and eight national posts, be redeployed from the Central Service to the Office of the

Director in line with the best practice in the United Nations security management system, according to which security functions should report to the area security coordinator, which is the role of the Director. It is also proposed that the Regional Aviation Safety Office, previously under the Office of Director and comprising two international posts, be transformed into a new Department of Operational Support tenant unit hosted at UNLB, named the Aviation Safety Assurance and Safety Promotion Unit.

### **Central Service**

17. In the period 2021/22, the Central Service will continue to provide centralized corporate support and services for UNLB internal operations, including finance and budget, human resources, procurement, property management, facilities management, other campus support activities, communication and training, while providing services to the Secretariat, the United Nations field missions and other external clients in the areas of occupational safety and health and conference management.

18. The Central Service primarily acts in an enabling role, to allow the two service delivery pillars, namely, the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain Service, and the tenant units to focus exclusively on the service and support functions within their technical expertise and for their client base. In addition, the Central Service will support the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain Service with their expanded and increasingly complex service portfolio.

19. The Central Service will serve as the operational arm at UNLB by providing, inter alia, occupational safety and health services in terms of operational and technical standards development and support, incident data management, incident response and risk assessments, as well as training development and delivery, for both the safety and health components, to raise awareness of the prevention of work-related incidents. In addition, the Central Service, through the Conference and Learning Centre, will deliver a wide range of support in organizing conferences, workshops and other learning activities. Should the current global coronavirus disease (COVID-19) pandemic continue to lead to travel restrictions, the Conference and Learning Centre will facilitate remote conferences, workshops and other learning activities in situ and remotely, as applicable. The Central Service pillar will also undertake an active outreach programme working with online advertisement job boards and other social media platforms to ensure the Base achieves its gender parity goals. Outreach efforts will be made to specific organizations to encourage women applicants.

### **Supply Chain Service and strategic deployment stocks**

20. During the period 2021/22, the Supply Chain Service will continue to provide support to peacekeeping missions as well as other clients of the Department of Operational Support (on a cost-recovery basis as applicable), including planning, sourcing, delivery and return functions, in support of the implementation of the global supply chain strategy outlined by the Office of Supply Chain Management and the environment strategy for peace operations managed by the Office of the Under-Secretary-General for Operational Support. Furthermore, the Service will support collective efforts to maintain ISO 9001 certification for quality management services.

21. Sustained progress will continue to be made in the following areas: (a) ensuring the increased granularity and data consistency of the aggregated global demand plan, which will be submitted to the Logistics Division, Office of Supply Chain Management, to support planning and sourcing functions in the Division; (b) actively facilitating and supporting the integrated business planning process with Department of Operational Support client entities and Headquarters, a process that is a key enabler



to enhancing the transparency, responsiveness and efficiency in the global supply chain; (c) providing sourcing support, including standardization of key acquisition and support documents, technical review and advice related to sourcing activities, assessments and on-the-ground support, and the development and provision of design and solicitation documents; (d) supporting and facilitating the implementation of the centralized warehousing standard in missions, leading to improved efficiency and enhanced inventory control; (e) supporting the development and delivery of tailored supply chain and service delivery training; (f) enhancing the UNLB surge and liquidation capacity to deliver support to field missions and remotely to clients.

22. During the period 2021/22, the Service will focus on the following:

- Enhancing client support by offering a client service desk with a single point of entry to simplify access to the Office of Supply Chain Management value proposition and better manage client services;
- Strengthening contractor performance management by rolling out the instant feedback system to all Department of Operational Support client entities, enabling real-time performance monitoring of all contracted goods and services;
- Continuing to reduce the environmental footprint in peace operations by providing in situ and remote environmental technical assistance across the three technical pillars of the environment strategy: energy, water and wastewater, and solid waste;
- Improving warehousing operations by implementing a smart warehousing system to enhance effectiveness, efficiency and transparency in the overall warehouse management based on increased digitalization that allows real-time data to be captured for remote space, container and inventory tracking;
- Realigning the functions and associated resources of the Supply Chain Service. The proposed internal adjustments will ensure alignment with the overall supply chain management approach of the Department of Operational Support and the need for segregation of duties.

#### *Centralized warehousing*

23. Centralized warehousing is a crucial element to enhance the effectiveness, efficiency, transparency and delivery of supply chain services and to learn from the experience of the COVID-19 pandemic by applying the latest inventory tracking and accounting technology within a fully digital environment. There is a need not only to enhance agility in order to respond to urgent and unforeseen demands, but also to establish a transparent delivery chain to better inform management and provide clients with real-time updates on the existing flow of goods and services to include their up-to-date volume and cost aspects in the United Nations supply chain. The smart warehousing project is one of the service innovations in the Office of Supply Chain Management and UNLB aimed at piloting the above-mentioned deliverables in the wider context of Department of Operational Support. The project will adopt a mix of hardware and software; a plug-in technology (e.g. radio frequency identification) will facilitate real-time data access for space and container tracking, while inventory tracking will phase out analogue methods. In addition, the real-time data and remote accessibility foster resilience of the supply chain warehouse in relation to functions and activities, enabling agility and scalability of inventory, inventory storage, inventory control and shipping, with less dependency on manual operations, physical presence and staff action, and the associated potential for error.

*Strategic deployment stocks*

24. As a part of the Supply Chain Service, the strategic deployment stocks provide a flexible and agile resource that support peacekeeping operations and other entities.

25. The General Assembly, in paragraph 6 of its resolution [74/282](#), recalling paragraph 4 of its resolution [72/287](#), sought a proposal on the revised concept of operations for strategic deployment stocks that takes into account the observations and recommendations of the Office of Internal Oversight Services, and stressed the need for further analysis on enhanced effectiveness, expected efficiencies and location issues. In paragraph 7 of the same resolution, the Assembly noted the ongoing study of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section in the context of an integrated supply chain management approach, and looked forward to receiving the results of the study for its consideration at its seventy-fifth session. In that regard, the administration initiated a comprehensive review of the strategic deployment stocks concept, within the broader context of integrated supply chain management, to enhance the effectiveness and efficiency of operations related to strategic deployment stocks, as requested by the Assembly. The contribution of strategic deployment stocks to the United Nations-wide response to COVID-19 also provided new opportunities to integrate the lessons learned and optimize the future use of strategic deployment stocks. Furthermore, a proposal is being submitted to the Assembly in the context of the budget of the Regional Service Centre in Entebbe, Uganda, for the period 2021/22 to establish regional deployment stocks in Entebbe to complement strategic deployment stocks at UNLB, in the context of the future roles and responsibilities of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section, which will also contribute to the future modalities of operations relating to strategic deployment stocks. Accordingly, the revised concept of strategic deployment stocks is expected to be submitted to the General Assembly in the second part of its resumed seventy-sixth session, incorporating lessons learned from the use of strategic deployment stocks during the global pandemic, as well as General Assembly guidance on regional deployment stocks and proposals for the further enhancement of effectiveness and efficiencies of strategic deployment stocks to client entities of the Department of Operational Support. The new concept will consider the following aspects:

(a) As part of the integrated supply chain management, UNLB played a critical role in helping the Secretariat entities to maintain business operations through the COVID-19 pandemic. The pandemic response activities demonstrated that having flexibility through the availability of mixed physical stock and non-committed funds enhanced the effectiveness of a centralized response to urgent needs. Any new strategic deployment stocks concept must be developed on a simply defined scenario-based framework but also must cater to an overlapping range of surge scenarios. The concept is envisaged to comprise three elements: (i) a portfolio of system contracts for goods and services, accommodating greater materials and services to be delivered on a just-in-time basis; (ii) a smaller material stock of equipment than currently envisaged, focusing on vehicles and other long lead-time assets; and (iii) specialized standby capabilities to support start-up and surge activities;

(b) The capacity to deploy or respond to a crisis globally remains important in peacekeeping operation start-up and, as demonstrated by the response to the COVID-19 pandemic, strategic deployment stocks are an effective cross-functional resource that provided critical equipment to 27 entities between January and September 2020;

(c) UNLB is exploring opportunities to forge partnerships and synergies with other holders of reserve stocks within the Secretariat (e.g. the Department of Safety and Security, or the Office for the Coordination of Humanitarian Affairs) and outside (e.g. the United Nations Humanitarian Response Depot managed by the World Food Programme (WFP), or the United Nations Children's Fund) to establish interoperability and reduce duplication;

(d) The concept will consider the necessary flexibility required to harvest benefits attributable to the availability of local or regional solutions and service providers. Similar flexibility will be incorporated at all levels of the concept, including the potential pre-positioning of certain stock, incorporation into operational depots, utilization of vendor-managed inventory, consignment stock and other tools of agile supply chain operations. Agility will be reflected in the proposal of stock locations for pre-positioned inventory that make it possible to adapt to changes in consumer streams and consumption patterns in terms of demand locations;

(e) In the development of the concept, UNLB will continuously measure client satisfaction, focusing on quantitative and qualitative key performance indicators, commitment to continuous improvement and regular performance reviews.

#### *Environmental technical support*

26. The Supply Chain Service will continue its environmental support activities, including, specifically, the provision of technical assistance to peace operations implementing the environment strategy of the Secretariat, with a focus on the technical pillars of water, waste and energy, under the overall leadership of the Environment Section in the Office of the Under-Secretary-General for Operational Support. Augmented through the Rapid Environment and Climate Technical Assistance project in partnership with the United Nations Environment Programme, the Service will play a leading role in the development of operational guidance to support sustained water and wastewater risk management and to provide technical assistance and support to missions to plan for multi-year investments, matching local capacity and supply chains, to upgrade critical infrastructure that includes appropriate technology suited to the local conditions.

27. Within UNLB, a range of low-cost environmental initiatives will be pursued that align with the environmental management system and environmental scorecard developed by the Department of Operational Support, including optimizing water consumption and increasing the use of alternate water sources, increasing light-emitting diode coverage and reducing the transportation footprint of waste management. The Base will also continue to maintain ISO 14001 certification for environmental management.

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

28. The Service for Geospatial, Information and Telecommunications Technologies will continue its role as the resilient operational hub for the support and delivery of technology services and solutions to field operations and a broad range of Secretariat and United Nations system clients. Building on its experience to date in maintaining operations during the COVID-19 pandemic, the Service will continue to provide reliable, resilient and innovative geospatial, communications and information technology services, including centralized connectivity, hosting and monitoring support, and to ensure that staff members in field missions and at Headquarters have access to critical enterprise systems, such as Umoja, videoconferencing, iNeed and email.

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

the Service is underpinned by a strategy involving a combination of a core staffing capacity augmented by a contractual and managed service capacity, which is scalable to the demands for services.

30. In the period 2021/22, the Service will continue to deliver infrastructure and operational support to a wide range of Secretariat and United Nations system clients, to include Headquarters, regional commissions, offices away from Headquarters and United Nations agencies on a cost recovery basis.

31. For the period 2021/22, the Service for Geospatial, Information and Telecommunications Technologies will continue to utilize its two distinct but complementary service delivery approaches, combining both centralized and remote support services. Centralized support services continue the key role of the Global Service Centre in ensuring connectivity, hosting and monitoring support for critical enterprise systems, while remote support services enable the remote delivery, from the Global Service Centre, of highly skilled, standardized and consistent support to users anywhere in the world. Extended reality technologies were piloted during the COVID-19 crisis to enhance the provision of remote support to clients. Applications include support for Unite field remote infrastructure monitoring infrastructure assessments, support for procurement actions (sales of assets, site visits) and occupational safety and health (on-site risk assessments). It is envisaged that such technologies will be increasingly leveraged for the provision of remote ICT services and in other functional areas.

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

33. The key focus areas and priorities for the Service during the period 2021/22 will include consolidation of tier I information technology support services and management for the global Unite Service Desk at UNLB, assuming responsibility for the global Unite Service Desk, unifying existing global support processes and integrating service desk capacities under a unique, global support framework. This will optimize existing arrangements by following standardized processes for all global support teams, eliminating duplications in the processes, and will enable end-to-end visibility of the resolution of client requests and alignment with other tier II global support teams at UNLB. Other key focus areas and priorities include consolidation and enhancement of the key role of UNLB in providing cloud service management and cloud deployment functions, enabling the implementation of the cloud strategy; and the continued focus on asset replacement, ensuring the reliability and resilience of the centralized ICT systems, including a technological refresh of active equipment in the satellite teleports and core digital radio switch, to ensure optimal performance and availability for mission-critical equipment that at present has long passed its serviceable life.

34. In line with its strategic drivers, the Service will also focus on its suite of innovative technology products and programmes, including the following: (a) continued support for the Unite field remote infrastructure monitoring (“UN Smart Camp”) and Unite Aware ecosystems, with the objectives of ensuring reliable and data-driven decision-making, as well as a comprehensive and integrated approach to situational awareness and information analysis for United Nations peace operations – through those two programmatic and strategic drivers, the Service has now established itself as the Secretariat linchpin for the support and implementation of

Internet-of-things innovative technologies, under the overall umbrella of the Secretary-General's data strategy; (b) the establishment of a product management support model for flagship enterprise systems and products, such as Unite field remote infrastructure monitoring, Unite Aware and the M-Product suite (i.e., platforms to monitor infrastructure and to optimize the use of scarce resources; situational awareness information management processes for field operations; and rapidly deployable container-based modular infrastructure and work space units for field operations); (c) continued life cycle management of deployed modular systems, comprising the M-Product suite, to maintain optimal operability and ensure the necessary technological refresh; (d) leveraging and optimizing the use of extended reality technologies, including virtual and augmented reality to enhance service delivery in the provision of remote support services; (e) engagement in groundwater exploration support activities, the development of innovative geospatial solutions – such as automation of the environmental action plan, geo-visualization of field remote infrastructure management and Smart Camp visualization solution – and the design of business intelligence and analytics products; and (f) the development and expansion of the Unite Maps initiative to the Secretariat and field missions to deliver current and accurate base and operational maps as well as imagery, as well as search and navigation solutions, in order to enhance enterprise applications, such as Unite Aware, Situational Awareness Geospatial Enterprise (SAGE), Unite field remote infrastructure monitoring, environmental action planning and performance, digital radio system and other platforms.

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

36. The information and telecommunications technologies asset base at UNLB remains in need of attention. Ageing assets result in additional risk exposure when it comes to the delivery of critical ICT services to clients. As at 30 June 2020, 57.2 per cent of the ICT assets by quantity at UNLB had passed their useful lives, and it was expected that 66.5 per cent of the asset base by quantity would pass its useful life by 30 June 2021, on completion of the 2020/21 period asset replacement programme. The Service has been prioritizing the replacement of its assets through a structured risk assessment methodology. This has made it possible to focus on the replacement of assets that present the greatest risks to service delivery. It is expected that, during the period 2021/22, the quantity of the asset base to have passed its useful life will increase to 73.9 per cent by 30 June 2022. Similarly, priority will be given to the replacement of those assets that have passed their useful lives that present the greatest risk exposure to the services, leveraging the established risk assessment methodology.

### **Scalability model**

37. The existing scalability model is further refined in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions ([A/74/737/Add.6](#)) endorsed by the General Assembly in its resolution [74/282](#). The original model presented in the period 2019/20 was developed based on an empirical business unit scalability analysis of the 54 UNLB business units, leveraging the civilian staffing review as the endorsed baseline for resources.

38. UNLB established an internal review team to refine and review the existing model and to validate and assess the resources devoted to supporting the activities within UNLB and the activities related to the support of peacekeeping operations. It

was observed that resources were deemed to be driven not only by the volume of activities within UNLB and in missions but also by the complexity and coordination required to manage those activities, as well as the need to ensure an ongoing minimum capability. Thus, the changes in the resources were induced by factors amenable to scalability and due to non-scalability related reasons.

39. Further, the Regional Service Centre in Entebbe was approached to review the lessons learned that could be applied to UNLB. It was found that, although both UNLB and the Regional Service Centre in Entebbe were attempting to align the scale of their operations with the volume of their basic client operations, the two entities provided distinct and unique functions. In accordance with General Assembly resolution 64/269, global support functions were segregated such that strategic functions remained at Headquarters and operational functions were moved to UNLB. The Regional Service Centre in Entebbe, on the other hand, was established through the consolidation of transactional functions from missions. The fundamental difference in the nature of the work done by the two entities therefore means that the same approach to scalability cannot be applied. The Regional Service Centre in Entebbe can scale more directly based on short-term mission needs, as it was built by pooling resources from mission support divisions. Functions of the Regional Service Centre in Entebbe are therefore flexible in terms of the client mission transactions volume. However, UNLB services are of a more global and advisory nature, unique to the particular circumstance of each mission or a group of missions and akin to the variability of requirements for the Department of Operational Support at Headquarters given the nature and scope of the work.

40. Over the years, UNLB has expanded the services that it delivers, evolving from a traditional and transaction-oriented organization into a mature service provider in the areas of technology and supply chain services capable of providing a wide range of complex support and customized advisory services to its clients, in such areas as environmental technical support, liquidation support and “Internet-of-things” technologies enabling higher level, data-driven decision-making, demand planning and management.

41. A key principle of the UNLB scalability model is that it underpins the need to ensure a core service and support capacity providing an ongoing minimum capability, while ensuring the retention of critical knowledge and skills in key areas. This is supplemented, as required, by contractual services and contractors as workloads fluctuate and expand. In addition, and as the demands during the COVID-19 pandemic have demonstrated, the ability to calibrate in a responsive manner UNLB operations to support client demand is critical to ensuring business continuity across the United Nations system. Examples of this include the ability to deploy communication technologies and extended reality technologies leveraging a mature, remote support services capacity that is responsive to burgeoning client demand for this expertise. Equally, the acquisition and distribution of COVID-19 and first-line-of-defence-related equipment and consumables determined a huge increase in demand and workload for supplies of medical strategic deployment stocks while the ongoing engagement in start-up and liquidation activities spiralled as a consequence of the drawdown and liquidation of the United Nations Integrated Peacebuilding Office in Guinea-Bissau, the Office of the Special Envoy of the Secretary General for Burundi and the African Union-United Nations Hybrid Operation in Darfur (UNAMID), as well as the start-up of the United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS).

42. Based on the above-mentioned principle, UNLB continued to refine further its existing model and its constituent elements, including validation of the 54 modelled business functions against the known baseline. The proposed improvement has also included revalidating the model against the proposed results-based budgeting outputs

and work effort drivers, reflecting the number of clients and volume of support and UNLB engagement therein.

43. In that regard, any proposed staffing changes were analysed in the context of the organizational alignment of UNLB and enhancement of its support for the global Secretariat client entities of the Department of Operational Support. The established scalability model and its application include global Secretariat demand and its associated activity level and will remain under regular review and update to ensure continuous scalability between resource requirements and expected deliverables.

44. The UNLB scalability model is focused on the services provided by UNLB to mandated clients by its two core external service providers, the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain Service. The scalability factor for the Central Service is entirely dependent on the scope and volume of administrative support required by two core services, external service providers, the Office of the Director and the tenant units hosted at UNLB.

### **Contractors and personnel occupying facilities at Brindisi and Valencia**

45. In its resolution [69/309](#), the General Assembly endorsed the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions ([A/69/839/Add.9](#), para. 55) to request the Secretary-General to include, in future budget submissions regarding UNLB, information on all of the personnel occupying the facilities at Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises.

46. During the period 2021/22, UNLB will continue to host support personnel of other entities at Brindisi and Valencia. The cost-recovery framework will enable the recovery of the costs associated with the use of the facilities by non-UNLB support personnel providing support for non-Department of Operational Support client entities with which UNLB maintains a service-level agreement. Costs are recovered for support personnel related to facility services such as cleaning, gardening, security and maintenance. For example, the costs related to personnel of the International Computing Centre working on non-Department of Operational Support projects are recovered for facility services.

47. No costs are recovered for personnel of non-UNLB entities, including the United Nations Office for Project Services (UNOPS) and the International Computing Centre, working on projects for the Department of Operational Support and field missions, in accordance with the provisions of contractual arrangements.

48. It is estimated that 552 full-time support personnel from other entities will occupy premises at UNLB, 529 of whom will provide functions related to communications and information technology, while the remaining 23 are from the United Nations Field Staff Union and other United Nations personnel (see table 1). The requirements for UNLB contractors are reflected in the present budget, while the other United Nations and external contractors are funded through other funding mechanisms.

Table 1

**Analysis of occupancy of contractors and non-United Nations Logistics Base personnel at the premises of the Base, by location**

Entity	2019/20 Actual	2020/21 Estimate	2021/22 target			Service-level agreement/cost reimbursement (yes or no)
			Brindisi	Valencia	Total	
International Computing Centre						
Department of Operational Support clients	78	93	48	30	78	No <sup>a</sup>
Non-Department of Operational Support clients	175	149	25	150	175	Yes <sup>b</sup>
Subtotal, International Computing Centre	253	242	73	180	253	
United Nations Office for Project Services						
Department of Operational Support clients	161	161	63	123	186	No <sup>a</sup>
Non-Department of Operational Support clients	2	10	4	18	22	Yes <sup>b</sup>
Subtotal, United Nations Office for Project Services	163	171	67	141	208	
Other contractors	129	102	49	10	59	No
Subtotal, other contractors <sup>c</sup>	129	102	49	10	59	
Other personnel (United Nations posts) <sup>d</sup>						
Office of Information and Communications Technology	21	5	—	6	6	Yes
Umoja master data management personnel	10	10	5	5	10	No
United Nations Field Staff Union	4	4	4	—	4	No
Other personnel <sup>e</sup>	7	12	9	3	12	No
Subtotal, other personnel	42	31	18	14	32	
Total	587	546	207	345	552	

<sup>a</sup> International Computing Centre and UNOPS personnel working on projects for the Department of Operational Support and peace operations under contractual agreements. No costs are recovered for those personnel.

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

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

<sup>d</sup> Other personnel. This category refers to United Nations Secretariat personnel located at UNLB who are not part of the UNLB staffing table.

<sup>e</sup> For the period 2021/22, the breakdown of the posts is as follows: Department of Safety and Security, three; extrabudgetary posts, three; Initiative for Women in Peace Operations (Elsie) project funded by the Government of Canada, two; Disarmament, Demobilization and Reintegration Officer, one; Senior Security Sector Reform Officer, one; Standing Police Capacity Officer funded by the Government of Germany, one; Environmental Section post in Department of Operational Support, one.

**Services provided to other entities and cost recovery**

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



50. The Service for Geospatial, Information and Telecommunications Technologies will continue to coordinate the delivery of ICT services, on a cost-recovery basis, to all United Nations entities not supported by the Department of Operational Support, as further detailed below.

51. During the period 2021/22, UNLB plans to maintain 23 service-level agreements with different entities, as shown in table 2 below, under which the Service provides connectivity services, data storage, telecommunications, data centre hosting services, application hosting, event monitoring, campus services, geospatial information systems, ICT security and operational resilience services on a cost-recovery basis using the Umoja service delivery functionality. In addition, training services will be provided to field missions on a cost-recovery basis. The costs are based on approved service rate cards, which are reviewed on an annual basis by the Office of the Controller. The income and expenditure for the period 2021/22 are estimated at \$10.6 million compared with \$9.3 million estimated for the 2020/21 budget period. The estimated income and expenditure do not duplicate any proposed resource requirement included in the budget proposal for UNLB for the period 2021/22. An analysis of the expected income is presented by client entity in table 2.

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

**Table 2**  
**Analysis of cost-recovery estimates for the period 2021/22**

(Thousands of United States dollars)

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
Office of Information and Communications Technology	Hosting services (rack space, server hosting, infrastructure as a service, consultancy services and infrastructure support services); data storage (provision, replication, backup and operation resilience); connectivity services (leased line, Internet, VPN site-to-site, VPN/VDI client access, firewall support, consultancy services, intelligent wide area network service); event monitoring; platform services (access layer, anti-spam); application services (Moodle hosting service); telecommunications (videoconferencing service); project management services (consultancy services)	6 375.9
International Computing Centre	Hosting services (rack space); connectivity services (leased lines, Internet, network connectivity, VPN/VDI site-to-site and client access); and campus services (office space)	1 013.1
Office for the Coordination of Humanitarian Affairs	Hosting services (rack space, server hosting, infrastructure as a service, cloud and consultancy services); data storage (provision, replication, backup and operation resilience); application services (database and consultancy services); connectivity services (leased line, Internet, VPN/VDI client access, network load balancing, consultancy services, intelligent wide area network and Meraki); event monitoring; and storage and servicing of vehicles	842.0
Enterprise Solutions Service, Office of Information and Communications Technology	Hosting services (consultancy services and cloud)	754.3
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Hosting services (infrastructure as a service, server hosting and consultancy services); data storage (provision, backup, replication and operation resilience); application services (database); connectivity services (internet, VPN site-to-site, VPN/VDI client and network load balancing); and event monitoring	561.9

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
Department of Economic and Social Affairs	Hosting services (server hosting and infrastructure as a service); data storage (provision and backup); application services (database); connectivity services (Internet, VPN/VDI client access and network load balancing); and event monitoring	191.5
African Union in Somalia	Hosting services (consultancy services and cloud); and application services (email service)	124.6
Special Tribunal for Lebanon	Application services (email); connectivity services (leased lines, intelligent wide area network and VPN site-to-site); hosting services (server hosting, infrastructure as a service); and data storage (provision)	111.7
Secretariat of the Convention on Biological Diversity, United Nations Environment Programme – Nairobi	Hosting services (consultancy services and cloud); connectivity services (intelligent wide area network service and VPN site-to-site)	67.9
United Nations International Residual Mechanism for Criminal Tribunals	Connectivity services (consultancy services, intelligent wide area network and VPN site-to-site); and telecommunications (voice)	48.7
United Nations Assistance to the Khmer Rouge Trials	Hosting services (infrastructure as a service); data storage (provision); connectivity services (VPN/VDI client, consultancy services, intelligent wide area network, VPN site-to-site, firewall federation); and telecommunications (voice)	37.6
United Nations Monitoring Mechanism for the Syrian Arab Republic	Connectivity services (consultancy services, intelligent wide area network, VPN site-to-site and Meraki service); telecommunications (voice); hosting services (server hosting and infrastructure as a service); data storage (provision and backup); and application services (database)	31.0
Office of Administration of Justice	Application services (SharePoint)	27.0
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Connectivity services (consultancy services); data storage (backup); hosting services (server hosting and infrastructure as a service); application services (remote global self-service catalogue); and ICT security and operation resilience services (consultancy services, anti-malware monitoring and central patch management service)	14.5
United Nations Office for Project Services	Hosting services (server hosting and infrastructure as a service); data storage (provision and backup); connectivity services (VPN/VDI client access); application services (database and web hosting); event monitoring; and campus services (office space)	14.2
World Food Programme	Hosting services (rack space); connectivity services (Internet, network connectivity, microwave connection and consultancy services); telecommunications (voice); and campus services (office space)	13.5
United Nations Conference on Trade and Development	Hosting services (rack space); connectivity services (Internet); and event monitoring	11.3
United Nations Interregional Crime and Justice Research Institute	Data storage (backup); and telecommunications (videoconference)	6.9
United Nations Office at Nairobi	Hosting services (consultancy services and cloud)	5.8
United Nations Environment Programme – Geneva	Hosting services (server hosting); data storage (provision and backup); and connectivity services (Internet)	3.2
Office of the United Nations High Commissioner for Human Rights	Geographic information systems services (offline solutions)	3.0
United Nations Children's Fund	Storage and servicing of vehicles	3.0
Department of Safety and Security	Storage and servicing of vehicles	3.0
United Nations peacekeeping missions	Training services	240.0
United Nations special political missions	Training services	60.0
<b>Total</b>		<b>10 565.6</b>

*Abbreviations:* VDI, virtual desktop infrastructure; VPN, virtual private network.

53. Income generated through the cost recovery fund will be used by UNLB to secure ICT resources, facilities and infrastructure required to provide services for the clients under the established service level agreements. Table 3 below summarizes the planned expenditures by category providing more detailed breakdown of the communications and information technology category. During the period 2021/22, UNLB will continue to use cost-recovery income to fund one post of Senior Information Systems Officer (P-5), one post of Information Systems Officer (P-3) and one national General Service post to coordinate and manage cost recovery income received. These posts are located in the Office of the Chief, Service for Geospatial, Information and Telecommunications Technologies.

Table 3

**Analysis of estimated costs to be recovered for the period 2021/22**

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Cost estimates</i>
<b>Civilian personnel</b>		
International staff		320.0
National staff		80.0
<b>Subtotal</b>		400.0
<b>Operational costs</b>		
Travel		10.0
Facilities and infrastructure		862.9
Ground transportation		13.0
Communications and information technology		8 979.7
Acquisition of equipment	1 196.7	
Telecommunications and network services	30.4	
Maintenance and information technology services	6 560.4	
Rental of equipment	401.4	
Acquisition of software packages	790.8	
Other supplies, services and equipment		300.0
<b>Subtotal</b>		10 165.6
<b>Total requirements</b>		<b>10 565.6</b>

**Tenant units**

54. UNLB will continue to host and support tenant units, including the Standing Police Capacity and the Justice and Corrections Standing Capacity, which report to the Department of Peace Operations; and the Strategic Air Operations Centre and the Field Central Review Bodies Unit, which report to the Department of Operational Support. It is proposed to change the reporting line for the Regional Aviation Safety Office, which currently reports to the Office of the Director, UNLB, in such a way that it reports directly to the Department of Operational Support. The requirements of the Office – to be renamed the Aviation Safety Assurance and Safety Promotion Unit – will remain in the UNLB budget, but will be reflected as a tenant unit. Resource requirements of the tenant units are presented in table 4 below.

Table 4  
**Resource requirements of the tenant units for the period 2021/22**

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

	<i>Standing Police Capacity</i>	<i>Justice and Corrections Standing Capacity</i>	<i>Field Central Review Bodies Unit</i>	<i>Strategic Air Operations Centre</i>	<i>Aviation Safety Assurance and Safety Promotion Unit</i>	<i>Total tenant units</i>
<b>Civilian personnel</b>						
International staff	5 802.6	1 054.2	1 058.6	484.4	332.8	8 732.6
National staff	141.6	70.8	212.4	566.4	—	991.2
<b>Subtotal</b>	<b>5 944.2</b>	<b>1 125.0</b>	<b>1 271.0</b>	<b>1 050.8</b>	<b>332.8</b>	<b>9 723.8</b>
<b>Operational costs</b>						
Consultants and consulting services	9.0	—	—	—	—	9.0
Official travel	84.2	32.5	34.8	18.7	24.0	194.2
Communications and information technology	—	—	11.6	0.9	5.0	17.5
Other supplies, services and equipment	13.9	—	10.2	9.3	3.2	36.6
<b>Subtotal</b>	<b>107.1</b>	<b>32.5</b>	<b>56.6</b>	<b>28.9</b>	<b>32.2</b>	<b>257.3</b>
<b>Total requirements</b>	<b>6 051.3</b>	<b>1 157.5</b>	<b>1 327.6</b>	<b>1 079.7</b>	<b>365.0</b>	<b>9 981.1</b>

#### *Standing Police Capacity*

55. The Standing Police Capacity, which comprises 36 posts, will continue to deliver its two core functions, namely, the start-up of new police components in peace operations and the provision of assistance to police components in existing peace operations. If requested, it would also conduct operational assessments and monitoring of police components.

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

57. In addition, the Standing Police Capacity will continue to contribute to the in-house compilation, collation and analysis of information and statistics and the development of compendiums for the use of United Nations Police in various peace operations. The methodology will, inter alia, be based on field visits, surveys, interviews, meetings, discussions, and peer review.

58. The Standing Police Capacity will also continue to enhance efforts towards more effective preparedness for the start-up of new peace operations and the expansion of existing peace operations; maintaining or upgrading their institutional and operational capacity, including the downsizing and liquidation of existing peace operations; and assistance for the existing police components of peace operations. These enhanced efforts will include quantifiable outputs in terms of assistance missions to the police components in existing peace operations, starting up and/or strengthening police components, skills development programmes for Standing Police Capacity experts and support for assessment missions to the existing police components. The Standing Police Capacity will continue to engage in interaction within the Department of Peace Operations and police components of various peace operations and regional and other partners.

59. The Standing Police Capacity projects that it will continue to receive requests for support from United Nations peace operations and other partners in the period

2021/22. It is expected that the travel restrictions currently in place will be eased in the course of the period 2021/22, which would, inter alia, allow in-mission deployment of its experts to the peace operations in a timely manner.

#### *Justice and Corrections Standing Capacity*

60. The Justice and Corrections Standing Capacity is the Brindisi-based arm of the Justice and Corrections Service of the Office of Rule of Law and Security Institutions at Headquarters. It is currently comprising six posts and one general temporary assistance position, which is proposed to be converted to a post, as detailed in paragraph 104 below. The Justice and Corrections Standing Capacity will continue to deliver on its two core functions in the period 2021/22, namely, providing the start-up capability for justice and corrections components in peace operations and early implementation of transitions and reinforcing existing peace operations in the areas of justice and corrections and, where appropriate, other United Nations field presences and entities by providing time-limited and targeted technical assistance. It will pursue its support for justice and corrections components to plan for and implement mandated rule of law-related programmes through the provision of substantive expertise and support in programme implementation and oversight, in order to ensure the effective, coherent and coordinated delivery of rule of law mandated tasks. It will also continue to undertake operational assessments and evaluation of missions in support of justice and corrections components in the field.

61. In line with the Secretary-General's reform of the peace and security architecture, the Justice and Corrections Standing Capacity will respond to requests for support from the Department of Peace Operations and the Department of Peacebuilding and Political Affairs, focusing on start-up, transition planning and implementation, and targeted support for the rule of law in such areas where missions lack sufficient capacity or expertise. Accordingly, support will be provided for the design and implementation of rule-of-law programmes, an expertise that is often unavailable within the missions' rule-of-law components, which are usually staffed with subject-matter experts, such as judges, prosecutors, lawyers or prison officers. As evidenced by the 2019 audit of the Office of Internal Oversight Services,<sup>1</sup> all surveyed clients indicated that, as they had consistently done, they anticipated engaging on a continual basis the Justice and Corrections Standing Capacity for assistance, particularly on strategic, operational and transition planning.

62. Moreover, in line with the Secretary-General's recognition of the contributions of the Justice and Corrections Standing Capacity to the role of the Office of Rule of Law and Security Institutions as a system-wide service provider, as well as the need for more coordinated and coherent rule of law support, there may also be requests to share its expertise with United Nations agencies, funds and programmes, Resident Coordination Offices or other United Nations entities, in particular under the auspices of the Global Focal Point for the Rule of Law.

63. Demand for the support of the Justice and Corrections Standing Capacity remains high and outweighs its current capacity. The COVID-19 pandemic did not impact the level of demand for support.

#### *Field Central Review Bodies Unit*

64. The Field Central Review Bodies Unit, which comprises 11 posts, will continue to deliver its mandated functions of reviewing international recruitment cases and

<sup>1</sup> See OIOS report 2019/063, assignment No. AP2018/600/04, para. 30, available from <https://oios.un.org/audit-reports>.

conducting reference verification for candidates selected to serve in United Nations field missions.

#### *Strategic Air Operations Centre*

65. The Strategic Air Operations Centre, which comprises 10 posts, will continue to deliver its three main functions, namely: (a) exercising global operational control for all out-of-mission flights and providing strategic air support for all clients; (b) exercising global fleet management for the overall United Nations air fleet; and (c) providing technical administration for the real-time United Nations global tracking system, strategic air movement of contingent personnel and standby aircraft charter agreement.

66. Pursuant to the request by the General Assembly, most recently in its resolution [74/282](#), a study was conducted on future roles of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section. Its results are reflected in the report on the overview of the financing of the United Nations peacekeeping operations and detailed in the budget of the United Nations Regional Service Centre in Entebbe for the period 2021/22 with respect to posts and structure. The study found that the Strategic Air Operations Centre has been delivering on its mandate of providing global strategic air operations support, strategic oversight of all in-mission flights including supporting special flights and analysing the aircraft usage reports of all peacekeeping operations. Regarding the aviation information management system, the study reported that the functions envisaged for the system are overdue for Umoja transition, which will align aviation utilization data development with the goal of centralizing the operational control of strategic air assets within the broader framework of integrated supply chain management.

67. Strategic Air Operations Centre rotates approximately 50 per cent of the total troops deployed in peace operations around the globe utilizing the long-term charter agreements, representing 5,000 flight hours for a total of some \$60 million. The new long-term charter agreements have been expanded to cover, in addition to the existing wide-body aircraft segment, five further aircraft segments providing more flexibility and capacity to operations ensuring increased troop rotations. In addition, the newly established contracts provide the needed opportunity to use those aircraft for other ad hoc requirements, such as the transportation of large groups of civilians, for example in evacuation operations or for important delegations. This would trigger a reduction in the number of rotations performed by short-term charter agreements. The new envisaged target is to have 80 per cent of troop rotations performed under the new long-term charter agreements and 20 per cent under letters of assist. Since August 2019, the Strategic Air Operations Centre has offered strategic cargo support to the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in South Sudan, utilizing a C-130J-type aircraft provided by a Member State under letter of assist.

68. The structure of the Strategic Air Operations Centre will remain unchanged.

#### *Aviation Safety Assurance and Safety Promotion Unit*

69. It is proposed to rename the Regional Aviation Safety Office the Aviation Safety Assurance and Safety Promotion Unit and to redeploy it to become a tenant unit of the Aviation Safety Section of the Office of Supply Chain Management, Department of Operational Support. The purpose of the organizational realignment is to better align its functions with the management reform, as reflected in the report of the Secretary-General on shifting the management paradigm in the United Nations (see [A/72/492/Add.2](#), para. 197), which established an increased scope for the Aviation Safety Team servicing the global Secretariat and reporting directly to the Assistant

Secretary-General for Supply Chain Management, Department of Operational Support. The Aviation Safety Section provides aviation safety oversight, advice and guidance to all United Nations field missions and supports the implementation of United Nations aviation safety policies, standards and procedures through the execution of the Aviation Safety Programme of the Department of Operational Support and the development of business solutions. It also leads aviation safety-related capacity-building through the development and delivery of United Nations tailored training and awareness-raising.

70. The Regional Aviation Safety Office, based at UNLB, has been providing advice and assistance to certain missions in establishing, implementing and managing of their aviation safety support, as part of the Department of Operational Support Aviation Safety Programme. The Regional Aviation Safety Office has been providing aviation safety support within the guidance and supervision of Aviation Safety Section of the Office of Supply Chain Management. The proposed renaming of the Regional Aviation Safety Office as the Aviation Safety Assurance and Safety Promotion Unit will better represent its functionalities, while the organizational realignment to designate it as the tenant unit of Aviation Safety Section will further streamline organizational alignment and enable the optimization of resources to provide improved services to all client entities, without any additional resource implications.

#### **Proposed resource requirements by location: Brindisi and Valencia**

71. In paragraph 29 of its report (A/74/737/Add.6), endorsed by the General Assembly in its resolution 74/282, the Advisory Committee recommended that future submissions include disaggregated information on the financial resources of UNLB in Brindisi and Valencia. Table 5 reflects the proposed resource requirements for the period 2021/22 disaggregated by location.

Table 5

#### **Proposed resource requirements for the period 2021/22, by location**

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

Category	Brindisi	Valencia	Total	Percentage of total	
				Brindisi	Valencia
	(1)	(2)	(3)=(1)+(2)	(4)=(1)÷(3)	(5)=(2)÷(3)
<b>Civilian personnel</b>					
International staff	21 088.9	2 171.5	23 260.4	90.7	9.3
National staff	20 165.0	1 722.0	21 887.0	92.1	7.9
General temporary assistance	153.0	—	153.0	100.0	—
<b>Subtotal</b>	<b>41 406.9</b>	<b>3 893.5</b>	<b>45 300.4</b>	<b>91.4</b>	<b>8.6</b>
<b>Operational costs</b>					
Consultants	158.9	21.3	180.2	88.2	11.8
Official travel	461.9	44.8	506.7	91.2	8.8
Facilities and infrastructure	4 285.5	1 674.8	5 960.3	71.9	28.1
Ground transportation	363.3	22.0	385.3	94.3	5.7
Air operations	6.4	—	6.4	100.0	—
Communications and information technology	6 636.5	6 427.5	13 064.0	50.8	49.2
Medical	86.7	1.5	88.2	98.3	1.7

Category	Percentage of total				
	Brindisi	Valencia	Total	Brindisi	Valencia
	(1)	(2)	(3)=(1)+(2)	(4)=(1)÷(3)	(5)=(2)÷(3)
Other supplies, services and equipment	886.3	141.9	1 028.2	86.2	13.8
<b>Subtotal</b>	<b>12 885.5</b>	<b>8 333.8</b>	<b>21 219.3</b>	<b>60.7</b>	<b>39.3</b>
<b>Gross requirements</b>	<b>54 292.4</b>	<b>12 227.3</b>	<b>66 519.7</b>	<b>81.6</b>	<b>18.4</b>

### **Variances in financial resource requirements**

72. The proposed budget for the period 2021/22 reflects an increase of \$4.5 million (7.2 per cent) compared with the approved amount of \$62.1 million for the period 2020/21. The increased requirements are mainly attributable to the depreciation of the United States dollar against the euro, increasing staff resources requirements, the lower proposed vacancy rates aligned with the current post incumbency trend, the establishment of one new general temporary assistance position and the acquisition of new videoconference equipment to address the growing demand for videoconferencing services.

## **C. Regional mission cooperation**

73. The Base played a key role in the response of the United Nations to COVID-19, particularly in the delivery of the strategic deployment stocks of personal protective equipment, newly sourced medical equipment and consumables in an extremely constrained transportation environment. The role of the Base has further expanded through one of its tenant units, the Strategic Air Operation Centre, by strengthening global cooperation through its support to the World Health Organization and WFP in the management of the COVID-19 crisis, particularly in conducting medical evacuation operations. In view of the rapid spread of the pandemic, the Strategic Air Operations Centre was tasked to manage 15 air medical evacuation short-term charter agreements in support of the United Nations system-wide task force on medical evacuations, which executed more than 100 aeromedical evacuations of United Nations staff and eligible dependents to an appropriate medical facility for further treatment.

74. The Base will continue its support of the Organization's response to the COVID-19 crisis should the pandemic continue in to the period 2021/22.

75. With the establishment of the United Nations system-side COVID-19 medical evacuations joint aviation team, the Strategic Air Operations Centre will continue its support in the following: managing 15 standby air charter agreements; COVID-19 medical evacuations; drafting the United Nations system-wide standard operating procedures; implementing jointly with WFP the technical working arrangement of the Strategic Air Operations Centre/WFP joint aviation team; monitoring country airspace limitations and updating those on a daily basis; composing and managing daily situation reports; and managing long-term charter agreements dedicated to the global and strategic rotation of troops in and out of field missions.

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

76. UNLB will support, upon request, the Department of Operational Support, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, Agencies, Funds and Programmes across the United Nations system for the



implementation of the field occupational safety risk management policy through the provision of training and learning activities focusing on the prevention of work-related incidents.

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

78. UNLB will continue to strengthen cooperation with other United Nations funds, programmes, specialized agencies, international tribunals and offices away from Headquarters through the provision of services relating to geospatial, information and telecommunications technologies and videoconference services on a cost-recovery basis. In addition, the Base will continue to provide the International Computing Centre and UNOPS with office computer services and Internet protocol telephony and computer network services.

79. The Director of UNLB will continue to serve as the designated area security coordinator for all United Nations system offices in the area, including the United Nations Humanitarian Response Depot, UNOPS and the International Computing Centre. The Chief of Service for Geospatial, Information and Telecommunications Technologies at the United Nations Information and Communications Technology Facility will continue to serve as the head of premises and area security coordinator for the Technology Facility and designated official a.i. for Spain.

80. In the budget period, and within its mandate, as part of Office of Supply Chain Management and in line with the Secretary-General's reform initiative to provide support to a wider range of clients, the Central Service will be exploring the opportunities for increased global support services to field missions and other entities in areas such as procurement, property management and occupational safety and health. The posting of job openings will also be shared with United Nations agencies, funds and programmes to capture potential applicants.

81. Furthermore, in line with similar United Nations reforms and enhanced approaches to external partnerships, the Central Service pillar, in consultation with the related office, will be taking the lead in exploring and developing formal partnership agreements with local universities and other interested partners. In particular, the air force of Italy, co-located on UNLB premises, has expressed interest in exploring joint activities of mutual interest, recognizing a natural synergy opportunity in the area of logistics and other services.

## **E. Results-based budgeting frameworks**

82. The results-based budgeting frameworks are grouped under the following functional areas: logistics; geospatial, information and telecommunications technologies; and central support, reflected under expected accomplishments 1.1 and 1.2. As part of its overall objective, during the budget period, UNLB will contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The outputs of the Standing Police Capacity and the Justice and Corrections Standing Capacity are reflected under expected accomplishment 1.3.

*Expected accomplishments**Indicators of achievement*

1.1 Rapid, effective, efficient and responsible operational and technical support services for client missions

1.1.1 Percentage of a targeted 256 supply chain service recipient clients expressing satisfaction with supply chain and operations services (2019/20: 95 per cent; 2020/21: 95 per cent; 2021/22: 96 per cent)

1.1.2 Percentage of services requests raised by supply chain clients logged and managed in iNeed prior to service delivery (2019/20: not applicable; 2020/21: not applicable; 2021/22: 75 per cent)

1.1.3 Average number of services made available to clients through the customer relationship management tool (2019/20: not applicable; 2020/21: not applicable; 2021/22: 18)

1.1.4 Percentage of consolidated mission demand plans reviewed to support the preparation of a global consolidated demand plan for the Department of Operational Support (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

1.1.5 Percentage of entities sourcing requests for single and multiple items from strategic deployment stocks and United Nations reserve solved within 2 and 5 working days, respectively (2019/20: 100 per cent; 2020/21: 95 per cent; 2021/22: 95 per cent)

1.1.6 Percentage of strategic deployment stocks and United Nations reserve items made ready for shipment within 30 days from stock transfer order to freight order date (2019/20: 46 per cent, 2020/21: 95 per cent; 2021/22: 95 per cent)

1.1.7 Percentage of strategic deployment stocks and equipment maintained, repaired and tested within 15 working days of the work order date (2019/20: 98.4 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

1.1.8 Percentage of United Nations reserve vehicles and equipment maintained and refurbished within 90 and 120 days, respectively (2019/20: 80 per cent; 2020/21: 90 per cent; 2021/22: 90 per cent)

1.1.9 Percentage of number of mission requests for which mission support teams are deployed within 15 working days (2019/20: 91 per cent; 2020/21: 95 per cent; 2021/22: 95 per cent)

1.1.10 Percentage of a targeted 26 peacekeeping and special political missions expressing satisfaction with instant feedback system, assessed through an annual survey (2019/20: not applicable; 2020/21: not applicable; 2021/22: 80 per cent)

1.1.11 Percentage of mission clients expressing satisfaction with geospatial, information and telecommunications technologies services (2019/20: 97 per cent; 2020/21: 92 per cent; 2021/22: 92 per cent)

1.1.12 Availability of centrally hosted United Nations field applications (2019/20: 99.9 per cent; 2020/21: 99.8 per cent; 2021/22: 99.8 per cent)

1.1.13 Availability of the wide area network and underpinning enterprise data centres infrastructure (2019/20: 100 per cent; 2020/21: 99.5 per cent; 2021/22: 99.5 per cent)

1.1.14 Percentage of ICT incidents addressed in line with service-level agreement standards (2019/20: 97.9 per cent; 2020/21: 95 per cent; 2021/22: 95 per cent)

1.1.15 Efficiency of use of satellite capacity measured in bits per Hz (2019/20: 3.1; 2020/21: 3.0; 2021/22: 3.1)

1.1.16 Percentage of strategic air movements centrally controlled and monitored (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

1.1.17 Percentage of strategic flights and troop rotations under long-term charter agreements managed, tasked, controlled and monitored (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

1.1.18 Percentage of on-the-ground and remote environmental technical assistance provided upon request and fulfilled in support of 12 field missions in the areas of energy, water and wastewater and solid waste management within 90 days (2019/20: 98.4 per cent; 2020/21: 95 per cent; 2021/22: 95 per cent)

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#### *Outputs*

### **Supply chain services**

- Provision of technical and operational support for 5 peacekeeping operations in the areas of the planning and design of engineering projects and 5 completed tender packages, including all technical documents as required by clients
- Technical support for the preparation of global demand and acquisition plans for the Department of Operational Support
- Provision of technical review of and advice for 50 cases for engineering, transport and general supply solicitation of goods and services within the standard operating procedure timelines
- Annual review of strategic deployment stocks composition to meet peacekeeping operations start-up and surge requirements

- Maintenance, repair and testing of approximately 724 vehicles, comprising strategic deployment stocks (574), United Nations reserve vehicles (16) and UNLB vehicles (134), and approximately 758 other equipment items, such as generators and office equipment, and 2,195 supply items that are part of the strategic deployment stocks and the United Nations reserve
- Acquisition and coordination of 14 technical and supply chain training course sessions
- Coordination of asset disposal for 1 peacekeeping mission (UNAMID) and UNIOGBIS
- Review and approval of a preliminary asset disposal plan for liquidating missions: for small-sized peacekeeping operations and other operations, within 5 working days; for medium-sized peacekeeping operations, within 10 working days; and for large-sized peacekeeping operations, within 15 working days
- Coordinate and facilitate 50 integrated business planning meetings per year with all Department of Operational Support entities and the Office of Supply Chain Management, and integrated business planning meetings with United Nations Headquarters, in accordance with global schedule, including new Department of Operational Support clients, as required
- Provision of on-site logistics operations and environmental management, engineering and other support to field missions through the deployment of 30 mission support teams
- Provision of quarterly review reports on collated contract compliance and performance data
- Provision of support for the implementation of the instant feedback system, including 1 videoconference per field mission (minimum of 25 missions) during the period
- Provision of environmental engineering support and technical assistance for the planning and implementation of operational and technical guidance in accordance with approved standard operating procedures (1 energy infrastructure and 1 waste and 1 wastewater management plan for each of the 10 missions with the largest footprints, for a total of 30 management plans) aimed at operational efficiency and risk management
- Provision of direction to the technical pillars of field missions (energy, water and wastewater, and solid waste) regarding the United Nations environment strategy for peace operations (2017–2023), including at least 30 videoconferences to be held with field mission counterparts during the period
- Delivery or facilitation of quarterly, pillar-specific, capacity development clinics across the three technical pillars in support of field mission technical teams (minimum of 12 sessions)
- Delivery of a minimum of 10 environmental impact assessment clinics to strengthen capacity in field missions to implement the standard operating procedure for environmental impact assessment by training key stakeholders and personnel responsible for implementing it in new missions, as appropriate, and in new projects within existing missions

#### **Global technology support services**

- Maintenance and update of 5 global databases (OGI, BASE, CARTO, DATASTORE, RASTER) and common operational/mission operational geospatial information (COGI/MOGI) and geovisualization standards
- Production of 250 maps (thematic, topographic and base), 80 location intelligence reports and geoanalytics; provision of 30 groundwater and subsurface services (desk studies, field surveys, well rehabilitation and monitoring, mass grave and infrastructure detection)

- Provision, maintenance and support of the United Nations Clear Map; Unite Maps service (6 components: United Nations field street map, United Nations Image Map, United Nations operational map, United Nations globe, United Nations Maps Directions and search); 3 geospatial platforms through the UNLB geospatial information system cloud (“Unite GeoPortal” content management system, “Geocortex” geospatial development and hosting “enterprise geodatabases”); 150 web mapping services, 6 mission-specific solutions; Unite Aware Maps solutions in support of the situation awareness programme for 7 missions; and business intelligence and analytics for 6 applications
- Innovative geospatial solutions such as automation of environmental application E-APP for 21 peacekeeping and special political missions; geovisualization of the field remote infrastructure management system 2.0 for 7 missions; “Smart Camp” visualization solution; a virtual and extended reality application to support the Secretariat; and Unite Maps initiative for peacekeeping and special political missions to create geospatial data with topographic features covering 120,000 km<sup>2</sup>, leveraging crowdsourced contributions from 1,000 United Nations mappers
- Support for 3,000 users for geospatial services provided to peacekeeping and special political missions, the Secretariat, and agencies, funds and programmes
- Operation maintenance of and support of 197 centrally hosted applications (e.g., Umoja), including set-up and testing of disaster recovery capability for approximately 65,000 users in peacekeeping and special political missions
- 9 new applications testing services per year
- Maintenance of 2 International Organization for Standardization certifications, on information technology service management (ISO/IEC 20000) and information security (ISO/IEC 27001:2013)
- Operation, maintenance and support of 2 certified data centres in 2 geographical locations, providing hosting services, virtual data centres, virtual desktop infrastructure, underlying infrastructure for email and hybrid cloud brokerage and management for 75,000 users
- Operation and management of 10 infrastructure support systems required for hosting and connectivity of the integrated Umoja enterprise resource planning solution, including access-layer support for up to 22,000 users
- Maintenance, update and improvement of 14 information technology service management processes
- Maintenance and update of 1 Service for Geospatial Information and Telecommunications Technologies global services disaster recovery plan, and management and coordination of 5 disaster recovery exercises for global support systems
- Operation, management and configuration of 1 global event monitoring service for 14 peace operations (including Regional Service Centre in Entebbe, UNLB and United Nations Support Office in Somalia)
- Coordination, management and update of 2 ICT compliance assessments in accordance with organizational policies and standards
- Review and coordination of corrective actions of firewall rule configuration for 4 global network management firewalls
- Coordination of 5 Service for Geospatial Information and Telecommunications Technologies global infrastructure security assessments per year
- Delivery of wide area network connectivity services to more than 300 sites worldwide (client missions and other United Nations offices), connecting more than 50,000 end users through satellite links, leased lines and over the Internet

- Operation, maintenance and support of infrastructure to provide centralized digital radio connectivity services to more than 35,000 radio users in 10 United Nations entities (peacekeeping missions, service centres and special political missions), as follows: United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; United Nations Multidimensional Integrated Stabilization Mission in Mali; United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO); Regional Service Centre in Entebbe; United Nations Assistance Mission in Afghanistan; UNAMID (liquidation); UNLB; United Nations Interim Security Force for Abyei; United Nations Mission in South Sudan; and United Nations Support Mission in Libya
- Operation, maintenance and support of infrastructure to provide videoconference bridging services to peacekeeping missions and other United Nations offices, including the Security Council, the Advisory Committee on Administrative and Budgetary Questions and other high-level governing bodies sessions, delivering on average 1,500 videoconference events and connecting 5,000 end points each month
- Operation, maintenance and support of infrastructure to provide inter-mission and international voice call services to 27 client missions and other United Nations offices, capable of establishing an average of 400,000 voice calls per month
- Quarterly failover test of the satellite and network critical components between Brindisi and Valencia to ensure the effectiveness of resilience and resolve any detected issues within the same quarter
- Operation, maintenance and support of infrastructure to manage high-efficiency satellite links with dynamically allocated capacity based on user demand to up to 200 field locations
- Establishment of communications links within 24 hours upon arrival of information technology equipment and Global Service Centre ICT personnel at start-up and surge missions
- Provision of project management office support for 80 projects registered in the global project management tool
- Provision of full project management services for 2 programmes and 20 projects
- 2 workshops on project management framework tools and techniques
- Organization of 2 virtual meetings for the innovation focal points in the field missions, 1 of them on a semi-annual basis
- Provision of 4 ICT solutions (including solution development, design, proof of concept and transition to United Nations entities)
- Provision of technology training (including training design and training materials) in support of the deployment of 4 information technology solutions to United Nations entities

#### **Conference and learning services**

- Coordination and support of conferences and learning activities, including virtual events for 1,000 participants from peacekeeping missions and 500 participants from Headquarters offices, funds, and programmes, with minimum client satisfaction rates of 90 per cent
- Organization, management and delivery of 3 training programmes and 12 face-to-face or virtual classroom sessions addressed to UNLB staff members in accordance with the training plan
- Completion of mandatory training courses maintained: 90 per cent minimum compliance rate for all mandatory courses
- Up-to-date communication through UNLB iSeek and website maintained, and promotion of UNLB initiatives, projects, services and deliverables through social media and other communication channels

### **Aviation safety services**

- Provision of aviation safety-related training to Department of Operational Support and field mission personnel and the Supply Chain Management Aviation Safety Programme, including 4 classroom training courses (2 aviation safety induction, 1 aviation risk management and 1 aircraft inspection performance evaluation and carrier assessment report), and facilitation of distance-learning courses upon request from the field missions
- Facilitation of the operationalization of the policy on aviation safety through the development of the accident prevention effort module, the continuous improvement of the safety assurance survey/monitoring tool and business intelligent dashboard for the aviation safety system

### **Strategic air operations services**

- Operational tasking, coordination and monitoring of 100 per cent of air operations conducted with multiple wide-body aircraft assigned to the Strategic Air Operations Centre in support of all peacekeeping missions' troop rotations, in addition to the stand-by charter agreements and on-call air ambulances for the execution of medical evacuations
- Centralized control and monitoring of 100 per cent of strategic air movements (up to 350 movements), through the global tracking system, to maintain strategic fleet awareness and effective control over operating costs
- Cost-benefit analysis and aircraft selection for 100 per cent of requested strategic air support operations
- Issuance of 12 master table reports on the utilization and efficiency of all the troop rotation aircraft utilized
- Issuance of 12 air fleet performance reports on the utilization of the strategic fleet, for business intelligence and cost analysis

### **Field Central Review Bodies Unit and reference verification services**

- Facilitation of 260 reviews of the evaluation criteria for new job openings and filling of vacancy cases
- Completion of reference checks for up to 1,000 candidates selected for appointment

### **Occupational safety services**

- Provision and delivery of 3 field occupational safety and health training courses to United Nations field personnel
- Receipt and review of 150 occupational safety incident reports from field missions and duty stations and subsequent recording of incident reports in the Department of Operational Support global occupational safety incident reporting system
- Completion of 1 occupational safety risk assessment at UNLB workplaces and subsequent development and implementation of corrective action plan
- Coordination with and technical reporting line maintained to the Health-Care Management and Occupational Safety and Health Division of the Department of Operational Support, and its field safety officer and programme manager, through a minimum of 24 interactions and reporting transactions annually, through email, teleconference, videoconference, report submission and/or information exchange, and production of 1 annual occupational safety incident statistical report covering all reporting for the Department of Operational Support, field operations and duty stations
- Development of a minimum of 6 operational and technical standards annually relating to occupational safety and health

- Weekly maintenance of websites and social media platforms relating to occupational safety and health, including operational and technical communications with the occupational safety and health network community of practice, and posts, communications or dissemination of information on related content
- Provision of 2 technical support services, remotely or on-site through assistance mission, regarding occupational health and safety programme development and implementation to the Secretariat and United Nations field operations
- Provision of professional support to the Health-Care Management and Occupational Safety and Health Division of the Department of Operational Support through conducting a minimum of 2 occupational safety and health incident investigations, surge support or in-depth risk assessments in Department of Operational Support field mission or duty stations
- Provision of professional support to a minimum of 2 headquarters, field missions or duty stations for the development and implementation of the internal occupational safety and health management system with all its components (including vision and mission statements, objectives, policy, programmes, plans, budgets, rules, reports), as prescribed in ISO 45001

*Expected accomplishments**Indicators of achievement*

## 1.2 Rapid, effective, efficient and responsible campus services

1.2.1 Average annual percentage of authorized international posts vacant, excluding tenant units, within the target range (2019/20: 15.5 per cent; 2020/21: 15 per cent  $\pm$  3 per cent; 2021/22: 10 per cent  $\pm$  3 per cent)

1.2.2 Average annual percentage of female international civilian staff (2019/20: 35 per cent; 2020/21:  $\geq$  41 per cent; 2021/22:  $\geq$  41 per cent)

1.2.3 Average number of calendar days of recruitment from closing of the job opening to candidate selection, for international candidates (2019/20: 169; 2020/21:  $\leq$  120; 2021/22:  $\leq$  120)

1.2.4 Overall score on the Department of Operational Support environment management scorecard (2019/20: 87 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

1.2.5 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2019/20: 81 per cent; 2020/21:  $>$  85 per cent; 2021/22:  $>$  85 per cent)

1.2.6 Compliance with the 10 core field occupational safety risk management programme requirements (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

1.2.7 Overall score on property management index, based on 20 underlying key performance indicators out of 2,000 maximum (2019/20: 1,645; 2020/21:  $\geq$  1,800; 2021/22:  $\geq$  1,800)

*Outputs***Service improvements**

- Implementation of the 2021/22 UNLB mission-wide environmental action plan in line with the United Nations environment strategy for peace operations (2017–2023)



- Support for the implementation of the Department of Operational Support's supply chain management strategy and blueprint

#### **Audit, risk and compliance**

- Implementation of OIOS recommendations targeted for implementation by year end (31 December) and any pending prior fiscal year recommendations from the Board of Auditors, as accepted by management

#### **Budget, finance and reporting**

- Provision of budget, finance and accounting services for a budget of \$66.5 million, in line with delegated authority
- Finalization of annual financial statements for UNLB in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

#### **Civilian personnel**

- Provision of human resource services to a maximum strength of 447 civilian personnel (141 international staff, 305 national staff, 1 temporary position) and 3 extrabudgetary posts, 4 staff from the United Nations Field Staff Union, 10 Umoja master data management personnel, 3 Department of Safety and Security staff and 6 other posts (2 engineers funded by the Elsie Initiative for Women in Peace Operations/extrabudgetary; 1 Administrative Assistant, funded by the Government of Germany; 1 Disarmament, Demobilization and Reintegration Officer; 1 Senior Security Sector Reform Officer; and 1 Environmental Engineer), including through support for claims, entitlements and benefits processing, recruitment, post management, work force planning, staff deployment, mediation and conflict resolution, coordination of the response to formal and informal requests from different entities under the administration of justice system (including from the Management Evaluation Unit), and implementation of applicable decisions, budget preparation, and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 486 civilian personnel, and support for out-of-mission training for 47 civilian personnel
- Support for processing of 54 in-mission and 72 outside-mission travel requests for non-training purposes and 47 travel requests for training purposes for civilian personnel

#### **Conduct and discipline**

- Implementation of a conduct and discipline programme for all personnel, through prevention, including training, and monitoring of investigation and disciplinary action

#### **Geospatial, information and telecommunications technology services**

- Provision and support of 188 handheld portable radios, 12 mobile radios for vehicles and 2 base station radios
- Operation and maintenance of network connectivity for voice, fax, video and data communications, including 1 clustered phone exchange and 2 microwave links, as well as provision of 3 mobile telephone service plans
- Provision and support of 1,008 computing devices (laptops, desktops and thin clients (workstations)) for an average strength of 968 civilian end users, including contractual personnel, and for training rooms and conference rooms
- Support and maintenance of 2 campus local area networks at two sites (Brindisi and Valencia)

#### **Facility, infrastructure and engineering services**

- Maintenance and repair services for a total of 76 buildings at 2 sites
- Implementation of 4 approved construction, renovation and alteration projects at UNLB, Brindisi

- Operation and maintenance of 6 United Nations-owned generators, 3 diesel uninterrupted power supply systems and 4 solar power plants, in addition to electricity services contracted from local providers, at 2 sites
- Operation and maintenance of United Nations-owned water supply facilities (1 borehole at Brindisi), in addition to services contracted from local providers
- Provision of waste management services, including liquid and solid waste collection and disposal, at 2 sites
- Provision of cleaning, ground maintenance, pest control and laundry services at 2 sites, as well as catering services at 2 sites

**Fuel management**

- Management of supply and storage of 121,000 litres of petrol (65,000 litres for ground transportation and 56,000 litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at Brindisi

**Supply chain management**

- Provision of planning and sourcing support for an estimated \$4.8 million in acquisition of goods and commodities, in line with delegated authority
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold, in line with delegated authority, with a total historical cost varying between \$170 million and \$220 million

**Vehicle management and ground transportation services**

- Operation and maintenance of 134 United Nations-owned vehicles, trailers and attachments, and 1 workshop and repair facility; and provision of transport and shuttle services at 2 sites

**Medical services**

- Operation and maintenance of 1 United Nations-owned level I clinic
- Provision of 1,500 consultations with a nurse for civilian personnel and United Nations visitors and trainees at Brindisi, including nursing assessment and treatment, travel medicine consultations and appropriate referral to the next level of care
- Conduct of 1 health risk assessment of specific work-related health hazards, such as noise, ergonomics and chemical and biological agents, including a survey, a screening and an action plan
- Conduct of 1 health promotion campaign, such as on cardiovascular health, diabetes, mental health or women's health
- Coordination with other United Nations entities, in and outside the host country, of a minimum of 5 interactions on case management and implementation of medical procedures
- Liaison and coordination with local health authorities (minimum of 3 interactions) for management of medical protocols, entitlements, procedures and services concerning United Nations staff

**Security and safety services**

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

**Environmental management**

- Maintenance of ISO14001:2015 environmental management system certification for UNLB
- Implementation of the 2020/21 UNLB mission-wide environmental action plan in line with the United Nations environment strategy for peace operations (2017–2023)

*Expected accomplishments**Indicators of achievement*

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

1.3.1 Prompt processing of requests for deployment by the Standing Police Capacity (2019/20: not applicable; 2020/21: not applicable; 2021/22: up to 21 working days)

1.3.2 Satisfactory accomplishment of agreed terms of reference for deployments by the Standing Police Capacity (2019/20: 100 per cent; 2020/21: 90 per cent; 2021/22: 90 per cent)

1.3.3 Deployment of staff members of the Justice and Corrections Standing Capacity to new, adjusted or transitioning operations within 30 days of relevant Security Council resolution or request (2019/20: 89 per cent; 2020/21: 90 per cent; 2021/22: 90 per cent)

1.3.4 Satisfactory accomplishment of agreed terms of reference for deployments of the Justice and Corrections Standing Capacity (2019/20: 90 per cent; 2020/21: 90 per cent; 2021/22: 90 per cent)

*Outputs***Standing Police Capacity**

- Provision of 10 assistance missions to police components in existing peace operations in support of national law enforcement capacity-building and operational activities
- Establishment or strengthening of police components in 2 new and/or downsizing/liquidating police components in existing peace operations
- Provision of 3 assessment missions in support of peace operations
- Provision of support for 1 police-contributing country, including at its peace operations-related training centres, to prepare its officers for the implementation of the strategic guidance framework, when deployed
- Provision of 1 training programme for the field missions in the area of the rule of law and on other cross-cutting issues
- Participation in 2 annual international police conferences on peacekeeping and related policing issues
- Participation in 10 peacekeeping and relevant policing expertise skills development training programmes to upgrade the skills of Standing Police Capacity members to meet the growing demands for operational technical support

**Justice and Corrections Standing Capacity**

- 6 deployments to field operations for reinforcement of justice and corrections components for up to 3 months
- 5 operational assessment and evaluation missions in support of justice and corrections components in field operations
- Outreach activities, including publication of 4 articles and conduct of 3 visits to other rapidly deployable capacities/international organizations
- Preparation and issuance of 8 end-of-mission, trip and/or assessment reports to provide updated information on achievements and impacts and to highlight strategic recommendations and follow-up actions after deployment to field missions

*External factors*

Several factors may have an impact on the ability to deliver proposed outputs as planned, including: changes in the political, security, economic and humanitarian context or weather conditions not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; variance in host Government compliance with the provisions of the status-of-forces or mission agreement; delays in signing by Member States of memorandums of understanding and letters of assist regarding the deployment of uniformed personnel and equipment; gaps in capabilities generated by troop- or police-contributing countries; cash shortages due to delays in the provision of assessed contributions by Member States; inability to obtain all clearances necessary for the employment of selected civilian staff candidates; changes in currency exchange rates not foreseen in the budget; changes in local prices not foreseen in the budget; inability to obtain all necessary flight clearances and permits owing to COVID-19-related or similar restrictions

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

**Office of the Director**

84. Overall direction and management of UNLB is provided by the Office of the Director. Table 6 reflects the breakdown, by organizational unit, of the 19 posts proposed for the 2021/22 period.

Table 6  
**Human resources: Office of the Director**

	International staff						National staff <sup>m</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Immediate office of the Director									
Approved posts 2020/21	–	1	3	1	–	5	5	–	10
Proposed posts 2021/22	–	1	3	1	–	5	5	–	10
Net change	–	–	–	–	–	–	–	–	–
Regional Aviation Safety Office									
Approved posts 2020/21	–	–	1	1	–	2	–	–	2
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	(1)	(1)	–	(2)	–	–	(2)
Security Office									
Approved posts 2020/21	–	–	–	–	–	–	–	–	–
Proposed posts 2021/22	–	–	–	1	–	1	8	–	9
Net change	–	–	–	1	–	1	8	–	9
Total, Office of the Director									
Approved 2020/21	–	1	4	2	–	7	5	–	12
Proposed 2021/22	–	1	3	2	–	6	13	–	19
Net change	–	–	(1)	–	–	(1)	8	–	7

<sup>a</sup> Includes National Professional Officers and national General Service staff.

*International staff: net decrease of 1 post*

*National staff: increase of 8 posts*

Table 7

**Staffing changes: Office of the Director**

Posts					
Office/section/unit	Change	Level	Functional title	Action	Description
<b>Regional Aviation Safety Office</b>					
	-1	P-4	Chief of Unit, Aviation Safety	} Redeployment	To tenant units
	-1	P-3	Aviation Safety Officer		
<b>Subtotal</b>	-2				
<b>Security Office</b>					
	+1	P-3	Chief Security Officer	} Redeployment	From the Central Service
	+1	NGS	Senior Field Security Assistant		
	+1	NGS	Fire Safety Assistant		
	+6	NGS	Field Security Assistant		
<b>Net change</b>	+7 <sup>a</sup>				

Abbreviation: NGS, national General Service.

<sup>a</sup> See table 6.

*Security Office*

*International staff: increase of 1 post*

*National staff: increase of 8 posts*

85. A change in the reporting line, as well as the relocation of the Security Office from the Central Service to the Office of the Director and the related redeployment of all nine authorized posts, are proposed, in line with best practice in the United Nations security management system. This will enhance the leadership role of the Director of the Global Service Centre/Area Security Coordinator at Brindisi in the execution of responsibilities with regard to the security of personnel employed by the organizations of the United Nations system and their eligible dependents, premises and assets.

*Regional Aviation Safety Office*

*International staff: decrease of 2 posts*

86. It is proposed that the Regional Aviation Safety Office be renamed the Aviation Safety Assurance and Safety Promotion Unit and that the corresponding reporting line be changed. It is proposed that the Office be relocated from the Office of the Director and become a tenant unit with a reporting line to the Aviation Safety Section. The range of activities of the Unit will align with an increased scope for the Aviation Safety Section, servicing the global Secretariat. It is proposed that the two international posts be redeployed accordingly. In addition, the Unit will continue to benefit from the existing shared service arrangement of one post of Team Assistant (national General Service) in the Office of the Director. The shared service of the Team Assistant is expected to continue in order to reduce the administrative capacity deficit in the Unit.

**Central Service**

87. The Central Service will continue to provide support services to internal entities at the two UNLB locations. Table 8 reflects the breakdown, by organizational unit, of the

92 posts and 1 general temporary assistance position proposed for the 2021/22 period. All posts will continue to be located at Brindisi. Explanations for the proposed post actions and changes to the organizational structure are provided in the paragraphs below.

Table 8

**Human resources: Central Service**

Category	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief of Central Service									
Approved posts 2020/21	–	–	1	–	–	1	7	–	8
Proposed posts 2021/22	–	–	1	–	–	1	6	–	7
Net change	–	–	–	–	–	–	(1)	–	(1)
Conference and Learning Centre									
Approved posts 2020/21	–	–	–	–	–	–	7	–	7
Proposed posts 2021/22	–	–	–	–	–	–	7	–	7
Net change	–	–	–	–	–	–	–	–	–
Campus Support Cell									
Approved posts 2020/21	–	–	–	–	1	1	26	–	27
Proposed posts 2021/22	–	–	–	–	1	1	27	–	28
Net change	–	–	–	–	–	–	1	–	1
Human Resources Unit									
Approved posts 2020/21	–	–	1	1	1	3	9	–	12
Proposed posts 2021/22	–	–	1	1	1	3	9	–	12
Net change	–	–	–	–	–	–	–	–	–
Procurement Unit									
Approved posts 2020/21	–	–	1	1	1	3	11	–	14
Proposed posts 2021/22	–	–	1	1	1	3	11	–	14
Net change	–	–	–	–	–	–	–	–	–
Finance and Budget Unit									
Approved posts 2020/21	–	–	1	1	2	4	9	–	13
Proposed posts 2021/22	–	–	1	1	2	4	9	–	13
Net change	–	–	–	–	–	–	–	–	–
Security Office									
Approved posts 2020/21	–	–	–	1	–	1	8	–	9
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	–	(1)	(8)	–	(9)
Property Management Cell									
Approved posts 2020/21	–	–	–	1	–	1	6	–	7
Proposed posts 2021/22	–	–	–	1	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–

Category	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Occupational Safety and Health Cell									
Approved posts 2020/21	–	–	–	–	–	–	4	–	4
Proposed posts 2021/22	–	–	–	–	–	–	4	–	4
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	–	–	–	–	–	–
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	1	–	1	–	–	1
Net change	–	–	–	1	–	1	–	–	1
Subtotal									
Approved 2020/21	–	–	–	–	–	–	4	–	4
Proposed 2021/22	–	–	–	1	–	1	4	–	5
Net change	–	–	–	1	–	1	–	–	1
Subtotal, Central Service									
Approved posts 2020/21	–	–	4	5	5	14	87	–	101
Proposed posts 2021/22	–	–	4	4	5	13	79	–	92
Net change	–	–	–	(1)	–	(1)	(8)	–	(9)
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	–	–	–	–	–	–
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	1	–	1	–	–	1
Net change	–	–	–	1	–	1	–	–	1
Total, Central Service									
Approved 2020/21	–	–	4	5	5	14	87	–	101
Proposed 2021/22	–	–	4	5	5	14	79	–	93
Net change	–	–	–	–	–	–	(8)	–	(8)

<sup>a</sup> Includes national General Service staff.

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

*National staff: decrease of 8 posts*

Table 9

**Staffing changes: Central Service**

Posts/positions					
Office/section/unit	Change	Level	Functional title	Action	Description
Office of the Chief of Central Service					
	-1	NGS	Documents Management Assistant	Redeployment	To the Campus Support Cell
Campus Support Cell					
	+1	NGS	Documents Management Assistant	Redeployment	From the Office of the Chief of Central Service
Occupational Safety and Health Cell					
	+1	P-3	Occupational Safety and Health Officer	Establishment	General temporary assistance
	-1	NGS	Nurse	} Reclassification	From G-6 to G-7
	+1	NGS	Senior Nurse		
Security Office					
	-1	P-3	Chief Security Officer	} Redeployment	To the Office of the Director
	-1	NGS	Senior Field Security Assistant		
	-1	NGS	Fire Safety Assistant		
	-6	NGS	Field Security Assistant		
Net change	-8 <sup>a</sup>				

*Abbreviation:* NGS, national General Service.

<sup>a</sup> See table 8.

88. The Central Service provides support services for the operation of UNLB, through its eight organizational units, as follows: the Office of the Chief, the Procurement Unit, the Finance and Budget Unit, the Occupational Safety and Health Cell, the Campus Support Cell, the Human Resources Unit, the Conference and Learning Centre and the Property Management Cell.

*Office of the Chief of Central Service*

*National staff: decrease of 1 post*

*Campus Support Cell*

*National staff: increase of 1 post*

89. It is proposed that one national General Service post (G-5) be redeployed from the Office of the Chief of Central Service to the Campus Support Cell. The Campus Support Cell provides daily facilities management services, mail and pouch services, records management and archive services, and base transportation services. Mail and pouch staff, within their role as Comet (correspondence tracking system) mission administrators, are responsible for the registration and distribution of the incoming correspondence; the updating of the fax address book; the introduction of new users into the system; the updating and creation of office lists and distribution lists; and the archiving of documents. The functions and services provided by the Document Management Office were performed under the Office of the Chief of Central Service but have been shifted to the Campus Support Cell. In order to strengthen the capacity



of the office to manage the increased workload, owing to the increased number of clients served, and improve the services provided, the post has been on loan for the past two years to the Registry Office of the Campus Support Cell. The post redeployment action is proposed in order to regularize the existing arrangement and duly align its function within the current organizational unit.

#### *Security Office*

*International staff: decrease of 1 post*

*National staff: decrease of 8 posts*

90. It is proposed that the Security Office, currently within the Central Service, be relocated and that its reporting line be changed, with all nine authorized posts redeployed from the Central Service to the Office of the Director. The proposal follows the best practice of the United Nations security management system.

#### *Occupational Safety and Health Cell*

*International staff: increase of 1 position*

91. Currently, the Occupational Safety and Health Cell receives direct strategic guidance from the Health-Care Management and Occupational Safety and Health Division of the Department of Operational Support and includes four national General Service staff.

92. It is proposed that one general temporary assistance position of Occupational Safety and Health Officer (P-3) be established to mitigate the risks posed by global crises such as the COVID-19 global pandemic and improve global organizational preparedness for scenarios that pose a threat to the life, health, safety and security of personnel in the peacekeeping operations and United Nations entities worldwide. With the increased attention given to the duty of care of the Organization and the corresponding intention by the Secretary-General to establish an occupational safety and health management system, the global occupational safety and health advisory service has enabled missions and other entities to continue to operate and deliver their mandates in difficult circumstances. This has proved to be especially critical during the current global pandemic and in response to incidents such as the explosion in Beirut on 4 August 2020. The proposed professional position, with its technical expertise and authority level, will ensure timely preparedness to create safe working environments for current and future pandemics, to provide the capacity to support the Department of Operational Support and better meet the needs of United Nations system clients, in particular field mission operations, with regard to occupational safety and health risk management, and to continue to reduce the existing high occupational safety and health risks and adverse impact in field mission operations.

93. It is proposed that one post of Nurse (G-6) be reclassified as a Senior Nurse (G-7). This reclassification will enable effective occupational health management in the Occupational Safety and Health Cell, including the supervision of the nursing capacity of the Global Service Centre's health clinic. The incumbent will provide nursing and health services to employees in relation to their occupations and working environments. The function entails both the nursing care and treatment of injuries to and illnesses of employees, and their participation in programmes of immunization, health screening and health counselling. In addition, the incumbent will have increased responsibilities with respect to raising the awareness among staff of communicable and non-communicable diseases in the work environment, as well as the prevention of them. Furthermore, the incumbent will undertake periodic health assessments of staff members as part of a managed approach to ensuring a safe and healthy workplace, assume in-house management of sick leave entitlements and the approval of travel clearances, and assist in facilitating coordination with the relevant health institutions in Italy.

### Supply Chain Service

94. The Supply Chain Service will continue to provide supply chain management services to peacekeeping missions, including planning, sourcing support and delivery and return functions.

Table 10

#### Human resources: Supply Chain Service

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief, Supply Chain Service									
Approved posts 2020/21	–	1	1	–	–	2	10	–	12
Proposed posts 2021/22	–	1	1	–	–	2	10	–	12
Net change	–	–	–	–	–	–	–	–	–
Planning and Sourcing Support Section									
Approved posts 2020/21	–	–	–	–	–	–	1	–	1
Proposed posts 2021/22	–	–	–	–	–	–	1	–	1
Net change	–	–	–	–	–	–	–	–	–
Planning Support Unit									
Approved posts 2020/21	–	–	1	3	–	4	11	–	15
Proposed posts 2021/22	–	–	1	3	–	4	11	–	15
Net change	–	–	–	–	–	–	–	–	–
Sourcing Support Unit									
Approved posts 2020/21	–	–	2	7	2	11	7	–	18
Proposed posts 2021/22	–	–	2	7	2	11	7	–	18
Net change	–	–	–	–	–	–	–	–	–
Field Contracts Management Unit									
Approved posts 2020/21	–	–	–	1	–	1	2	–	3
Proposed posts 2021/22	–	–	–	1	–	1	2	–	3
Net change	–	–	–	–	–	–	–	–	–
Environmental Technical Support Unit									
Approved posts 2020/21	–	–	1	2	–	3	3	–	6
Proposed posts 2021/22	–	–	1	3	–	4	3	–	7
Net change	–	–	–	1	–	1	–	–	1
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	1	–	1	–	–	1
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	–	(1)	–	–	(1)

	<i>International staff</i>						<i>National staff<sup>a</sup></i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
<b>Subtotal</b>									
Approved 2020/21	–	–	1	3	–	4	3	–	7
Proposed 2021/22	–	–	1	3	–	4	3	–	7
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Subtotal, Planning and Sourcing Support Section</b>									
Approved posts 2020/21	–	–	4	14	2	20	24	–	44
Proposed posts 2021/22	–	–	4	14	2	20	24	–	44
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Delivery and Return Section</b>									
<b>Office of the Chief, Delivery and Return Section</b>									
Approved posts 2020/21	–	–	1	–	–	1	–	–	1
Proposed posts 2021/22	–	–	1	–	–	1	–	–	1
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Logistics Support Unit</b>									
Approved posts 2020/21	–	–	–	–	2	2	3	–	5
Proposed posts 2021/22	–	–	–	–	2	2	3	–	5
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Customer Service Unit</b>									
Approved posts 2020/21	–	–	–	–	–	–	5	–	5
Proposed posts 2021/22	–	–	–	–	–	–	5	–	5
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Strategic Deployment Stocks Unit</b>									
Approved posts 2020/21	–	–	1	1	–	2	2	–	4
Proposed posts 2021/22	–	–	1	1	–	2	2	–	4
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Central Warehousing Unit</b>									
Approved posts 2020/21	–	–	1	1	–	2	50	–	52
Proposed posts 2021/22	–	–	1	1	–	2	47	–	49
<b>Net change</b>	–	–	–	–	–	–	(3)	–	(3)
<b>Central Maintenance and Repair Unit</b>									
Approved posts 2020/21	–	–	1	–	1	2	22	–	24
Proposed posts 2021/22	–	–	1	–	1	2	25	–	27
<b>Net change</b>	–	–	–	–	–	–	3	–	3
<b>Subtotal, Delivery and Return Section</b>									
Approved posts 2020/21	–	–	4	2	3	9	82	–	91
Proposed posts 2021/22	–	–	4	2	3	9	82	–	91
<b>Net change</b>	–	–	–	–	–	–	–	–	–

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
<b>Subtotal, Supply Chain Service</b>									
Approved posts 2020/21	–	1	9	15	5	30	116	–	146
Proposed posts 2021/22	–	1	9	16	5	31	116	–	147
<b>Net change</b>	–	–	–	<b>1</b>	–	<b>1</b>	–	–	<b>1</b>
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	1	–	1	–	–	1
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	–	<b>(1)</b>	–	<b>(1)</b>	–	–	<b>(1)</b>
<b>Total, Supply Chain Service</b>									
Approved 2020/21	–	1	9	16	5	31	116	–	147
Proposed 2021/22	–	1	9	16	5	31	116	–	147
<b>Net change</b>	–	–	–	–	–	–	–	–	–

<sup>a</sup> Includes national General Service staff.

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

Table 11  
Staffing changes: Supply Chain Service

Posts/positions					
Office/section/unit	Change	Level	Functional title	Action	Description
<b>Central Warehousing Unit</b>					
	-3	NGS	Logistic Assistants	Redeployment	To the Central Maintenance and Repair Unit
<b>Central Maintenance and Repair Unit</b>					
	+3	NGS	Logistic Assistants	Redeployment	From the Central Warehousing Unit
<b>Environmental Technical Support Unit</b>					
	1	P-3	Environmental Engineer	Conversion	From a general temporary assistance position to a post
<b>Sourcing Support Unit</b>					
	-1	P-4	Contract Management Officer	} Reassignment	
	+1	P-4	Logistic Officer		
<b>Net change<sup>a</sup></b>	–				

<sup>a</sup> See table 10.

95. The Supply Chain Service comprises the Planning and Sourcing Support Section and the Delivery and Return Section and is supported by the Office of the Chief. It is proposed that the Service will comprise 147 posts in the 2021/22 period, which is the same overall number of posts and positions approved for the 2020/21 period. Explanations for the proposed post actions are provided in the paragraphs below.

*Sourcing Support Unit*

96. It is proposed that the post of Contract Management Officer (P-4) be reassigned and that its functional title be changed to Logistics Officer (P-4), to focus delivery on supply chain sourcing services in the transport and supply assets categories, as mandated for the Sourcing Support Unit, and align the functional title with the functions performed by the Logistics Officer.

*Central Maintenance and Repair Unit*

97. It is proposed that three posts of General Service Logistic Assistant be redeployed from the Central Warehousing Unit to the Maintenance and Repair Unit. The redeployment will ensure that the latter Unit has the capacity to carry out the new processes that have been adopted with the introduction of Umoja. In addition, it will enhance the provision of technical support in the areas of delivery and return while maintaining the reasonable segregation of duties among responsibilities regarding stock replenishment and the custodianship and use of assets.

*Environmental Technical Support Unit*

98. It is proposed that one general temporary assistance position of Environmental Engineer (P-3) be converted to a post (P-3). The post will lead the water and wastewater pillar of the United Nations environment strategy for peace operations (2017–2023), under the overall direction of the Environment Section in the Office of the Under-Secretary-General for Operational Support. The Unit, augmented through the Rapid Expert Assistance and Cooperation Teams assistance facility, is leading the development of operational guidance to support sustained wastewater risk management, without which missions may expose the organization to unacceptable risk to people, societies and ecosystems. The incumbent will play a strong and central technical assistance role as missions make improvements in wastewater management, which is a strategic priority for the Department of Operational Support and UNLB, given the level of environmental risk and impact. The incumbent will also assist in the implementation of the water and wastewater guidelines that provide consistent definitions of acceptable treatment levels and solutions, and of the standard operating procedures on the development of wastewater management plans. The incumbent will also provide the capacity to guide missions to plan for multi-year investments, matching local capacity and supply chains, to upgrade critical infrastructure that includes appropriate technology suited to the local conditions.

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

99. At present, the approved staffing of the Service for Geospatial, Information and Telecommunications Technologies consists of the following five organizational units and 122 posts: (a) the Office of the Chief (30 posts); (b) the Client Solutions Delivery Section (25 posts); (c) the Infrastructure Operations Section (53 posts); (d) the Service and Information Security Management Section (9 posts); and (e) the Technology Development, Design and Planning Section (5 posts).

100. Table 12 reflects the breakdown, by organizational unit and location, of the 122 posts proposed for the 2021/22 period, which is the same number of posts approved for the 2020/21 period. An explanation for action on one post is provided in paragraph 101 below.

Table 12

**Human resources: Service for Geospatial, Information and Telecommunications Technologies**

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Service for Geospatial, Information and Telecommunication Technologies, Brindisi									
Office of the Chief									
Approved posts 2020/21	–	–	–	–	–	–	21	–	21
Proposed posts 2021/22	–	–	–	–	–	–	21	–	21
Net change	–	–	–	–	–	–	–	–	–
Client Solutions Delivery Section									
Approved posts 2020/21	–	–	4	6	2	12	13	–	25
Proposed posts 2021/22	–	–	4	6	2	12	13	–	25
Net change	–	–	–	–	–	–	–	–	–
Infrastructure Operations Section									
Approved posts 2020/21	–	–	2	2	7	11	28	–	39
Proposed posts 2021/22	–	–	2	2	7	11	28	–	39
Net change	–	–	–	–	–	–	–	–	–
Service and Information Security Management Section									
Approved posts 2020/21	–	–	2	–	2	4	1	–	5
Proposed posts 2021/22	–	–	2	–	2	4	1	–	5
Net change	–	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section									
Approved posts 2020/21	–	–	–	–	–	–	–	–	–
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Service for Geospatial Information and Telecommunications Technologies, Brindisi									
Approved posts 2020/21	–	–	8	8	11	27	63	–	90
Proposed posts 2021/22	–	–	8	8	11	27	63	–	90
Net change	–	–	–	–	–	–	–	–	–
Service for Geospatial, Information and Telecommunication Technologies, Valencia									
Office of the Chief									
Approved posts 2020/21	–	1	1	–	1	3	6	–	9
Proposed posts 2021/22	–	1	1	–	1	3	6	–	9
Net change	–	–	–	–	–	–	–	–	–
Client Solutions Delivery Section									
Approved posts 2020/21	–	–	–	–	–	–	–	–	–
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Infrastructure Operations Section									
Approved posts 2020/21	–	–	2	–	3	5	9	–	14
Proposed posts 2021/22	–	–	2	–	3	5	9	–	14
Net change	–	–	–	–	–	–	–	–	–
Service and Information Security Management Section									
Approved posts 2020/21	–	–	1	–	–	1	3	–	4
Proposed posts 2021/22	–	–	1	–	–	1	3	–	4
Net change	–	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section									
Approved posts 2020/21	–	–	1	–	2	3	2	–	5
Proposed posts 2021/22	–	–	1	–	2	3	2	–	5
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Service for Geospatial Information and Telecommunications Technologies, Valencia									
Approved posts 2020/21	–	1	5	–	6	12	20	–	32
Proposed posts 2021/22	–	1	5	–	6	12	20	–	32
Net change	–	–	–	–	–	–	–	–	–
Total, Service for Geospatial Information and Telecommunications Technologies									
Approved 2020/21	–	1	13	8	17	39	83	–	122
Proposed 2021/22	–	1	13	8	17	39	83	–	122
Net change	–	–	–	–	–	–	–	–	–

<sup>a</sup> Includes national General Service staff.

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

101. Currently, the Office of the Chief at Brindisi consists of 21 General Service posts. It is proposed that the post of Information Systems Assistant (G-6) be reclassified as Senior Information Systems Assistant (G-7). The proposed reclassification reflects the increase in duties performed by the Office and provides the appropriate level of seniority when assisting the Director of the Global Service Centre, service chiefs and heads of hosted entities. Given the substantial growth in terms of supported personnel and the demand for increasingly complex and intricate services, coupled with growing complexities in the client base, the reclassification will adequately reflect the increase in duties while providing the needed seniority to manage interactions with senior staff and hosted entities.

# Tenant units

Table 13

## Human resources: tenant units

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Standing Police Capacity									
Approved posts 2020/21	–	1	17	14	2	34	2	–	36
Proposed posts 2021/22	–	1	17	14	2	34	2	–	36
Net change	–	–	–	–	–	–	–	–	
Justice and Corrections Standing Capacity									
Approved posts 2020/21	–	–	3	2	–	5	1	–	6
Proposed posts 2021/22	–	–	4	2	–	6	1	–	7
Net change	–	–	1	–	–	1	–	–	1
Approved temporary positions <sup>b</sup> 2020/21	–	–	1	–	–	1	–	–	1
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	(1)	–	–	(1)	–	–	(1)
Subtotal, Justice and Corrections Standing Capacity									
Approved 2020/21	–	–	4	2	–	6	1	–	7
Proposed 2021/22	–	–	4	2	–	6	1	–	7
Net change	–	–	–	–	–	–	–	–	–
Strategic Air Operations Centre									
Approved posts 2020/21	–	–	1	3	3	7	3	–	10
Proposed posts 2021/22	–	–	1	3	3	7	3	–	10
Net change	–	–	–	–	–	–	–	–	–
Field Central Review Bodies Unit									
Approved posts 2020/21	–	–	1	2	–	3	8	–	11
Proposed posts 2021/22	–	–	1	2	–	3	8	–	11
Net change	–	–	–	–	–	–	–	–	–
Aviation Safety Assurance and Safety Promotion Unit									
Approved posts 2020/21	–	–	–	–	–	–	–	–	–
Proposed posts 2021/22	–	–	1	1	–	2	–	–	2
Net change	–	–	1	1	–	2	–	–	2
Subtotal, tenant units									
Approved posts 2020/21	–	1	22	21	5	49	14	–	63
Proposed posts 2021/22	–	1	24	22	5	52	14	–	66
Net change	–	–	2	1	–	3	–	–	3
Approved temporary positions <sup>b</sup> 2020/21	–	–	1	–	–	1	–	–	1
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	(1)	–	–	(1)	–	–	(1)



	<i>International staff</i>						<i>National staff<sup>a</sup></i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
<b>Total, tenant units</b>									
Approved 2020/21	–	1	23	21	5	50	14	–	64
Proposed 2021/22	–	1	24	22	5	52	14	–	66
<b>Net change</b>	–	–	<b>1</b>	<b>1</b>	–	<b>2</b>	–	–	<b>2</b>

<sup>a</sup> Includes national General Service staff.

<sup>b</sup> Funded under general temporary assistance, in civilian personnel costs.

*International staff: Increase of 2 posts*

Table 14

**Staffing changes: tenant units**

Posts					
Change	Level	Functional title	Action	Description	
Justice and Corrections Standing Capacity					
1	P-4	Rule of Law Officer	Conversion	From a general temporary assistance position to a post	
Aviation Safety Assurance and Safety Promotion Unit					
+1	P-4	Chief of Unit, Aviation Safety	} Redeployment	From the Office of the Director	
+1	P-3	Aviation Safety Officer			
Net change	+2 <sup>a</sup>				

<sup>a</sup> See table 13.

102. The tenant units, which, it is proposed, will comprise five organizational units located at Brindisi with the addition of the Aviation Safety Assurance and Safety Promotion Unit, have an operational and technical reporting line to the Department of Peace Operations and the Department of Operational Support. The posts are funded from the UNLB budget and will retain an administrative reporting line to the Office of the Director. The tenant units provide a range of services to peacekeeping and other field operations, including capacity for police, justice and corrections in the area of the rule of law, air transportation and aviation safety services, as well as the functions of field central review bodies.

103. The five tenant units will comprise 66 posts in the 2021/22 period, which is an increase of 2 posts compared with the number approved for the 2020/21 period.

*Justice and Corrections Standing Capacity*

104. It is proposed that one general temporary assistance position of Rule of Law Officer (P-4) be converted to a post (P-4). The temporary assistance position, which was established in the 2017/18 period, has been used for critical on-the-ground support to advance transition planning and joint programming with a focus on the rule of law and peacebuilding during the drawdown, transition and start-up of missions. However, the temporary nature of the position has affected the ability of the Justice and Corrections Standing Capacity to retain individuals in its team, hampering its capability to respond to the continuous and increasing demand for rule of law assistance and planning support and to ensure business continuity. Therefore, in view

of the anticipated higher demand for specialized rule of law and planning support and the continuing nature of the evolving functions required from the Justice and Corrections Standing Capacity in the context of the United Nations reforms, it is proposed that this general temporary assistance position be regularized. This would enable the provision of essential substantive and planning capacities in response to expected requests from new and existing missions, including those drawing down and in or nearing transition, such as MONUSCO and UNITAMS.

*Aviation Safety Assurance and Safety Promotion Unit*

*International staff: Increase of 2 posts*

105. It is proposed that the Regional Aviation Safety Office be renamed the Aviation Safety Assurance and Safety Promotion Unit and that its two authorized posts be redeployed from the Office of the Director, to become a new tenant unit of UNLB. The change will better align the functions of the Office under the close supervision of the Aviation Safety Section, following its increased global Secretariat servicing scope established pursuant to the management reforms. The proposal, within existing resources, will allow the Office to expand its functions across the world in the areas of aviation safety assurance and to promote its services to all Department client entities with air assets and therefore to optimize the use of existing resources.

## II. Financial resources

### A. Overall

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

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
<b>Civilian personnel</b>					
International staff	20 161.0	20 616.7	23 260.4	2 643.7	12.8
National staff	20 793.2	20 247.8	21 887.0	1 639.2	8.1
United Nations Volunteers	—	—	—	—	—
General temporary assistance	244.2	422.8	153.0	(269.8)	(63.8)
Government-provided personnel	—	—	—	—	—
<b>Subtotal</b>	<b>41 198.4</b>	<b>41 287.3</b>	<b>45 300.4</b>	<b>4 013.1</b>	<b>9.7</b>
<b>Operational costs</b>					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	238.9	170.8	180.2	9.4	5.5
Official travel	466.9	488.0	506.7	18.7	3.8
Facilities and infrastructure	6 217.7	5 807.3	5 960.3	153.0	2.6
Ground transportation	418.8	383.5	385.3	1.8	0.5
Air operations	4.5	6.4	6.4	—	—
Marine operations	10.6	—	—	—	—
Communications and information technology	13 832.2	12 831.1	13 064.0	232.9	1.8
Medical	55.0	81.2	88.2	7.0	8.6
Special equipment	—	—	—	—	—
Other supplies, services and equipment	823.5	1 002.6	1 028.2	25.6	2.6
Quick-impact projects	—	—	—	—	—
<b>Subtotal</b>	<b>22 068.1</b>	<b>20 770.9</b>	<b>21 219.3</b>	<b>448.4</b>	<b>2.2</b>
<b>Gross requirements</b>	<b>63 266.5</b>	<b>62 058.2</b>	<b>66 519.7</b>	<b>4 461.5</b>	<b>7.2</b>
Staff assessment income	6 369.6	6 142.0	6 556.6	414.6	6.8
<b>Net requirements</b>	<b>56 896.9</b>	<b>55 916.2</b>	<b>59 963.1</b>	<b>4 046.9</b>	<b>7.2</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>63 266.5</b>	<b>62 058.2</b>	<b>66 519.7</b>	<b>4 461.5</b>	<b>7.2</b>

## B. Non-budgeted contributions

106. 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>
Memorandum of understanding <sup>a</sup>	5 822.7
Voluntary contributions in kind (non-budgeted)	—
<b>Total</b>	<b>5 822.7</b>

<sup>a</sup> Inclusive of office buildings, workshops, warehouses, infrastructure and open spaces provided by the Government of Italy, valued at \$3,293,434, and office buildings, operational buildings and open spaces provided by the Government of Spain, valued at \$2,529,316.

## C. Vacancy factors

107. 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>
<b>Civilian personnel</b>			
International posts	16.7	16.0	13.0
National posts	5.6	5.0	4.0
Temporary positions <sup>a</sup>			
International staff	50.0	0.0	50.0
National staff	—	—	—

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

108. The proposed vacancy rates for UNLB, presented in the tables above, are based on the actual average vacancy rates from July to December 2020 and projected recruitments, as follows: (a) 13.0 per cent for international posts, compared with a 13.7 per cent actual rate for the period from July to December 2020 and a projected 12.9 per cent for the entire 2020/21 period; (b) 50.0 per cent for one proposed new international position funded under general temporary assistance; and (c) 4.0 per cent for national posts, compared with a 4.9 per cent actual rate for the period from July to December 2020 and a projected 4.3 per cent rate for the entire 2020/21 period.

## D. Training

109. 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)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	26.8
Official travel	
Official travel, training	94.1
Other supplies, services and equipment	
Training fees, supplies and services	349.1
<b>Total</b>	<b>470.0</b>

110. 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>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	232	181	209	302	257	277
External	17	48	19	15	90	28
<b>Total</b>	<b>249</b>	<b>229</b>	<b>238</b>	<b>317</b>	<b>347</b>	<b>305</b>

111. The proposed training programmes include technical training courses and learning activities aimed at strengthening the professional skills and competencies of both national and international staff. Internal courses cover training for ICT, business leadership, management and governance, supply chain management, transportation and logistics, environmental and waste management, security and safety, and conflict prevention. External training courses are intended to strengthen the capacities of staff in various areas, such as leadership and executive management, human resources, occupational safety and aviation safety, engineering, and role-specific courses for tenant units.

### III. Analysis of variances<sup>2</sup>

112. The standard terminology applied with respect to the analysis of resource variances in this section is presented in annex I.B to the present report. The terminology used remains the same as in previous reports.

	<i>Variance</i>	
<b>International staff</b>	2 643.7	12.8%

#### • Cost parameters: currency fluctuation and vacancy rates

113. The increased resource requirements are attributable mainly to the increase in the post adjustment (\$1.4 million) due to the depreciation of the dollar against the euro. In

<sup>2</sup> Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

addition, the increases are due to the lower vacancy rate of 13 per cent compared with 16 per cent applied for the approved 2020/21 budget (\$0.8 million) and the conversion of two general temporary assistance positions to regular posts (\$0.3 million).

	<i>Variance</i>	
<b>National staff</b>	1 639.2	8.1%

• **Cost parameters: currency fluctuation**

114. The increased resource requirements are attributable mainly to the higher national salaries (\$1.4 million) due to the depreciation of the dollar against the euro. The exchange rate applied to the 2021/22 budget is 0.837 euros for 1 dollar, compared with the rate of 0.896 euros for 1 dollar applied in the approved 2020/21 budget. An additional increase (\$0.2 million) is due to the application of a lower vacancy rate of 4 per cent compared with the 5 per cent applied for the approved 2020/21 budget.

	<i>Variance</i>	
<b>General temporary assistance</b>	(269.8)	(63.8%)

• **Management: conversion of temporary assistance positions**

115. The decreased resource requirements are attributable mainly to the proposed conversion of two general temporary assistant positions to posts. The overall reduction is offset in part by the proposed establishment of a new general temporary assistance position of Occupational Safety and Health Officer (P-3).

	<i>Variance</i>	
<b>Consultants and consulting services</b>	9.4	5.5%

• **Management: increased inputs and outputs**

116. The increased resource requirements are attributable mainly to an additional need for a consultant expert in electrical and mechanical engineering standards and designs to support the Sourcing Support Unit. The increase is offset in part by the cancellation of external security training, which will be provided internally.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	153.0	2.6%

• **Management: increased inputs and outputs and currency fluctuation**

117. The increased resource requirements are attributable mainly to the legal obligation to recertify all fire suppression gas bottles in Valencia every 10 years since their installation. Additional increases reflect higher requirements for utilities and waste disposal services due in part to the depreciation of the dollar against the euro.

	<i>Variance</i>	
<b>Communications and information technology</b>	232.9	1.8%

• **Management: increased inputs and outputs**

118. The increased requirements are attributable mainly to the following: (a) \$254,000 for the acquisition of additional, new videoconference equipment to address the growing number of videoconferencing requirements and the mobile connectivity services owing to the change of workplace modalities; and (b) \$35,000 for the provision and installation of the smart warehousing system. The increased

requirements are offset in part by the lower requirements for the maintenance of communications and information technology equipment and support services.

	<i>Variance</i>	
<b>Medical</b>	7.0	8.6%

• **Management: efficiency improvements**

119. The increased resource requirements are attributable mainly to the provision made for ongoing EarthMed implementation to report clinical incidents accurately, reliably and in a timely manner.

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

120. The actions to be taken by the General Assembly in connection with the financing of the United Nations Logistics Base are:

(a) To appropriate the amount of \$66,519,700 for the maintenance of the United Nations Logistics Base for the 12-month period from 1 July 2021 to 30 June 2022;

(b) To prorate the amount in subparagraph (a) among the budgets of the individual active peacekeeping operations to meet the financing requirements of the United Nations Logistics Base for the period from 1 July 2021 to 30 June 2022.

#### **V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 74/282, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly**

##### **A. General Assembly**

##### **Financing of the United Nations Logistics Base at Brindisi**

(Resolution 74/282)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Also recalls paragraph 4 of its resolution 72/287 of 5 July 2018, and looks forward to considering a proposal on the revised concept of operations for strategic deployment stocks that takes into account the observations and recommendations of the Office of Internal Oversight Services, and stresses the need for further analysis on enhanced effectiveness, expected efficiencies and location issues (para. 6).	Please refer to paragraph 25 above.
Notes the ongoing study of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section in the context of an integrated supply chain management approach, and looks forward to receiving	Please refer to paragraph 25 above. A detailed proposal resulting from the study is being submitted to the General Assembly in the context of the budget of the Regional Service Centre in Entebbe for the 2021/22 period and is summarized in the overview

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

the results of the study for its consideration at the seventy-fifth session (para. 7).

Welcomes the complementarity of the United Nations Logistics Base and the Regional Service Centre in Entebbe, Uganda, and encourages the Secretary-General to seek enhanced synergies between the two support entities in their respective mandates (para. 8).

report on the financing of the United Nations peacekeeping operations. No proposal is made regarding the change in structure of the Strategic Air Operations Centre.

The Office of Supply Chain Management of the Department of Operational Support conducted a study on the roles and responsibilities of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section to develop a more efficient, agile and effective global supply chain management approach. The study suggested integrating the Transportation and Movements Integrated Control Centre into the Movement Control Section within the Logistics Division of the Office of Supply Chain Management and reinvigorating the role of the Transportation and Movements Integrated Control Centre, building on its experience of, among others, regional coordination in the areas of sea and land freight, movement of contingent-owned equipment/United Nations-owned equipment and in-bound coordination. A detailed proposal resulting from the study is being submitted to the General Assembly in the context of the budget of the Regional Service Centre in Entebbe for the 2021/22 period, and is summarized in the overview report on the financing of the United Nations peacekeeping operations. No proposal is made regarding the change in structure of the Strategic Air Operations Centre.

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

([A/74/737/Add.6](#))

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

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases where the proposed rates differ from the actual rates, clear justification should be provided systematically in the proposed budget and related documents (see also [A/73/755/Add.1](#), para. 29) (para. 12).

The Advisory Committee recalls the General Assembly's request, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously ([A/71/836](#), para. 108) (para. 13).

UNLB is committed to ensuring that budgeted vacancy rates are based, as much as possible, on actual vacancy rates.

UNLB is committed to ensuring that vacant posts are filled expeditiously.



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

The Advisory Committee considers that there is a need to continue to refine the relationship between workload factors and full-time equivalent requirements, as well as to ensure consistency in the application of the scalability model to estimate resource requirements. The Committee encourages the United Nations Logistics Base to apply lessons learned from other United Nations service providers and service centres (para. 23).

UNLB will continue to apply the outcome of the comprehensive civilian staffing review of 2017 in future budgetary requirements, in particular for staffing levels and for the engagement of consultants and individual contractors. Please refer to paragraphs 37 to 44 above.

The Advisory Committee is of the view that the General Assembly should be provided with comprehensive and more transparent information on the services provided to different entities, the resources required to provide those services and the different financing/cost recovery arrangements, as well as the recording of related income and expenditures (para. 26).

Please see paragraphs 49 to 53 above.

The Advisory Committee emphasizes that prior approval needs to be obtained for the expansion and financing of services provided by the United Nations Logistics Base to non-peacekeeping clients/entities and trusts that further guidance on this matter will be provided by the General Assembly (para. 27).

UNLB is complying with previous guidance provided by the General Assembly concerning opportunities to improve efficiency and effectiveness in the provision of administrative support services through enhancing inter-agency cooperation with other United Nations entities in order to reduce duplication and achieve synergies and efficiencies across the United Nations system. Going forward, UNLB will continue to comply with any guidance provided by the Assembly. It should be noted that the provision of services to other United Nations entities is on a cost-recovery basis and in full accordance with the One United Nations approach and the Organization's Financial Regulations and Rules.

The Advisory Committee recommends, in the interest of clarity and transparency, that the General Assembly request the Secretary-General to include in his next reports on the United Nations Logistics Base a summary of the resource requirements and expenditures of each of the tenant units hosted at the Logistics Base (para. 28).

Please refer to paragraph 54 and table 4 above.

Accordingly, the Advisory Committee recommends that the General Assembly request the Secretary-General to include, in future submissions, disaggregated information in all the tables on the financial resources of the United Nations Logistics Base in Brindisi and Valencia (para. 29).

Please see paragraph 71 and table 5 above.

## Annex I

### Definitions

#### A. Terminology related to proposed changes in human resources

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

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

#### B. Terminology related to variance analysis

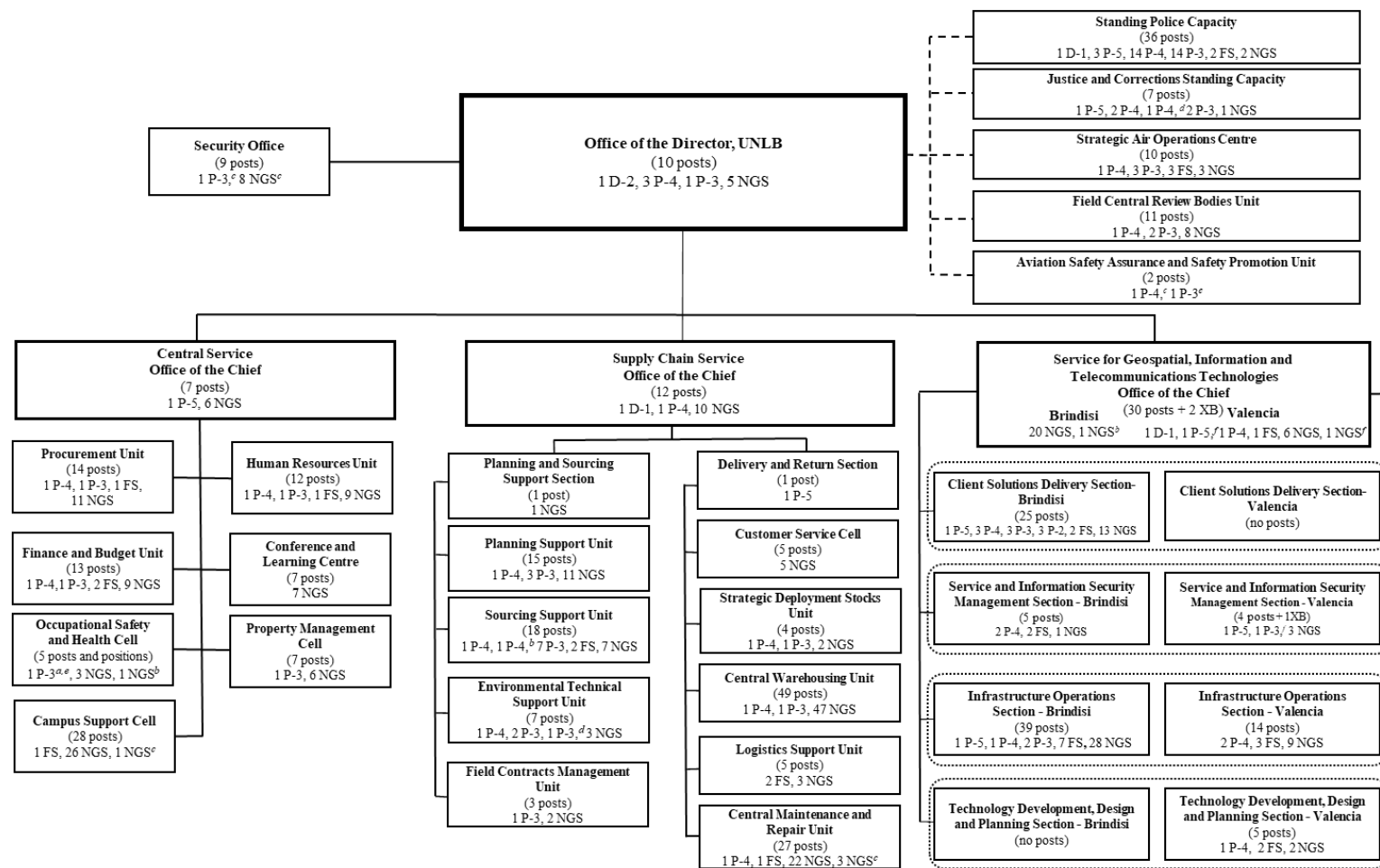
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

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

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

## Annex II

## Organization chart



Abbreviations: FS, Field Service; NGS, national General Service; XB, extrabudgetary.

<sup>a</sup> New post.

<sup>b</sup> Reclassified/reassigned post.

<sup>c</sup> Redeployed post.

<sup>d</sup> Converted post.

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

<sup>f</sup> Financed through extrabudgetary mechanism.