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

Budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022

Report of the Secretary-General

Summary

The present report includes proposals for a total amount of \$323.0 million with respect to core post and non-post requirements of the support account for peacekeeping operations for the 2021/22 period, compared with \$319.5 million approved for the 2020/21 period, representing an increase of \$3.5 million, or 1.1 per cent. In addition, the provisions for the peacekeeping share of Organizational initiatives, including enterprise resource planning, the global service delivery model project, peacekeeping capability readiness and Umoja maintenance and support, which are shown separately from the core requirements, reflect an increase of \$2.6 million, or 7.1 per cent, from \$36.2 million in the 2020/21 period to \$38.8 million for the 2021/22 period. As a result, the overall proposed level of \$361.7 million, including the peacekeeping share of Organizational initiatives, reflects an increase of \$6.0 million, or 1.7 per cent, compared with approved resources of \$355.7 million for the 2020/21 period.

The proposed increase of \$3.5 million for the core post and non-post part of the support account is due mainly to a standard adjustment in salary costs, including vacancy rates (\$5.4 million), as well as the provision for the quadrennial troop cost survey (\$0.3 million), offset in part by a reduction in operational costs and the proposed abolishment of posts. Under the peacekeeping share of Organizational initiatives, the increase mainly relates to enterprise resource planning (Umoja), based on the amount noted by the General Assembly in section V, paragraph 7, of its resolution [75/253](#). While the provision included in the support account for the 2020/21 period covered the six-month period from July to December 2020 only, the provision included in resolution [75/253](#) for the 2021/22 period covers the full 2021 calendar year.

* Reissued for technical reasons on 4 May 2021.



Based on the comments in paragraph 10 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/74/809), which was endorsed by the General Assembly in its resolution 74/280, regarding scalability of the support account, the Secretariat has reviewed the level of the resource requirements to backstop peacekeeping operations and is proposing the abolishment of four posts and the transfer of two posts related to global procurement support to the budget of RSCE. Consequently, the proposed staffing for the 2021/22 period provides for 1,416 posts and general temporary assistance positions, compared with the current approved level of 1,422 posts and positions.

In addition, pursuant to paragraph 29 of the same report of the Advisory Committee, the Secretariat has reviewed the requirements for the positions funded under general temporary assistance that involve continuing functions. Most of those positions involve functions that are not performed by staff members on established posts and were established as general temporary assistance positions because the duration and continuity of the related workload could not be determined at the time of establishment. In other cases, the business model in the past made the general temporary assistance positions more suitable. On the basis of the latest assessment of the business model, workload and continuity of functions, and taking into account previous recommendations of the Advisory Committee as approved by the General Assembly, the Secretariat is proposing the conversion of a total of 37 general temporary assistance positions to posts.

In the 2021/22 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 112,083 to 107,585, and the number of civilian personnel in missions is expected to decrease from 13,848 to 12,422, owing mainly to the closure of UNAMID in accordance with the Security Council resolution 2559 (2020). The geographical focus of United Nations peacekeeping operations is expected to remain mainly on Africa and the Middle East. Difficult and volatile regional, political, operational and security environments will require high-intensity engagement, as well as well-equipped and capable military, police and civilian components. The mandates for MINUSMA, MINUSCA, UNMISS and MONUSCO, in particular, are likely to remain complex and challenging to implement. No significant adjustments are expected in the size or configuration of MINURSO, UNMIK, UNFICYP, UNIFIL and UNDOF.

Troops and police, as well as civilian staff, continue to be deployed to remote and high-risk areas. The political instability of the environments in which missions are operating and the complexity of the mandates of peacekeeping missions, which have been increasing, are among the factors that influence backstopping requirements.

Financial resources

(Thousands of United States dollars; budget year is from 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)
I. Post resources	234 245.8	242 685.1	252 713.0	10 027.9	4.1
II. Non-post resources					
General temporary assistance	10 871.6	12 111.8	5 847.5	(6 264.3)	(51.7)
Consultants	2 429.3	2 323.5	2 089.6	(233.9)	(10.1)
Official travel	3 861.6	7 856.7	7 890.9	34.2	0.4
Facilities and infrastructure	21 327.9	23 186.8	23 431.5	244.7	1.1
Ground transportation	63.6	72.6	73.7	1.1	1.5
Air operations	28.6	—	—	—	—
Communications and information technology	15 342.3	17 749.7	17 708.2	(41.5)	(0.2)
Medical	150.8	87.6	87.0	(0.6)	(0.7)
Other supplies, services and equipment	16 905.7	13 435.3	13 128.1	(307.2)	(2.3)
Subtotal	70 981.4	76 824.0	70 256.5	(6 567.5)	(8.5)
Total, I and II	305 227.2	319 509.1	322 969.5	3 460.4	1.1
Corporate costs					
Enterprise resource planning	19 376.9	13 381.3	15 799.5	2 418.2	18.1
Global service delivery model project	868.5	868.5	868.5	—	—
Peacekeeping capability readiness	2 584.5	3 881.6	3 881.6	—	—
Umoja maintenance and support costs	20 810.3	18 053.7	18 221.4	167.7	0.9
Subtotal	43 640.2	36 185.1	38 771.0	2 585.9	7.1
Gross requirements	348 867.4	355 694.2	361 740.5	6 046.3	1.7
Staff assessment income	27 081.1	26 817.1	27 405.3	588.2	2.2
Net requirements	321 786.3	328 877.1	334 335.2	5 458.1	1.7

Human resources

<i>Category</i>	<i>2020/21</i>			<i>2021/22</i>			<i>Change</i>		
	<i>Post^a</i>	<i>Position</i>	<i>Total</i>	<i>Post</i>	<i>Position</i>	<i>Total</i>	<i>Post</i>	<i>Position</i>	<i>Total</i>
Professional and higher									
D-2	9	–	9	9	–	9	–	–	–
D-1	32	–	32	32	–	32	–	–	–
P-5	121	1	122	121	–	121	–	(1)	(1)
P-4	431	20	451	436	12	448	5	(8)	(3)
P-3	317	36	353	338	14	352	21	(22)	(1)
P-2	29	–	29	29	–	29	–	–	–
National Professional Officer	1	–	1	1	–	1	–	–	–
Subtotal	940	57	997	966	26	992	26	(31)	(5)
General Service and related									
Principal level	35	–	35	35	–	35	–	–	–
Other level	336	8	344	338	5	343	2	(3)	(1)
Field Service	19	–	19	19	–	19	–	–	–
Security Service	3	–	3	3	–	3	–	–	–
National General Service	21	3	24	24	–	24	3	(3)	–
Subtotal	414	11	425	419	5	424	5	(6)	(1)
Total	1 354	68	1 422	1 385	31	1 416	31	(37)	(6)

^a One post (GS (OL)) established on 1 January 2021 is included and three posts (1 P-5, 1 P-3 and 1 FS) abolished on 1 April 2021 are not included.

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

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Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMISOM	African Union Mission in Somalia
ASG	Assistant Secretary-General
CEB	United Nations System Chief Executives Board for Coordination
DDR	disarmament, demobilization and reintegration
DGC	Department of Global Communications
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
EOSG	Executive Office of the Secretary-General
FS	Field Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	general temporary assistance
IAAC	Independent Audit Advisory Committee
ICSC	International Civil Service Commission
ICT	information and communications technology
IPSAS	International Public Sector Accounting Standards
LL	Local level
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
N/A	not applicable
NGO	non-governmental organization

NGS	national General Service
NPO	National Professional Officer
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OPPFB	Office of Programme Planning, Finance and Budget
OSLA	Office of Staff Legal Assistance
PTSD	post-traumatic stress disorder
RSCE	Regional Service Centre in Entebbe, Uganda
SS	Security Service
SWIFT	Society for Worldwide Interbank Financial Telecommunication
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General

I. Introduction

A. Level of peacekeeping resources and the support account

Overall resources

1. The overall requirements for United Nations peacekeeping operations, in the proposed amount of \$6,466.3 million for the 2021/22 period, are \$310.0 million lower than the level approved for the 2020/21 period and \$344.2 million lower than that approved for the 2019/20 period. Reductions in recent years are due mainly to the drawdown of MINUJUSTH and UNAMID, as well ongoing efforts by the Secretariat to deliver efficiencies to Member States.

2. In the 2021/22 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 112,083 in the 2020/21 period to 107,585 in the 2021/22 period, and the number of civilian personnel in missions is expected to decrease from 13,848 to 12,422, owing mainly to the closure of UNAMID during the 2020/21 period. Accordingly, reductions are also proposed with respect to Secretariat backstopping of peacekeeping operations in areas where activities are expected to decrease as a result of recent closures of missions.

3. The financial resources required for core activities of the support account for the 2021/22 period are estimated at \$323.0 million, a \$3.5 million increase compared with the 2020/21 period, and the proportion of support account requirements proposed is 5.39 per cent of the projected aggregate resources for the 10 active peacekeeping operations and UNSOS, as well as UNAMID in liquidation, for the 2021/22 period, compared with 5.05 per cent in the 2020/21 period. In summary, the increase in core resources is attributable mainly to a periodic event (the quadrennial troop cost survey) (\$0.3 million) and standard adjustments in staff costs (\$5.4 million), offset in part by net reductions related to proposed post actions (\$2.0 million) and changes in operational resources (\$0.3 million), for which detailed analysis is provided in section B below.

Table 1

Financial resources of the support account, UNLB and RSCE, compared with missions under peacekeeping budgets, 2014/15 to 2021/22

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>2014/15 (actual)</i>	<i>2015/16 (actual)</i>	<i>2016/17 (actual)</i>	<i>2017/18 (actual)</i>	<i>2018/19 (actual)</i>	<i>2019/20 (actual)</i>	<i>2020/21 (approved)</i>	<i>2021/22 (projected)</i>
Peacekeeping missions and UNSOS	7 861.7	7 584.7	7 354.6	6 984.1	6 678.8	6 263.9	6 321.4	5 997.4
RSCE	38.6	29.7	36.3	32.8	31.4	35.4	37.2	40.7
UNLB	66.5	67.1	82.2	80.2	82.1	63.3	62.1	66.5
Support account ^a	303.3	303.8	309.4	299.1	292.7	305.2	319.5	323.0
Support account ratio (percentage)	3.86	4.01	4.21	4.28	4.38	4.87	5.05	5.39
Backstopping ratio: support account and UNLB compared with peacekeeping missions (percentage)	4.70	4.89	5.32	5.43	5.61	5.88	6.04	6.49
Backstopping ratio: support account, UNLB and RSCE compared with peacekeeping missions (percentage)	5.19	5.28	5.82	5.90	6.08	6.45	6.63	7.17

^a Excluding provisions for enterprise resource planning, the global service delivery model project, peacekeeping capability readiness and Umoja maintenance and support costs.

Table 2
Overview of human resources for peacekeeping operations, 2014/15 to 2021/22

	2014/15 (approved) ^a	2015/16 (approved) ^a	2016/17 (approved) ^a	2017/18 (approved) ^a	2018/19 (approved) ^a	2019/20 (approved) ^a	2020/21 (approved) ^a	2021/22 (projected) ^a
Number of missions								
Peacekeeping missions and UNSOS ^{a,b}	15	15	15	14	13	13	12	12
Number of approved personnel								
Military and police personnel authorized by the Security Council ^c	149 264	143 083	143 157	128 448	120 698	116 163	112 083	107 585
Civilian staff in missions and UNSOS	22 542	21 134	19 730	18 241	15 925	14 173	13 848	12 422
RSCE	–	–	421	427	406	404	404	424
UNLB	424	452	444	445	445	446	446	447
Support account	1 458	1 461	1 469	1 440	1 427	1 427	1 422	1 416
Total, approved personnel	173 688	166 130	165 221	149 001	138 901	132 572	128 203	122 294

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

^b Ongoing missions in the 2021/22 period include UNAMID.

^c Highest level of personnel authorized.

Trends in human resources

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

5. The support account shows a lag in responding to decreases (or increases) in the overall level of resource requirements for peacekeeping field operations. This is partly because some of the decrease in overall resource requirements is attributable to reductions with regard to uniformed personnel, which do not immediately translate into a reduced workload for backstopping functions, including cross cutting initiatives, as well as the fact that the closure of missions (e.g., UNOCI, UNMIL, MINUSTAH/MINUJUSTH) continues to require administrative and completion accounting activities. It should be noted that liquidation activities do not end with the completion of field-based tasks (such as asset disposal), but continue until the completion of the final performance report. Responsibility for such residual activities is transferred from missions to United Nations Headquarters offices, as well as UNLB and RSCE, which continue to perform various tasks for closed and liquidated/liquidating missions, such as payment to troop- and police-contributing countries, staff and vendors, liquidation of assets and budgetary and financial reporting, as well as the settlement of claims which may arise long after missions close (including claims relating to PTSD). In addition, transitioning and liquidating missions, such as UNAMID, require additional support from Headquarters in various substantive, logistics, financial and administrative areas.

6. As a result of the closure and downsizing of missions, the overall number of posts and GTA positions proposed for the 2021/22 period is 42 posts and GTA positions lower than the level approved for the 2014/15 period, when the mission

resources peaked (see table 3). During the period from 2014/15 to 2020/21, mission budgets decreased and four missions closed. Including the proposal for the 2021/22 period, with the liquidation of one additional mission, 106 posts and GTA positions in total will have been abolished in the period from 2014/14 to 2021/22. During the same period, the General Assembly approved 64 new posts. The additional resources approved by the General Assembly were in targeted areas, such as force generation, rule of law, policing, occupational safety, combating sexual harassment, investigations of sexual exploitation and abuse, gender parity, the government claims management system, support to the African Union, civilian and military training, disarmament, demobilization, and reintegration, the medical performance framework, human rights, occupational safety, security sector reform, mine action, human resources, PTSD claims from troop- and police-contributing countries, expansion of the Secretariat of the Advisory Committee on Administrative and Budgetary Questions, conduct and discipline and safety and security of peacekeeping personnel. These new requirements are not mission-specific, but relate either to emerging cross-cutting issues or are needed to implement General Assembly decisions.

7. In summary, the proposed level of the support account for the 2021/22 period reflects the abolishment, since the 2014/15 period, of 106 posts and positions, offset in part by the establishment of 64 posts and positions (see table 3).

Table 3

Overview of support account human resources from 2014/15 to 2021/22 (posts and GTA positions)

	<i>Approved</i>						<i>Proposed</i>	<i>Total</i>
	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2021/22</i>	
Posts and positions established		14	23	4	12	3	8	64
Posts and positions abolished		(11)	(15)	(33)	(25)	(3)	(13)	(106)
Net change		3	8	(29)	(13)	–	(6)	(42)
Total	1 458	1 461	1 469	1 440	1 427	1 427	1 422	1 416

Comparison with other international organizations

8. In certain areas, comparable organizations invest more in providing backstopping support from headquarters, with fewer personnel deployed to the field, compared with United Nations peacekeeping operations. For example, the Knowledge Management Team in the DPO Policy, Evaluation and Training Division services all field-based peacekeeping personnel at a ratio of 1 to 23,750. This is 8 to 16 times higher than the practice in other international organizations:

- The Organization for Economic Cooperation and Development has 5 staff for knowledge management, or 1 full-time-equivalent per 660 personnel
- The North Atlantic Treaty Organization has approximately 4 knowledge management staff, or 1 full-time equivalent per 5,000 personnel
- The European External Action Service of the European Union has 2 knowledge management staff, or 1 full-time equivalent per 2,000 personnel
- The DPO Policy, Evaluation and Training Division has 4 knowledge management staff, or 1 full-time equivalent per 23,750 personnel

9. On the training front, the Policy, Evaluation and Training Division has 1 trainer for every 2,635 deployed peacekeepers (civilian, military and police). By comparison, the top 10 troop- and police-contributing countries have ratios of trainers to deployed

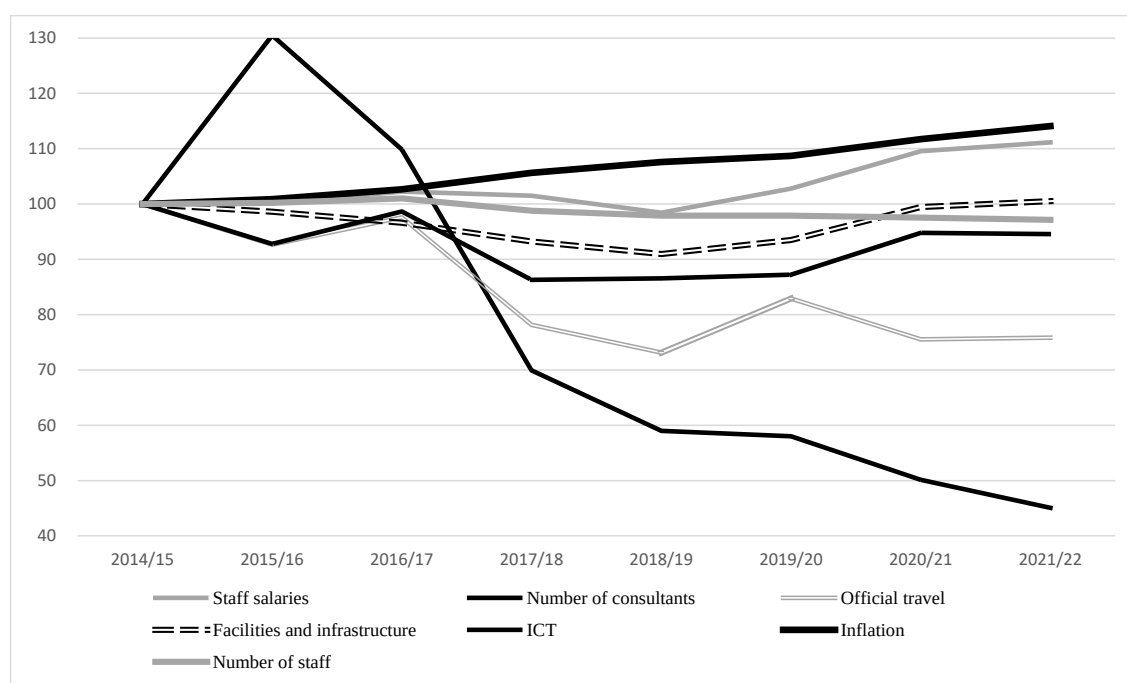
personnel ranging from 1 trainer for every 92 deployed personnel to 1 trainer for every 385 deployed personnel. These ratios indicate that the level of resources approved for the Division's Integrated Training Service is significantly below the level of training resources that troop- and police-contributing countries consider necessary for themselves. This imbalance is underscored by the requirement that the Integrated Training Service both develop peacekeeping training and deliver it to troop- and police-contributing countries and deployed personnel in missions.

Trends in financial resources

10. The figure below depicts the trends in approved support account budget requirements from the 2014/15 period, as well as the proposed level for the 2021/22 period. The amounts are in nominal terms, and the figure includes the development of the inflation rate over the same period for reference.

Resource trends from 2014/15 to 2021/22, by category

(Index base period 2014/15=100)



11. The provision for staff salaries has increased at roughly the same pace as inflation over the period, and thus has remained relatively constant in real terms, as there have been no major changes in the number of staff over the period. With the steady reduction in operational resources over the period, as explained below, the level of staff salary as part of the core support account requirements has increased from 76.0 per cent in the 2014/15 period to 80.0 per cent in the 2021/22 period. Changes in salary parameters are the largest factor in the variance in the level of core requirements, which include adjustments for salary scale and post adjustment multipliers, based on ICSC recommendations, as well as updates to common staff costs and vacancy rates, based on actual trends. In the 2020/21 and 2021/22 periods, the increases pertaining to standard adjustments to salary are offset in part by the reduction in operational resources.

12. The provision for consultants reflects requirements for specialized expertise that cannot be accommodated in-house, which have steadily declined since the 2015/16

period. The increase in the 2015/16 period reflects the recommendation of the Advisory Committee that the additional requirements for supply chain management be transferred from mission budgets to the support account ([A/69/860](#), para. 31), as endorsed by the General Assembly in its resolution [69/308](#). As has been recommended by the Advisory Committee, most recently in its report dated 28 April 2017 ([A/71/883](#)), and as endorsed by the General Assembly in its resolution [71/295](#), in-house capabilities were leveraged, resulting in a consistent reduction in requirements under consultants from the 2016/17 period onward.

13. Approved resources for official travel have mainly declined, except for periodic events. As repeatedly recommended by the Advisory Committee, most recently in its report dated 28 April 2017 ([A/71/883](#)), and as endorsed by the General Assembly in its resolution [71/295](#), the Secretariat has striven to bring official travel costs to a minimum, while continuing to deliver its backstopping programmes in better coordination with the field. The Secretariat has sought, wherever possible and reasonable, to leverage available technologies to advance its mandates, including through the use of teleconferencing or videoconferencing facilities for regular meetings between staff in the field and at Headquarters. Concerted efforts have been made to ensure compliance with the 16-day advance booking requirements and other provisions of the administrative instruction on official travel ([ST/AI/2013/3](#), [ST/AI/2013/3/Amend.1](#), [ST/AI/2013/3/Amend.2](#), [ST/AI/2013/3/Amend.3](#) and [ST/AI/2013/3/Amend.4](#)). Each trip is carefully reviewed to ensure that only essential staff travel is undertaken and that trips are combined when possible to gain efficiency. The level of resources for the 2021/22 period includes additional resource requirements for a periodic event (see also para. 25).

14. The provision for facilities and infrastructure mainly reflects the combined impact of staff numbers and inflation. The provision for facility costs at Headquarters steadily diverged from the inflation trend, as the provision was set at \$15,900 per staff member through the 2019/20 period. In the 2020/21 period, a new standard rate of \$17,000 per staff member was applied. The increase was needed to keep up with the periodic escalation of the cost per rented square foot under current lease contracts.

15. After several years of decreases, the provision for ICT saw an increase, mainly in the 2020/21 period, owing to the transfer of two ICT applications from the UNLB budget.

Review of the support account resource level for the 2021/22 budget preparation

16. Pursuant to the request by the General Assembly in numerous resolutions that the level of the support account be reviewed on a regular basis, and given the changes in the number, size and complexity of peacekeeping operations, the Secretariat has thoroughly reviewed the requirement under the support account.

17. The growth of integrated missions with more complex mandates, and their emergence in high-threat environments, demand new capabilities in areas such as intelligence collection and analysis. Peacekeeping has responded to evolving challenges with such initiatives as the establishment of integrated operational teams in the Department of Peacekeeping Operations (now in DPO and DPPA), RSCE and supply chain management in DOS. Under the management reform of the Secretary-General, authority is delegated to heads of mission and the field, and the emphasis at Headquarters is shifted to more strategic guidance and oversight.

18. Many of the functions currently funded under the support account are associated with strategic and global cross-cutting issues, rather than with specific missions. Some functions, such as the integrated operational teams, are directly related to specific missions. However, many functions carried out in DPO, DOS and DMSPC are global in nature and not associated with a specific mission or with the number of troops and personnel deployed.

19. Complexity is a factor that can result in increased requirements, qualitatively and quantitatively, beyond the backstopping needs that existed when the posts and positions concerned were approved. Increased complexity can result from external factors, such as the nature of mandates and the Secretariat's organizational initiatives to improve its practices and procedures. In response to cases of sexual exploitation and abuse, for example, the Secretariat now maintains a mechanism for withholding payments for personnel with alleged links to those cases, undertakes investigations and is conducting more rigorous screening of United Nations personnel being deployed to peacekeeping missions. The strengthening of both immediate response capacity and investigative capacity also entails additional complexity of work. With a view to maintaining scalability in the light of increased complexity, the Secretariat endeavours to improve efficiency and to streamline procedures and reprioritize activities to absorb new requirements.

20. The complexity of missions has been increasing over time as a result of several factors, including: (a) less-permissive security conditions in some missions, which have made the implementation of existing mandates more complex in operational terms; (b) the absence of viable political processes or the fragility of existing processes and difficult relations with some host Governments; (c) the complexity of the mandates themselves (the number of tasks are an indicator, as well as the length of the resolutions defining the mandates); (d) the growth in the number of stakeholders in processes, requiring enhanced coordination; and (e) the increase in the number of significant troop- and police-contributing countries, as well as in the number of requests from the Security Council, troop- and police-contributing countries and legislative bodies for briefings, notes and other information. This has resulted in greater demand for the backstopping of peacekeeping missions.

21. As part of the budget submission, a review of support account resources was undertaken by all concerned Secretariat entities to determine the possible impact of the closure of UNAMID, as well as the previous closures of UNOCI, UNMIL, MINUSTAH and MINUJUSTH, in terms of workload and human and operational resources, by:

(a) Identifying, in general, the factors that determine the workload and level of resources for specific functions/areas;

(b) Assessing the impact of the closure of UNAMID, as well as UNOCI, UNMIL, MINUSTAH and MINUJUSTH, on the workload factors identified;

(c) Determining what happened to the capacity released if there was a decrease in workload;

(d) Identifying the additional mandates/functions added since the 2014/15 period.

22. The result of the review by each entity is included in annex II to the present report. As noted for each entity, information on workload directly related to rightsizing, downsizing and closing activities is, in many cases, not easily identifiable, owing, among other things, to challenges in differentiating between normal activities and rightsizing and downsizing activities of the missions. For example, activities in the areas of audits and investigations, administration or claims processing continue for a number of these missions. The archives management or legal matters pertaining to the final phase of the missions may also continue for a significant number of years. Many entities do not structure their resources to be specific to individual missions. Instead, they establish requirements during the budget process in anticipation of workload during the budget year which also account for changes in the missions, as applicable to the roles of each entity.

B. Analysis of major changes in resource requirements

23. The main elements contributing to the increase in requirements for the 2021/22 period are presented in table 4.

Table 4

Summary of resource changes between the 2020/21 and 2021/22 periods

(Thousands of United States dollars)

	<i>Related paragraphs of the present report</i>	<i>Amount</i>
2020/21		
Approved gross requirements		355 694.2
Less: enterprise resource planning; global service delivery model project; peacekeeping capability readiness; and Umoja maintenance and support costs for 2020/21		(36 185.1)
Approved core requirements for 2020/21		319 509.1
Major changes in 2021/22		
Periodic special requirements		346.6
Quadrennial troop cost survey	25	346.6
Changes in regular requirements		
Computation of salary		5 427.5
Updated standard salary costs at Headquarters locations	26, 56, 57	3 774.5
Updated standard salary costs at field locations	26, 56, 57	496.8
Lower average vacancy factors	26, 58–61	1 156.2
Post actions		(2 008.7)
Abolishment and transfer of 6 posts	27–30	(1 279.5)
Conversion of 37 GTA positions to posts	27–30	331.1
Redeployment and reassignment	27–30	(832.7)
Delayed effect of post actions approved in 2020/21	27–30	(227.6)
Changes in operational resources		(305.0)
Cost of facilities in New York calculated based on a standard level and number of staff, as well as additional costs for staff located in Entebbe, Addis Ababa and Bamako	32	539.6
Increase in the ICT service level agreement charged by OICT to each department	33	214.0
Additional training materials, translation and other contractual services	44	121.5
Reduction in official travel	41	(306.4)
Decrease in the ICT provision in OICT through the mainstreaming of non-standard services to standard services	34	(430.2)
Peacekeeping share of administration of justice	381	(438.9)
Miscellaneous other changes		(4.6)
Proposed core requirements for 2021/22		322 969.5
Enterprise resource planning; global service delivery model project; peacekeeping capability readiness; and Umoja maintenance and support costs for 2021/22	47–55	38 771.0
Proposed gross requirements for 2021/22		361 740.5
Gross changes		6 046.3

24. As indicated in table 4, gross requirements increased by \$6.0 million, from \$355.7 million approved in the 2020/21 period to the proposed \$361.7 million in the 2021/22 period. The increase is attributable mainly to a periodic event (\$0.3 million), standard adjustments in staff costs (\$5.4 million) and the peacekeeping cost of Umoja and its maintenance and support costs (\$2.6 million), offset in part by net reductions under proposed post actions (\$2.0 million) and changes in operational resources (\$0.3 million).

Periodic special requirements

25. A provision of \$346,600 is included under the Office of Supply Chain Management of DOS for the quadrennial troop cost survey to cover the cost of official travel (\$340,600) and other supplies, services and equipment (\$6,000) to conduct the second quadrennial survey of 10 sample countries to gather data on the personnel costs related to deployment from all troop-contributing countries. It represents a reduction of \$249,800 compared with the approved level for the previous survey in the 2017/18 period (\$596,400).

Major changes in regular requirements

Computation of salary

26. The increase of \$5.4 million for salary is driven mainly by the updating of the standard salary costs, vacancy factors and common staff costs used to estimate the costs of posts and GTA positions, as follows (see also paras. 56–61 below):

(a) An increase of \$2.2 million related to the increase in the post adjustment multiplier in New York as of February 2021 from 67.1 to 69.3, derived from the evolution of the cost of living in New York and published by ICSC on 1 February 2021;

(b) An increase of \$0.5 million related to the application of the updated standard salary scale for field locations, mainly for OIOS staff;

(c) An increase of \$1.6 million related to the annual increase in the average step and increase of post adjustment multipliers outside of New York from January 2021;

(d) An increase of \$1.2 million related to the application of vacancy factors based on the average vacancy rates for the latest six months of the 2020/21 period, adjusted for actual vacancy rates as at 31 January 2021, by entity, taking into account projected recruitments;

(e) No changes are included for estimation of common staff costs. The common staff cost rates used in the proposed budget for the 2021/22 period are the same as those used in the 2020/21 period.

Post actions

27. Based on the comments regarding scalability in paragraph 10 of the report of the Advisory Committee on Administrative and Budgetary Questions ([A/74/809](#)), endorsed by the General Assembly in its resolution [74/280](#), the Secretariat has reviewed the level of the resource requirement to backstop peacekeeping operations from the Headquarters departments and proposes the abolishment of four posts in DPO. In addition, two posts from the Office of Supply Chain Management in DOS are proposed for transfer to the budget of RSCE in line with the proposed reflection of the Global Procurement Support Section as a tenant unit of RSCE. The reduction of \$1.3 million includes salary and non-post resources related to the abolishment/transfer of a total of 6 posts.

28. Pursuant to paragraph 29 of the same report, the Secretariat reviewed the requirement for GTA positions that involve continuing functions. Most of those positions involve functions that are not performed by staff members on established posts. The positions are funded under GTA because the duration and complexity of the related workload could not be determined at the time of their establishment. In other cases, the business model in the past made GTA positions more suitable. On the basis of the latest assessment of the business model, workload and continuity of functions, and taking into account previous recommendations of the Advisory Committee as approved by the General Assembly, the Secretariat is proposing the conversion of a total of 37 GTA positions to posts. Owing to the different vacancy rates applied to posts and positions, there is an increase of \$0.3 million resulting from the proposed conversions.

29. A 50 per cent vacancy factor is applied to new and reassigned posts and positions during the first year of approval. In the second year, the regular vacancy rate is applied. This will be offset in part by a reduction in requirements for one-time facilities and infrastructure and ICT equipment costs related to the new posts and positions approved in 2020/21. In addition, three posts in the Resident Audit Office in UNAMID were approved for abolishment on 1 April 2021, resulting in a net reduction of \$0.2 million for the 2021/22 period.

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

Table 5

Summary of financial implications of proposed post actions

(Thousands of United States dollars)

<i>Department/office</i>		<i>Related paragraphs of the present report</i>	<i>Amount</i>
Abolishment/transfer of 6 posts			
DPO	4 posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (OL))	80	(839.7)
DOS	2 posts (2 P-4)	188, 189	(439.8)
Subtotal			(1 279.5)
Conversion of 37 GTA positions to posts			
DOS	14 posts (1 P-4, 10 P-3 and 3 GS (OL))	167–172, 176–180	110.7
DMSPC	3 posts (2 P-4 and 1 P-3)	253, 254, 266–269, 285–287	20.7
OIOS	19 posts (1 P-5, 5 P-4, 10 P-3 and 3 NGS)	339–349	177.2
OHCHR	1 post (1 P-3)	495–499	22.5
Subtotal			331.1
Redeployment and reassignment			
DPO	Establishment of the Military Performance Evaluation Team through the redeployment of 6 posts (6 P-4) and reassignment of 2 posts (1 P-5 and 1 P-3) within the Office of Military Affairs	86–91	(201.5)
DOS	Redeployment of 2 posts (1 P-2 and 1 GS (OL)) and reassignment of 7 posts (2 P-4, 3 P-3 and 2 GS (PL))	160–165, 173–175, 201, 202	(516.7)
DMSPC	Redeployment of 4 posts (1 P-4 and 3 GS (OL)) within OPPFB	251, 252	Nil

<i>Department/office</i>		<i>Related paragraphs of the present report</i>	<i>Amount</i>
OIOS	Redeployment of 1 post (1 GS (PL)) and reassignment of 2 posts (1 P-3 and 1 GS (OL))	335–338, 350, 351	(152.3)
UNOMS	Redeployment of 1 GTA position (1 P-4)	398–401	37.8
Subtotal			(832.7)
Delayed effect of post actions approved in 2020/21			
DPO	1 new GTA position (P-3)		40.7
DOS	3 new GTA positions (2 P-4 and 1 GS (OL))		110.6
DMSPC	1 new post (GS (OL)) and 2 new GTA positions (P-4 and P-3)		130.1
OIOS	Reassignment of 1 post (NGS), abolishment of 3 posts (1 P-5, 1 P-4, 1 FS) and redeployment of 2 posts (P-4 and P-3)		(598.0)
Secretariat of ACABQ	1 new post (1 P-4)		89.0
Subtotal			(227.6)
Total			(2 008.7)

Changes in operational resources

31. The increase in operational resources is due mainly to the application of the standard rate for office accommodations at Headquarters of \$17,000 per staff member, centrally provided for under DOS, and the application of new standard ICT rates of \$1,565 per staff member, budgeted under each entity and charged by OICT, offset in part by a reduction in official travel and a reduction in non-standard ICT provision in OICT through the streamlining of some non-standard services, as set out below (see also table 12 for a summary of the standard rates applied).

32. The standard cost for office accommodations at Headquarters was updated in January 2019 to keep up with the normal upward escalation of lease costs. The new rate of \$17,000 per staff member was applied to the proposed budget for the support account for the 2020/21 period in accordance with established budgetary procedures. The provision for 2021/22 is based on the same rates. The increase reflects the change in number of posts, GTA positions and contractual personnel proposed for the 2021/22 period, including the impact of one-time costs for new posts and positions approved in the 2020/21 period. In addition, the provision includes increases in OIOS, UNOAU and UNOMS for their staff based in Vienna, Addis Ababa and Bamako (see also para. 42 below).

33. The new unified standard rate of \$1,565 per account for OICT core services, as presented in the programme budget for 2021, has been applied to the support account budget proposal for the 2021/22 period. The new rate represents a small increase from the previous rate of \$1,535 for most of the departments, excluding DPO, which was previously on a different service level agreement of \$1,135 per account with OICT. Based on the application of the new rates, there is an overall increase of \$214,000 across the support account, of which \$187,100 is in DPO.

34. DPO was previously on a lower service level agreement with OICT because, under arrangements inherited from the Information and Communications Technology Division of the Department of Field Support, OICT was providing it with additional tailored non-standard ICT services from the OICT budget. The increase in the new service level agreement in the 2021/22 period will be fully offset through improved efficiency achieved by streamlining services, in line with the reduction in

peacekeeping. Accordingly, a reduction of \$430,200 is proposed in the provision under OICT for those DPO field-specific ICT applications and support.

35. As a result of an internal review and the leveraging of communication technologies, a reduction of \$306,400 is proposed in official travel across the support account, excluding the provision for the periodic event.

36. Provision has been made for additional requirements in DPO, DOS and DMSPC under training supplies, translation and transcription services and contractual services.

37. Table 6 provides a summary of resource changes by department/office.

Table 6
Summary of resource changes by department/office

(Thousands of United States dollars)

	<i>Expenditure (2019/20)</i>	<i>Appropriation (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
Department/office					
DPO	87 711.5	90 618.0	92 118.1	1 500.1	1.7
UNOAU	8 752.6	8 458.7	8 677.4	218.7	2.6
DOS	97 032.9	101 865.4	101 492.0	(373.4)	(0.4)
DMSPC	46 605.2	48 054.1	49 630.1	1 576.0	3.3
OICT	18 998.0	20 858.9	20 149.9	(709.0)	(3.4)
OIOS	30 842.4	31 982.2	32 603.9	621.7	1.9
EOSG	1 079.8	1 211.7	1 214.6	2.9	0.2
Administration of justice	1 745.2	985.0	546.1	(438.9)	(44.6)
OSLA	182.7	228.0	233.8	5.8	2.5
UNOMS	1 944.4	2 615.8	2 653.7	37.9	1.4
Ethics Office	1 034.3	1 132.5	1 103.9	(28.6)	(2.5)
OLA	3 447.3	4 080.2	4 669.0	588.8	14.4
DGC	696.3	873.0	888.0	15.0	1.7
DSS	2 954.4	3 511.5	3 784.9	273.4	7.8
Secretariat of ACABQ	461.6	659.9	786.7	126.8	19.2
OHCHR	1 738.6	2 374.2	2 417.4	43.2	1.8
Subtotal	305 227.2	319 509.1	322 969.5	3 460.4	1.1
Corporate costs					
Enterprise resource planning ^a	19 376.9	13 381.3	15 799.5	2 418.2	18.1
Global service delivery model project ^b	868.5	868.5	868.5	—	—
Peacekeeping capability readiness ^c	2 584.5	3 881.6	3 881.6	—	—
Umoja maintenance and support costs ^d	20 810.3	18 053.7	18 221.4	167.7	0.9
Subtotal	43 640.2	36 185.1	38 771.0	2 585.9	7.1
Gross requirements	348 867.4	355 694.2	361 740.5	6 046.3	1.7

^a See para. 47.

^b See para. 48.

^c See para. 49.

^d See paras. 50–55.

C. Analysis of non-post resources

38. Table 7 provides a summary of changes in non-post resource requirements by class of expenditure for the 2021/22 period. Detailed variance analyses by departments and offices are provided in the sections below. The present section provides a summary of the main changes in non-post resources to give a clearer picture of the overall changes.

Table 7

Summary of changes in non-post resource requirements, by class of expenditure

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4) = (3) – (2)	(5) = (4) ÷ (2)
General temporary assistance	10 871.6	12 111.8	5 847.5	(6 264.3)	(51.7)
Consultants	2 429.3	2 323.5	2 089.6	(233.9)	(10.1)
Official travel	3 861.6	7 856.7	7 890.9	34.2	0.4
Facilities and infrastructure	21 327.9	23 186.8	23 431.5	244.7	1.1
Ground transportation	63.6	72.6	73.7	1.1	1.5
Air operations	28.6	–	–	–	–
Communications and information technology	15 342.3	17 749.7	17 708.2	(41.5)	(0.2)
Medical	150.8	87.6	87.0	(0.6)	(0.7)
Other supplies, services and equipment	16 905.7	13 435.3	13 128.1	(307.2)	(2.3)
Total requirements	70 981.4	76 824.0	70 256.5	(6 567.5)	(8.5)

39. The decrease of \$6,264,300 under the general temporary assistance class of expenditure mainly reflects the proposed conversion of 37 positions to posts in DOS, DMSPC, OIOS and OHCHR (see also para. 28 and table 5 above).

40. The decrease of \$233,900 in the consultant class of expenditure relates mainly to Inspira support in OHR/DMSPC, for which provision had previously been made under this class of expenditure. It is now being provided for under the communications and information technology class of expenditure. There is also a small reduction in the Ethics Office for the financial disclosure programme, based on a decrease in the expected number of filers. The reduction is offset in part by increased requirements for the external quality assessment for the OIOS Investigations Division, the cost of which is shared equally with the 2021 programme budget (see paras. 45 and 46 below).

41. The increase of \$34,200 under official travel is attributable to an additional requirement of \$340,600 for the quadrennial troop-cost survey. Apart from the survey, there is an overall reduction of \$306,400 under official travel owing to the decrease in travel resulting from the use of communications technologies (see paras. 25 and 35 above).

42. The increase of \$244,700 under facilities and infrastructure mainly reflects the increase of \$142,900 in facility costs in DOS based on the application of standard office space costs to personnel located in New York and increases of \$40,100 in UNOAU for its office located in ECA and \$15,000 in OIOS in relation to its staff located in Vienna, as well as \$20,000 in UNOMS for its proposed movement of staff to Bamako. The increase takes into account the impact of one-time costs for new posts and positions approved in the 2020/21 period (see also para. 32 above).

43. The decrease of \$41,500 under communications and information technology reflects a decrease in the provision under OICT of field-specific ICT applications and service desks, offset in part by the increase in the rate charged by OICT for its standard core services (see paras. 33 and 34 above) and the inclusion of provision of services for Inspira support in OHR/DMSPC (see para. 40 above).

44. The decrease of \$307,200 under other supplies, services and equipment mainly reflects the reduction of \$438,900 for the peacekeeping share of administration of justice owing to the reduced number of staff in peacekeeping operations (see also para. 381 below), offset in part by the provision for additional training services in DPO, DOS, DMSPC and OIOS (see also para. 36 above).

D. Analysis of consultancy requirements

45. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, table 8 reflects the approved resources for consultants from 2016/17 to 2020/21 and the proposed resources for the 2021/22 period. The Assembly, in its resolution 73/308, also reaffirmed that the use of external consultants should be kept to an absolute minimum and that their services should be used only when necessary, stressing the need to use the in-house capacity of the Organization to perform core activities or to fulfil functions that were recurrent over the long term. All requirements for consultants have been carefully analysed and reviewed on a case-by-case basis, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the objectives referred to in the results-based budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

Table 8

Budgetary provision under consultants

(Millions of United States dollars)

	2016/17 approved	2017/18 approved	2018/19 approved	2019/20 approved	2020/21 approved	2021/22 proposed	Six-year average
Consultancies	5.1	3.2	2.7	2.7	2.3	2.1	3.0
Variance (percentage)	(15.0)	(37.3)	(15.6)	–	(14.8)	(10.1)	(40.8)
Support account total ^a	309.7	299.1	289.8	303.9	319.5	323.0	307.5
Variance (percentage)	1.7	(3.4)	(3.1)	4.9	5.1	1.1	(0.7)
Consultancies as a percentage of the support account	1.6	1.1	0.9	0.9	0.7	0.7	1.0

^a Excluding provisions for enterprise resource planning, the global service delivery model project, peacekeeping capability readiness and Umoja maintenance and support costs.

46. The proposed provision for consultants in the support account for the 2021/22 period, which is lower than that for the 2020/21 period, reflects requirements for specialized expertise based on the criteria cited above. Details are provided in the resource proposals of the departments and offices and are summarized in table 9.

Table 9
Detailed consultancy requirements for 2021/22
(Thousands of United States dollars)

<i>Department/office</i>	<i>Initiative</i>	<i>Estimated requirements</i>	<i>Status</i>
DPO/Policy, Evaluation and Training Division	Comprehensive performance assessment system	80.6	Continuing
	Specialized training programme and conferences	194.6	Continuing
DOS/Office of Support Operations	Human resources expert	27.8	Continuing
	Clinical capability building	19.5	New
	Public health	16.5	New
	Governance training	11.7	Continuing
	Category management project	110.4	Continuing
DOS/Office of Supply Chain Management	Logistics job network refresh	236.4	Continuing
	Air charter procurement training	15.0	Continuing
	Web-based supply chain training	157.7	Continuing
	Financial evaluation training	5.0	Continuing
	Global presenter training	7.5	Continuing
DOS/Division of Administration, New York	Peacekeeping archives security screening	13.0	Continuing
DMSPC/Office of the Under-Secretary-General	Award review subject-matter expert	33.0	Continuing
DMSPC/Office of Programme Planning, Finance and Budget	IPSAS	30.0	New
	Internal control	47.4	Continuing
	Actuarial services	30.0	Continuing
DMSPC/Business Transformation and Accountability Division	Business innovation and advanced analytics	64.4	New
	Enterprise risk management	11.3	Continuing
	Annual oversight focal point workshop	3.7	Continuing
	Environmental management systems standards	38.4	Continuing
	Results-based management	50.0	New
OIOS	Multidimensional mission and thematic evaluations and inspections	242.0	Continuing
	Specialized investigative skills	5.0	Continuing
	External quality assessment	50.0	New
	Cybersecurity	37.0	New
	Audit skills development	35.0	New
UNOMS	Specialized on-call conflict resolution and mediation services	51.8	Continuing
Ethics Office	Financial disclosure programme	414.0	Continuing
	Design of special ethics education	15.0	Continuing
OLA	Specialized legal counsel	35.9	Continuing
Total		2 089.6	

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

Enterprise resource planning (Umoja)

47. As proposed by the Secretary-General in his twelfth and final progress report on the enterprise resource planning project (Umoja) ([A/75/386](#)), and as noted by the General Assembly in section V, paragraph 7, of its resolution [75/253](#), in which it reduced the resource requirements for the Enterprise Resource Planning Solution Division for 2021 to a total of \$25,483,100, a total amount of \$15,799,500, representing the peacekeeping share of the costs of the Division, is proposed to be funded from the support account for the 2021/22 period. Relative to the 2020/21 period, the larger amount is due mainly to the fact that the provision for the 2021/22 period covers 12 months, whereas the provision in the 2020/21 period only covered 6 months.

Global service delivery model project (Secretariat)

48. Pursuant to General Assembly resolution [71/272](#), in which the Assembly approved the resource requirements for the global service delivery model project team, and on the basis of the provision included in the programme budget ([A/75/6 \(Sect. 29A\)](#)) approved by the Assembly in its resolution [75/254](#) A–C, the peacekeeping share of costs for the dedicated global service delivery model project team, in the amount of \$868,500, is proposed for continuation under the support account for the 2021/22 period.

Peacekeeping capability readiness

49. The 2017 Working Group on Contingent-Owned Equipment recommended that, at the end of every 12-month period, troop- and police-contributing countries that have held contingents at the rapid deployment level should be paid a reimbursement equivalent to 25 per cent of the usual maintenance component of the reimbursement rates normally applied to major equipment deployed to peacekeeping operations. In its resolution [71/296](#), the General Assembly endorsed the related recommendation of the Working Group contained in the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment ([A/71/802](#)). As approved since the 2018/19 period, a provision of \$3,881,600 is made under the support account based on the projected requirement for reimbursement for the 2021/22 period.

Umoja maintenance and support costs

50. With the deployment of the enterprise resource planning system (Umoja), many direct operating and maintenance costs, including hosting and support services, software licences and connectivity, have become recurrent operating costs. In order to present the resource requirements relating to recurrent operating, maintenance and support costs for peacekeeping operations in a cohesive manner, provisions for those costs have been consolidated in the proposed budget for the support account since the 2019/20 period. Based on the level of total cost of ownership presented in the twelfth and final progress report of the Secretary-General on the enterprise resource planning project ([A/75/386](#), sect. III.C), table 10 provides the peacekeeping share as well as specific requirements for application support, infrastructure services and training for maintenance and support of Umoja for the peacekeeping operations.

Table 10
Umoja maintenance and support costs
 (Thousands of United States dollars)

<i>Category</i>	<i>Business owners</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>
Umoja global maintenance costs (62% of global costs)	OICT	12 971.4	13 918.4	947.0
Umoja global master data management (62% of global costs)	DMSPC/ OPPFB	932.9	932.9	–
Field-specific infrastructure and support desk	OICT	1 875.4	906.9	(968.5)
Field-specific application linked to Umoja	OICT	476.7	665.9	189.2
Field-specific training	DOS/Office of Supply Chain Management	1 797.3	1 797.3	–
Total		18 053.7	18 221.4	167.7

51. Umoja maintenance costs include a 62 per cent share of the global costs for the infrastructure to support Umoja, including software licences, hosting and ICT contractors, as well as the cost of the Unite Service Desk (tier 1) related to Umoja requests, Unite Identity and iNeed, which are the primary mechanisms for user identity management and production support. The level proposed under the present budget is based on the level of total cost of ownership presented in the twelfth and final progress report of the Secretary-General on the enterprise resource planning project (see [A/75/386](#), sect. III.C). The provision is included in the financial requirements for OICT.

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

53. The field-specific infrastructure and support desk costs include contractual services to manage the storage, data services activities and self-service and semantic layer initiatives. They also include the tier 2 service desk for queries from field mission help desks, local process experts and focal points. Through coordination with other support teams, the service desk will be the second-level point of contact providing centralized support, escalation and follow-up. The provision is included in the financial requirements for OICT.

54. The maintenance costs for the field-specific application are to support the uniformed capabilities management solution, which replaces the government claims management system and closely interlinks processes such as the statement of unit requirements, memorandums of understanding, uniformed strength reporting, calculations of reimbursements, claims and payments. The multiple releases of the uniformed capabilities solution through March 2021 enabled the implementation of claims processing and payments to troop- and police-contributing countries for contingent-owned equipment and personnel costs. The next releases, scheduled to take place during the 2021/22 period, will include improvements such as location-based data as part of uniformed strength reporting, payment recoveries and further data automation between modules. The maintenance costs will cover analysis of enhancements, design, development, deployment and support, including ongoing training on the system.

55. The training requirement is for the Umoja Extension 2 supply chain management modules, and includes further improvements to the transportation management modules and content design for demand planning and supply network

planning. In addition, the training team is responsible for ongoing training to sustain the Umoja and process knowledge capacity for all previously deployed Umoja supply chain management functionalities. Furthermore, the team will support the planned deployment of e-tendering, scheduled to go live in 2021. The training team will be responsible for designing content and delivering end user training for all field missions throughout the 2021/22 period, while continuing to provide support for previously deployed modules. The provision is included in the financial requirements for the Office of Supply Chain Management of DOS.

F. Budget parameters

Post and general temporary assistance requirements

56. Standard salary costs, based on the salary scale and post adjustment multiplier published by ICSC effective 1 February 2021, have been applied to all positions in New York, Addis Ababa, Bangkok, Geneva and Vienna. To take into account the actual steps of the staff at each grade level, the weighted average of salary based on the actual position occupancy as at 1 January 2021 is used. With regard to positions located in peacekeeping missions and Entebbe, relevant mission-specific salary costs determined by the Field Operations Finance Division have been applied. This approach is in line with the call by the General Assembly (see resolution [70/286](#)) for the enhancement of the accuracy of budgeting forecasts (see also para. 26 above).

57. The common staff costs for staff funded from the support account for the 2021/22 period are estimated at 56.0 per cent of net salaries, which is the same rate used for the 2020/21 period. Many items involving movement of staff and their dependants have been affected by the coronavirus disease (COVID-19) pandemic, including recruitment, relocation and home leave. Taking into account the impact of delays in these areas and the potentially higher-than-average requirements in the next period, it was decided that the rates used for 2020/21 would be maintained (see also para. 26 above).

58. On the basis of the recommendation of the Advisory Committee on Administrative and Budgetary Questions that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates ([A/69/860](#), para. 22), which was endorsed by the General Assembly in its resolution [69/308](#), and continuing the methodology used for the approved budget since the 2017/18 period, the vacancy factors reflect the application of the average actual vacancy factors of the latest six months of the 2020/21 period (August 2020 to January 2021) adjusted for actual vacancy rates as of the end of January 2021 and taking into account projected recruitment (see also para. 26 above).

59. As a result of the experience in the 2018/19 period, when the higher cost in staff salary prevented the Secretariat from implementing some activities, and to improve the management of staff salary costs, the provision for staff resources (posts and GTA) is based on the vacancy rates of each entity beginning in the 2019/20 period. This approach is in line with the recommendation by the Advisory Committee that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates, and reflects efforts to align resources with the realistic requirements of each entity for better management of resources. Accordingly, proposed vacancy rates for the 2021/22 period are set out separately for each entity (see table 11).

60. In addition, based on a separate recommendation by the Advisory Committee ([A/71/883](#), para. 98), which was endorsed by the General Assembly in its resolution [71/295](#), a 50 per cent vacancy factor is applied for new and reassigned positions.

61. As recommended by the Advisory Committee, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision.

Table 11

Proposed vacancy factors applied to posts and general temporary assistance positions

(Percentage)

Entity	Approved 2020/21 vacancy factor for appropriation		Proposed 2021/22 vacancy factor for cost estimate	
	Professional and higher	General Service and related	Professional and higher	General Service and related
Continuing posts				
DPO	8.6	14.4	7.6	11.4
UNOAU	5.4	—	13.1	—
DOS	8.0	13.3	9.9	13.5
DMSPC	10.5	18.6	7.3	16.9
OICT	5.4	13.6	10.2	14.3
OIOS	8.7	19.0	7.8	11.9
EOSG	—	—	—	—
OSLA	—	—	—	—
UNOMS	—	—	—	—
Ethics Office	—	—	—	—
OLA	12.7	—	—	—
DGC	—	—	—	—
DSS	18.2	—	9.1	—
Secretariat of ACABQ	—	—	—	—
OHCHR	—	—	—	—
Overall average	8.5	13.6	8.1	12.4
New and reassigned posts	50.0	35.0	50.0	35.0
Continuing GTA positions	13.5	10.0	19.3	9.1
New GTA positions	50.0	35.0	50.0	35.0

62. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682) and the recommendation of the Advisory Committee (A/66/779), as endorsed by the General Assembly in its resolution 66/265, the Secretariat has reviewed the standard costs and has applied estimated rates to the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies and ICT equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

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

Table 12
Summary of standard rates applied
 (United States dollars)

	2020/21				2021/22			
	Continuing positions		New positions		Continuing positions		New positions	
	All categories	D-1/2	Professional category	General Service and related categories	All categories	D-1/2	Professional category	General Service and related categories
Facilities and infrastructure								
Rental and maintenance of premises	17 000	17 000	17 000	17 000	17 000	17 000	17 000	17 000
Alteration to premises for new staff	–	65 800	20 600	20 600	–	65 800	20 600	20 600
Furniture for new staff	–	10 700	10 300	8 300	–	10 700	10 300	8 300
Office supplies	200	200	200	200	200	200	200	200
Communications and information technology								
Acquisition of desktop phones	–	500	500	500	–	500	500	500
Standard communication services	300	300	300	300	300	300	300	300
Acquisition of computers	300	1 200	1 200	1 200	300	1 200	1 200	1 200
OICT service level agreements	1 535	1 535	1 535	1 535	1 565	1 565	1 565	1 565

II. Proposed staffing

64. The proposed staffing by department and office, which is detailed in section III below, is summarized in table 13 below.

Table 13
Summary of proposed staffing by department/office

Department/office	Proposed changes 2021/22					New posts	Proposed 2021/22
	Approved 2020/21 ^a	Abolishment ^b	Reassignment/ redeployment	Conversion from GTA positions			
Posts							
DPO	431	(4)	—	—	—	427	
UNOAU	50	—	—	—	—	50	
DOS	432	(2)	—	14	—	444	
DMSPC	195	—	—	3	—	198	
OICT	52	—	—	—	—	52	
OIOS	126	—	—	19	—	145	
EOSG	5	—	—	—	—	5	
OSLA	1	—	—	—	—	1	
UNOMS	9	—	—	—	—	9	
Ethics Office	3	—	—	—	—	3	
OLA	19	—	—	—	—	19	
DGC	4	—	—	—	—	4	
DSS	16	—	—	—	—	16	

Department/office	Proposed changes 2021/22					Proposed 2021/22
	Approved 2020/21 ^a	Abolishment ^b	Reassignment/ redeployment	Conversion from GTA positions	New posts	
Secretariat of ACABQ	3	–	–	–	–	3
OHCHR	8	–	–	1	–	9
Subtotal	1 354	(6)	–	37	–	1 385
GTA positions						
DPO	4	–	–	–	–	4
DOS	20	–	–	(14)	–	6
DMSPC	9	–	–	(3)	–	6
OICT	3	–	–	–	–	3
OIOS	26	–	–	(19)	–	7
UNOMS	2	–	–	–	–	2
DSS	2	–	–	–	–	2
OHCHR	2	–	–	(1)	–	1
Subtotal	68	–	–	(37)	–	31
Total	1 422	(6)	–	–	–	1 416

^a Includes 1 post (GS (OL)) established as from 1 January 2021; excludes 3 posts (1 P-5, 1 P-3 and 1 FS) abolished as from 1 April 2021.

^b Includes 2 posts proposed to be transferred to the RSCE budget for the 2021/22 period.

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

A. Department of Peace Operations

65. In the 2021/22 period, the Department of Peace Operations will provide substantive backstopping support and guidance to 12 peacekeeping operations (including UNTSO and UNMOGIP), many of which are deployed in volatile environments. The Department will assist missions to adapt their strategies, develop new approaches and strengthen performance in the execution of mandates, including during transitions. Five major operations will continue to be tasked with complex, multidimensional mandates, including the protection of civilians, elections support, peacebuilding and the promotion of the rule of law and human rights. The Department will continue to prioritize the full implementation of the peace and security reform objectives and to align with the overarching reform goal of enhancing the effectiveness and coherence of peacekeeping operations and special political missions. The Action for Peacekeeping initiative will continue to guide reform priorities in the Department, in line with the commitments set out in the eight areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations, as follows: (a) advance political solutions to conflict and enhance the political impact of peacekeeping; (b) implement the women and peace and security agenda; (c) strengthen the protection provided by peacekeeping operations; (d) support effective performance and accountability by all peacekeeping components; (e) strengthen the impact of peacekeeping on sustaining peace; (f) improve the safety and security of peacekeepers; (g) improve peacekeeping partnerships; and (h) strengthen the conduct of peacekeeping operations and personnel.

66. To meet these objectives, the Department will continue to strengthen regional and subregional strategies to develop commonly agreed political road maps for peacekeeping operations; strengthen integrated information gathering, management and analysis and strategic and operational planning; improve reporting to and consultations with the Security Council, troop- and police-contributing countries and the General Assembly; support greater consultation by the Security Council with host Governments; advance strategic generation of force, police and seconded justice and corrections uniformed personnel; strengthen the modalities for rapid deployment and the capacity of troop- and police-contributing countries as well as countries that contribute justice and corrections officers; improve the ability of missions to effectively implement core mandates, including through policy, guidance and training initiatives; conduct periodic assessments to ensure the alignment of mandates with required capacities, capabilities and resources; improve the monitoring and measuring of progress towards mandate implementation and strengthen performance and accountability, particularly through the Integrated Peacekeeping Performance and Accountability Framework; ensure the implementation of police and military standards in compliance with the operational readiness assurance framework; support national accountability mechanisms to address serious crimes, including crimes against peacekeepers; provide specialized expertise in support of inclusive political processes, including on addressing the threats of armed groups, mine action and security sector reform; leverage the power of modern technology as a strategic and operational enabler; contribute to the Data Strategy of the Secretary-General for Action by Everyone, Everywhere; strengthen the organizational resilience and preparedness of missions and support the prevention and management of crises by providing conflict analysis, contingency planning, situational awareness and crisis facilities; develop and implement “whole-of-the-United-Nations” strategies to support peacebuilding, including by strengthening the rule of law, in partnership with the Peacebuilding Commission and through joint initiatives under the Global Focal Point for the Rule of Law in post-conflict and other crisis situations; implement the recommendations of the Secretary-General in his reports on women and peace and security (S/2019/800 and S/2020/946) and his forthcoming 2020 report and invest in initiatives that tackle the emergent COVID-19 impacts which may reverse the gains in women’s participation and protection; and promote effective transition strategies in close collaboration with host Governments, international partners and development actors.

(a) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Office of the Under-Secretary-General	Approved 2020/21	2	2	9	16	22	4	55	2	22	–	–	24	79
	Proposed 2021/22	2	2	9	16	22	4	55	2	22	–	–	24	79
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Single regional political-operational structure	Approved 2020/21	–	5	9	17	12	4	47	–	16	–	–	16	63
	Proposed 2021/22	–	5	8	16	11	4	44	–	15	–	–	15	59
	Net change	–	–	(1)	(1)	(1)	–	(3)	–	(1)	–	–	(1)	(4)
Office of Military Affairs	Approved 2020/21	1	1	9	84	14	–	109	–	18	–	–	18	127
	Proposed 2021/22	1	1	9	84	14	–	109	–	18	–	–	18	127
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
<i>Posts and temporary positions</i>														
Office of Rule of Law and Security Institutions	Approved 2020/21	1	3	9	48	30	—	91	—	16	—	—	16	107
	Proposed 2021/22	1	3	9	48	30	—	91	—	16	—	—	16	107
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—
Policy, Evaluation and Training Division	Approved 2020/21	1	2	6	21	15	—	45	—	12	—	2	14	59
	Proposed 2021/22	1	2	6	21	15	—	45	—	12	—	2	14	59
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—
Total, DPO	Approved 2020/21	5	13	42	186	93	8	347	2	84	—	2	88	435
	Proposed 2021/22	5	13	41	185	92	8	344	2	83	—	2	87	431
	Net change	—	—	(1)	(1)	(1)	—	(3)	—	(1)	—	—	(1)	(4)

(b) Financial resource requirements

(Thousands of United States dollars)

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4) = (3) - (2)	(5) = (4) ÷ (2)
Office of the Under-Secretary-General	15 800.7	16 615.1	17 229.2	614.1	3.7
Single regional political-operational structure	11 440.3	12 475.6	11 994.4	(481.2)	(3.9)
Office of Military Affairs	25 723.2	26 354.9	26 795.5	440.6	1.7
Office of Rule of Law and Security Institutions	21 903.3	21 841.8	22 408.3	566.5	2.6
Policy, Evaluation and Training Division	12 844.0	13 330.6	13 690.7	360.1	2.7
Total	87 711.5	90 618.0	92 118.1	1 500.1	1.7

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

67. The Office of the Under-Secretary-General comprises the front office, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Director for Coordination and Shared Services. The Office of the Under-Secretary-General will ensure an integrated approach to planning, directing, managing and supporting peacekeeping operations and will support the Under-Secretary-General in overseeing the strategic direction of the Department and in the performance of political, programmatic, managerial and administrative functions.

68. The Office will oversee the implementation of the priorities of the Department, in particular the Declaration of Shared Commitments on United Nations Peacekeeping Operations of the Action for Peacekeeping initiative. The main focus will remain on improving the safety and security of peacekeepers, enhancing the performance of peacekeeping operations, progressing on the peace and security architecture reform, improving the business processes of the Department and strengthening partnerships. The Integrated Assessment and Planning Unit will strengthen analysis and planning processes at Headquarters and in the missions and provide related guidance and training.

The Gender Unit will operationalize the Action for Peacekeeping commitments on women and peace and security through strategic advice, policy development and the operational and technical backstopping of peacekeeping operations. The Office of the Director for Peacekeeping Strategic Partnership will continue to undertake reviews mandated by the General Assembly of peacekeeping operations and oversee the cross-departmental working groups established to address the issues identified in a systemic issues paper prepared by the Office during the previous reporting period. The systemic issues include gaps in peacekeeping planning; integration of efforts among the military, police, substantive and support components; force protection and integrated camp defence to adequately address threats; approaches to the protection of civilians, outreach and engagement of local communities by peacekeeping missions; peacekeeping intelligence, situational awareness among troops and police and early warning mechanisms; trauma care, including first aid training of troops and police with first aid kits and casualty evacuation; and mission support to uniformed components. The Office continues to coordinate and drive implementation of the action plan for improving the security of United Nations peacekeepers with Headquarters and the four high-risk missions, namely MINUSMA, MINUSCA, MONUSCO and UNMISS.

69. The Office of the Director for Coordination and Shared Services, which reports to the Under-Secretaries-General of both the DPO and the DPPA, includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will continue to prioritize risk management and provide support for organizational resilience and crisis management, including on COVID-19 related challenges, as well as the enhancement of reporting and data analytics capacities and products. The Office will continue its outreach efforts, in particular on social media. It will coordinate processes for the selection of, and support for, senior mission leadership and will continue to increase and diversify the pool of candidates. The Office will carry out activities in support of organizational change, further to the reform of the peace and security pillar, with an emphasis on reaching gender parity and strengthening a common culture that fosters inclusivity, innovation and professional development.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Target	6	6	6	6
		Estimate		6	6	6
		Actual			6	6
	(ii) Strengthened partnerships with Member States, in particular troop- and police-contributing countries, other relevant Member States, regional organizations and actors, and enhanced coordination with United Nations partners (number of meetings)	Target	40	40	30	30
		Estimate		40	30	30
		Actual			30	30
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	Target	100	100	100	100
		Estimate		100	100	N/A
		Actual			N/A	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Target	4	4	4	4
		Estimate		4	4	10
		Actual			8	10

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
	(ii) Percentage of compliance of all peacekeeping operations with information management standards	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) Acceptance of 85 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Target	85	80	80	80
		Estimate		85	80	80
		Actual			86	80

External factors

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

Outputs

71. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Special Committee on Peacekeeping Operations</i>	
Substantive servicing of meetings	
1. Briefings on new and developing policies and procedures	4
2. Briefings on developments, trends and challenges on women and peace and security	1
<i>Security Council and General Assembly</i>	
Substantive servicing of meetings	
3. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	35
4. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations on women and peace and security policy issues related to peacekeeping	1
Parliamentary documentation	
5. Data for analytical supplements to the reports of the Secretary-General on mission/country-specific or mandated issues	4
Other services	
6. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	290
7. Meetings with or briefing to Member States, regional organizations and groups of friends/contact groups on the security and safety of peacekeepers and systemic issues in peacekeeping	20
8. Briefing to the Special Committee on Peacekeeping Operations on the security of United Nations peacekeeping and systemic issues in peacekeeping	1
9. Briefings to and consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on delivery of the mandate by uniformed components to support the conduct of mission reviews	20
10. Briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35
11. Notifications to troop- and police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within 2 hours of formal receipt of this information from the mission	1

<i>Outputs</i>	<i>Quantity</i>
12. Media events, such as interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues	250
13. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90
14. Peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000
15. Digital correspondence repository and archive specific to peacekeeping operations and training on its use	1
16. Datasets declassified and made available on the peacekeeping open data portal	3
17. Briefings to field missions on data and information requirements arising from the Data Strategy of the Secretary-General for Action by Everyone Everywhere	10
18. Bilateral meetings with or briefings to Member States, regional organizations and/or groups of friends/contact groups on women and peace and security	1
Good offices, fact-finding and other special missions	
19. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10
20. Reports on the reviews and assessment of uniformed components to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards, including operational performance, in 5 peacekeeping operations, with follow-up actions as applicable	5
21. Advice and support for at least 4 mission planning processes	4
22. High-level visit to a peacekeeping mission to promote the implementation of women and peace and security mandates	1
23. Revised action plan for improving the security of United Nations peacekeepers	1
24. Technical assessments of the implementation of information management frameworks in 6 missions, including protection of sensitive information and collection of structured data to support planning and analysis	6
25. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations	4
26. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges	3
Senior appointments	
27. Outreach visits to expand the pool of candidates for senior mission appointments and to meet Organizational objectives for gender and geographical balance	3
28. Annual sponsorship of candidates for the United Nations Resident Coordinator Assessment Centre	4
29. Provision of leadership support for newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former/current mission leaders)	8
Technical material	
30. Field-based technical workshop or mission report related to the guidance and documenting of good practices/lessons learned to inform 2021 and beyond, and in line with Action for Peacekeeping initiative commitments on women and peace and security mandates	1
31. Technical guidance material developed, anchored in the gender policy and Action for Peacekeeping initiative commitments on women and peace and security	1
32. Workshop for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1
33. Daily reports and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain strategic-level situational awareness of developments in all peacekeeping operations, UNSOS and related areas of interest	506
34. Analytical products, including infographic products, focusing on potential, emerging and ongoing crisis situations, to further contribute to enhanced situational awareness	45
35. Evaluations of the implementation of security policies in field operations	12
36. Evaluations of field implementation of the organizational resilience management policy in peacekeeping operations	12
37. Data-driven products in support of political and cross-cutting briefings to Member States, focused on evidentiary findings	10

Outputs

Quantity

Seminars

38. Training sessions for senior leadership and mid-level managers on women and peace and security	2
39. Workshops/training sessions on assessment and planning for Headquarters and field personnel	4
40. Annual conference for special representatives of the Secretary-General and heads of the mission of DPO-led operations	1
41. Workshop for chiefs of joint operations centres to align the management of individual centres with the strategic goals of peacekeeping and crisis management	1
42. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres	2
43. Training course on field crisis management arrangements for relevant mission staff	1
44. Workshop for senior public information personnel from all peacekeeping operations to review DPO/DOS strategic communications policy for the field and its implementation	1
45. Training course for mission focal points on organizational resilience	1
46. Workshop on the innovative use of structured data to improve evidence-based analysis for mission planning	10

International cooperation and inter-agency coordination and liaison**Other services**

47. Outreach and engagement with national/regional/international peacekeeping training institutions, think tanks and peacekeeping policy institutes on addressing systemic issues in peacekeeping operations and to share best practices and lessons learned	5
48. Presentations, discussion papers and briefings to national and regional peacekeeping training/academic institutions, think tanks, peacekeeping policy institutes and women and peace and security networks and coalitions	1
49. Inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	4

Technical cooperation

50. Provision of technical support for regional peacekeeping exercises to enhance the efficiency and effectiveness of uniformed personnel in mandate implementation	5
51. Technical workshop/briefing on good practices and lessons learned for international/regional partners on women and peace and security priorities, in line with the priorities of the Action for Peacekeeping initiative	1
52. Briefing and exchange of best practices in operational reporting and information management with international/regional partner organizations	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal		
Posts	Approved 2020/21	2	2	9	15	22	4	54	2	22	—	—	24	78	
	Proposed 2021/22	2	2	9	15	22	4	54	2	22	—	—	24	78	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	
Temporary positions	Approved 2020/21	—	—	—	1	—	—	1	—	—	—	—	—	1	
	Proposed 2021/22	—	—	—	1	—	—	1	—	—	—	—	—	1	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	
Total, Office of the Under-Secretary-General	Approved 2020/21	2	2	9	16	22	4	55	2	22	—	—	24	79	
	Proposed 2021/22	2	2	9	16	22	4	55	2	22	—	—	24	79	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	

(c) Justification of general temporary assistance positions**Office of the Director for Coordination and Shared Services****Executive Office***1 Human Resources Officer (P-4) (continuation)*

72. The Executive Office comprises six posts (1 D-1, 1 P-3, 1 P-2 and 3 GS (OL)) and one GTA position (P-4) under the support account. The GTA position of Human Resources Officer (P-4) was initially approved in the 2015/16 period to provide support for the recruitment of seconded active-duty military and police officers. The Executive Office remains responsible for providing monitoring oversight and guidance on initiation of and during the military and police recruitment campaign processes, ensuring compliance with established recruitment procedures. The functions of the position include overseeing the human resources administration of all active-duty seconded officers. The Executive Office is also responsible for the implementation of the exceptional measures for seconded active-duty military and police officers outlined in General Assembly resolutions [67/287](#), [68/252](#), [71/263](#), [74/254](#) A and [74/254](#) B.

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

74. The position, which was initially established in the 2015/16 period, was proposed for conversion in the 2019/20 period. At the time, the Advisory Committee on Administrative and Budgetary Questions noted that it was too early and recommended against the conversion. As the function is of a continuing nature, with increasing workload linked to the reform and subsequent additional mandates by the General Assembly, it is proposed for continuation in the 2021/22 period.

2. Single regional political-operational structure**(a) Results-based budgeting framework**

75. The regional structure is led by three Assistant Secretaries-General with distinct regional geographic responsibilities, and consists of regional divisions combining the capacities previously found in the Department of Political Affairs and the Department of Peacekeeping Operations. The regional structure serves as a single point of entry at Headquarters for all peace and security presences in the field, providing them with coordinated and consolidated political and operational guidance and support.

76. The main geographical focus of United Nations peacekeeping operations is expected to remain on Africa and the Middle East. Difficult and volatile regional, political, operational and security environments will require high-intensity engagement, as well as well-equipped and capable military, police and civilian components, with the right mindset to undertake rapid, mobile, flexible and robust deployments. In countries with multidimensional operations, this would require active political facilitation and mediation at the national and local levels, with a view to brokering and implementing political agreements as well as advancing the mandate.

77. Discussions with the Government of the Democratic Republic of the Congo on the benchmarks and modalities for paving a path for the gradual conditions-based transition of MONUSCO should be concluded. The role of MINUSCA will be discussed with the authorities of the Central African Republic following the conclusion of the presidential elections in January 2021 and legislative elections in March 2021, as well as the local elections scheduled for late 2021. The mandate of UNMISS may also be adjusted to support the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, in particular the transition following the formation of a Government of National Unity in 2020 and the resolution of all outstanding issues regarding the transition. Progress in the implementation of the mandate of UNISFA will depend on progress in the peace processes related to the Sudan and South Sudan, as well as the normalization of relations between the two countries. In Mali, MINUSMA will continue to advance its two mandated strategic priorities and complete the implementation of the Mission's adaptation plan, while supporting implementation of the transitional arrangements towards the elections. MINUSMA will also follow through on any Security Council directive on a phased transition of security responsibilities based on the long-term road map towards an exit strategy requested by the Council in its resolution 2531 (2020). No significant adjustments are expected to occur in the size or configuration of MINURSO, UNMIK, UNFICYP, UNIFIL or UNDOF, unless there are major changes in their circumstances, though their mandates remain under close scrutiny in the Council.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member States	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of peacekeeping operations in integrated settings that have up-to-date integrated strategic frameworks or equivalent frameworks	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of peacekeeping operations that reach major milestones, as defined and mandated in Security Council resolutions	Target	100	100	100	100
		Estimate		100	100	100
		Actual			90	100

External factors

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

Outputs

79. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
Substantive servicing of meetings	
1. Briefings/consultations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	3 200
2. Informal meetings of the Fifth Committee on specific reviews of peacekeeping operations	10
3. Informal briefings to the Special Committee on Peacekeeping Operations	3
<i>Security Council</i>	
Substantive servicing of meetings	
4. Oral briefings to the Security Council on peacekeeping issues	41
5. Weekly briefing notes to the Security Council	51
6. Reports of the Secretary-General on mission/country-specific issues	34
7. Letters from the Secretary-General to the President of the Security Council	20
Other services	
8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	110
9. Consultations with troop- and police-contributing countries	18
Other substantive activities	
Good offices, fact-finding and other special missions	
10. Official substantive communications (code cables) providing policy, political-operational and crisis management advice	200
11. Meetings of regular integrated mission task forces and integrated task forces to take stock of and review progress on the ground by peacekeeping operations	60
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	2
13. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	15
Seminars	
14. Workshops on regional and subregional political strategies in peacekeeping operations	3
International cooperation and inter-agency coordination and liaison	
Other services	
15. Advisory notes on strategic cooperation of the United Nations and the African Union in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	5
16. Contribution to progress reports on the United Nations-African Union partnership, in coordination with UNOAU	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Total, single regional political-operational structure	Approved 2020/21	–	5	9	17	12	4	47	–	16	–	–	16	63
	Proposed 2021/22	–	5	8	16	11	4	44	–	15	–	–	15	59
	Net change	–	–	(1)	(1)	(1)	–	(3)	–	(1)	–	–	(1)	(4)

(c) Justification of posts**East Africa Division***Abolishment of 4 posts**1 Senior Political Affairs Officer (P-5)**1 Political Affairs Officer (P-4)**1 Political Affairs Officer (P-3)**1 Team Assistant (GS (OL))*

80. The Security Council, in its resolution [2559 \(2020\)](#), decided to terminate the mandate of UNAMID as of 31 December 2020 and requested the Secretary-General to commence the drawdown of UNAMID personnel on 1 January 2021 and to complete the withdrawal of all uniformed and civilian UNAMID personnel by 30 June 2021, other than those required for the mission's liquidation. In this context, the UNAMID support posts in the office are proposed for abolishment.

3. Office of Military Affairs**(a) Results-based budgeting framework**

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

82. The core tasks of the Office are to provide technical advice and oversight for the heads of military components, including the analysis of specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The Office will maintain strategic engagement with Member States for the timely generation of critical peacekeeping capabilities and improve dialogue with Member States and regional organizations to further strengthen partnerships and enhance contributions to peacekeeping, with an emphasis on cooperation in developing capabilities for regional military peacekeeping.

83. For the 2021/22 period, the Office of Military Affairs will focus its efforts on the development of clear, comprehensive and well-defined standards and indicators for military performance evaluation to facilitate the linkages among performance, efficiency, capability, and peacekeeper safety and security. At the same time, efforts will be oriented towards developing and maintaining a systemic process for ensuring that the units prepared to deploy in mission areas meet required standards and that while the units are deployed, those standards are permanently applied and sustained. As noted by the Secretary-General in his report on the implementation of the

recommendations of the Board of Auditors, concerning United Nations peacekeeping operations for the financial period ended 30 June 2019 (A/74/709, para. 29) and in accordance with General Assembly resolution 74/249 B, in which the Assembly requested full implementation of the recommendations of the Board, the establishment of the Military Performance Evaluation Team in the Office of the Military Adviser, within existing resources, is proposed to address military performance management and performance tasks in a more adequate and efficient manner. A task force was established in November 2018; the proposal is to formalize it into a permanent team within the Office of the Military Adviser. The Office will continue to conduct operational assessments, as well as assessment and advisory visits, with an emphasis on force generation of critical and qualified units. These efforts will allow new troop-contributing countries to effectively prepare for future United Nations participation and deployments, help identify shortfalls and work with capacity-building partners, and assist the Secretariat to maintain its rapid deployment capabilities. In addition, the Office will support the standardization of the emerging engagement platoon capability in all existing units and new pledges to improve mixed-gender engagements, encourage the participation of women in United Nations peacekeeping operations and ensure that the gender perspective is mainstreamed throughout the operational headquarters of the missions.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Target	95	95	95	90
		Estimate		95	95	95
		Actual			94	96
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Target	7	7	7	7
		Estimate		7	7	7
		Actual			7	7
	(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Target	15	15	15	15
		Estimate		15	15	15
		Actual			15	15
	(iii) Percentage of the target level of military units registered in each level (1, 2, 3 and the rapid deployment level) of the Peacekeeping Capability Readiness System (percentage)	Target	90	N/A	N/A	N/A
		Estimate		90	N/A	N/A
		Actual			96	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/ action reports, visits, study and assessment and performance-related reports	Target	100	100	100	100
		Estimate		90	95	95
		Actual			91	86

External factors

84. Member States will contribute the required military personnel and materiel to peacekeeping operations. Member States will also take the required steps to register pledges in a timely manner to the Peacekeeping Capability Readiness System and show readiness to receive assessment and advisory visits to evaluate pledges and verification visits to assess rapid deployment capability. Parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations and assist missions to provide political, security and medical responses, including COVID-19 pandemic response measures.

Outputs

85. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
Substantive servicing of meetings	
1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, including the Peacekeeping Capability Readiness System, the outcome of military capability studies, performance issues of contingents, military peacekeeping intelligence and the security of peacekeepers	23
<i>Security Council</i>	
Substantive servicing of meetings	
2. Briefings on new or anticipated developments, crisis and security situations and changes to the mandate of peacekeeping	30
Other services	
3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	40
4. Strategic military plans or recommendations for new or significantly adjusted peacekeeping operations to improve capacity and performance	4
5. Updated threat assessment reports for military operations in peacekeeping settings	13
Other substantive activities	
Good offices, fact-finding and other special missions	
6. Reports on military assessment and advisory missions to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations	6
7. Deployment of an organized key nucleus of military staff and/or a military staff support team to new and existing missions for up to 90 days	1
Technical material	
8. Strategic or oversight assessment reports of military components of peacekeeping operations	10
9. Predeployment reports of troop-contributing country capacities	9
10. Reports on military skills validation	10
11. Reports on force and sector headquarters evaluations	2
12. Monthly reports on the deployment of military forces, observers and Headquarters staff, with emphasis on achieving gender balance	12
13. Monthly analysis of mission force commander's evaluation of military units	12
14. Reports on the visits of the Military and Police Advisers' Community to peacekeeping missions on operational issues and challenges in peacekeeping	2
15. Revision of the United Nations Military Unit Manuals on logistics and signals and the United Nations Force Headquarters Handbook	3

<i>Outputs</i>	<i>Quantity</i>
Seminars	
16. Conference of heads of military components of peacekeeping operations	1
17. Predeployment induction and post-appointment briefings for senior military personnel	12
18. Intensive orientation course for newly appointed heads of military components	2
19. Courses for sector commanders/force chiefs of staff and infantry battalion commanders	4
20. Workshop for military gender advisers	1
21. Training sessions on mixed gender engagement platoons and gender parity for military observers in Africa	2
22. Training-of-trainers sessions for command post exercises at force headquarters	3
23. Military peacekeeping intelligence course and training-of-trainers sessions for military peacekeeping intelligence personnel	3
24. Regional workshops on the development, revision and implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3
International cooperation and inter-agency coordination and liaison	
Other services	
25. Presentations to Member States, regional organizations and regional military peacekeeping training centres to improve the quality of contributions to peacekeeping, encourage new peacekeeping initiatives and share and discuss the achievements and challenges of current and future peacekeeping operations to enhance effectiveness and performance	10
Technical cooperation	
26. Military-to-military meetings with the European Union Military Staff, the North Atlantic Treaty Organization, and the African Union, and tabletop exercise with the European Union Military Staff	4

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
Total, Office of Military Affairs	Approved 2020/21	1	1	9	84	14	–	109	–	18	–	–	18	127
	Proposed 2021/22	1	1	9	84	14	–	109	–	18	–	–	18	127
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts

Office of the Military Adviser

Redeployment of 6 posts and reassignment of 2 posts to establish the Military Performance Evaluation Team

<i>Post action</i>	<i>Original location</i>	<i>Number, original title and grade of posts</i>	<i>Number, new title and grade of posts</i>
Redeployment	Current Military Operations Service/Office of the Military Adviser	2 Military Affairs Officer (P-4)	N/A
Redeployment	Military Planning Service/Office of the Military Adviser	2 Military Affairs Officer (P-4)	N/A
Redeployment	Assessment Team/Office of the Military Adviser	1 Military Affairs Officer (P-4)	N/A

<i>Post action</i>	<i>Original location</i>	<i>Number, original title and grade of posts</i>	<i>Number, new title and grade of posts</i>
Redeployment	Force Generation Service/ Office of the Military Adviser	1 Military Affairs Officer (P-4)	N/A
Reassignment	Assessment Team/Office of the Military Adviser	1 Military Affairs Officer (Assessment, P-3)	1 Information Systems Officer (P-3, civilian)
Reassignment	Embedded capacity in the East Africa Division/single regional political-operational structure	1 Senior Military Liaison Officer (P-5)	1 Senior Military Affairs Officer (P-5)

86. In November 2018, the Office of the Military Adviser established a military performance evaluation task force to address the military performance evaluation functions. The task force was established pursuant to recommendations in the Action for Peacekeeping initiative, Security Council resolution [2436 \(2018\)](#) and the report on improving security of United Nations peacekeepers prepared by Lieutenant General (Retired) Santos Cruz. The task force currently works under the direct supervision and guidance of the Deputy Military Adviser.

87. However, given its current ad-hoc nature, the task force does not provide a fully dedicated capability to address the new military performance management functions in a timely and efficient manner. In its report, the Board of Auditors recommended that the Administration give the military performance evaluation task force a higher priority and consequently reallocate posts ([A/74/5 \(Vol. II\)](#), chap. II, para. 116). The Secretary-General, in his report on the implementation of the recommendations of the Board, noted that DPO was making arrangements to present a cost-neutral proposal to establish the task force as part of the support account for peacekeeping operations ([A/74/709](#), para. 29). The recommendation was subsequently endorsed by the General Assembly in its resolution [74/249 B](#). The recommendation calls for a dedicated capacity, and accordingly, it is proposed to formalize the task force as the Military Performance Evaluation Team within the Office of the Military Adviser.

88. The Military Performance Evaluation Team will manage the military performance evaluation process within the Office for all the military personnel and units deployed to United Nations field missions. The Team will collect military performance data, prepare and conduct validations of military skills during predeployment visits and support, in cooperation with force headquarters and troop-contributing countries, the evaluation of individually deployed military personnel, units and force and sector headquarters deployed in all United Nations field missions, based on clear and transparent military performance standards and benchmarks.

89. The Senior Military Affairs Officer (Performance Evaluation) (P-5) reassigned from the East Africa Division of the single regional political-operational structure, will provide leadership and strategic advisory capacity to Office of the Military Adviser/DPO management, as well as to troop-contributing countries and United Nations field missions, in the area of military performance. The Officer will lead the Team and act as interlocutor for cross-departmental interaction and performance communication with Member States.

90. The team of six seconded Military Affairs Officers (Performance Evaluation) (P-4) redeployed from their respective units within the Office will streamline the workflow and improve coordination on military performance by undertaking the following tasks: (a) developing and improving standards for all military unit headquarters and individually deployed military personnel; (b) conducting military

skills validation for 10 troop-contributing countries annually, including support for and training of evaluators; (c) conducting training of military performance evaluation personnel for the military components in peacekeeping missions; (d) conducting two performance evaluations of force/sector headquarters annually; (e) developing, maintaining and managing the military performance evaluation tool, including data collection and storage for all military units, headquarters and individually deployed military personnel; (f) reviewing and analysing up to 250 in-mission evaluation reports of military units, headquarters and individually deployed military personnel annually; (g) managing and maintaining an evaluation calendar for military units and headquarters; and (h) preparing and providing advice and military performance analysis for the Office of the Military Adviser and DPO leadership.

91. The Information Systems Officer (P-3, civilian) reassigned within the Office will focus on the development of a data management system to support the evaluation work. The Officer will also develop the required evaluation platform. A dedicated position is essential to continuously maintain and support the military performance data system and to conduct analysis, as well as to strengthen institutional knowledge management, providing continuous support to the Team, which is composed of rotating seconded military personnel.

4. Office of Rule of Law and Security Institutions

(a) Results-based budgeting framework

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

93. Further to the reform of the United Nations peace and security architecture, the Office serves as a system-wide service provider for mission and non-mission settings, supporting the implementation of the Secretary-General's vision for preventing violent conflict and sustaining peace. The Office will continue to strengthen its relationships with key partners and to lead system-wide initiatives, including through inter-agency arrangements such as the Global Focal Point for the Rule of Law. During the 2021/22 period, the Office will continue to focus on the Action for Peacekeeping initiative; the gender parity strategies of the Secretary-General and DPO; the sustaining peace and prevention agenda, in particular under Sustainable Development Goal 16; the Secretary-General's disarmament agenda, *Securing Our Common Future: An Agenda for Disarmament*; and the Strategy of the United Nations on Mine Action 2019–2023. The Office will also continue to support the action plan for improving the security of United Nations peacekeepers. The Office will advance the Organization's mandated tasks as part of broader rule of law responses. It will prioritize capacity-building and institutional development in host States; the revision and/or development of new policy, guidance and training tools; the targeted recruitment of experts; the rapid deployment of specialist capacities; support for transitioning peacekeeping missions; and strengthened partnerships to garner support for rule of law and security institutions assistance in complex operational environments.

94. The Police Division will continue to prioritize the following: (a) building the capacity of the United Nations police; (b) facilitating system-wide policy and operational coherence on policing and other law enforcement matters; (c) the selection, recruitment, deployment and rotation of United Nations police personnel; and (d) the development of performance-related processes. The Disarmament, Demobilization and Reintegration Section will provide strategic advice and technical

support for DDR processes, community violence reduction programmes and related weapon and ammunition management programmes, and prioritize the operationalization of the revised integrated DDR standards. The Justice and Corrections Service will continue to backstop nationally led efforts to strengthen criminal justice systems and deliver essential justice and prison services, including by supporting accountability mechanisms to address crimes that fuel conflict and enhancing prison security and management. The Security Sector Reform Unit will continue to provide strategic advisory and technical support to peacekeeping operations to help advance national efforts towards security sector governance and the coordination of international security sector reform assistance. Through the provision of training, technical advice, and specialized services and equipment, the Mine Action Service will strengthen the capacity of peacekeeping missions and troop- and police-contributing countries in the areas of explosive ordnance disposal, weapons and ammunition management and improvised explosive device threat mitigation. The Service will continue to convene actors and entities from across the United Nations to strengthen the Organization's whole-of-system response to the threat posed by improvised explosive devices to civilians and peacekeepers.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Number of General Assembly resolutions that reflect the critical contribution of mine action assistance in peace operations	Target	1	1	1	N/A
		Estimate		–	1	N/A
		Actual			1	N/A
	(ii) Percentage of relevant Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device threat mitigation responses in the establishment or adjustment of peacekeeping operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	25	25	25	25
		Estimate		25	25	25
		Actual			25	25
	(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			16.2	30

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2021/22	2020/21	2019/20	2018/19	
(c) Increased efficiency and effectiveness of peacekeeping operations	(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			30	30
	(iv) Number of days needed to deploy personnel specializing in disarmament, demobilization and reintegration to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	N/A	N/A
		Estimate		30	N/A	N/A
		Actual			N/A	N/A
	(v) Police units that form the core of an early deployment of a new or significantly adjusted peacekeeping operation are selected and verified to be on high readiness in each level (1, 2, 3 and the rapid deployment level) of the Peacekeeping Capability Readiness System	Target	2	N/A	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			2	N/A
	(i) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for peacekeeping operations	Target	9	3	3	3
		Estimate		9	3	3
		Actual			10	3
	(ii) Average monthly vacancy rate for police in field operations (percentage)	Target	13	13	13	13
		Estimate		13	13	13
		Actual			13	13
	(iii) Integrated mission plans reflecting actions in the areas of police, justice, corrections, disarmament, demobilization and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5

External factors

95. External factors that may have an impact on the delivery of performance targets and outputs include conducive political and security developments, including in relation to COVID-19, and the availability of specialist capacities and capabilities.

Outputs

96. During the 2021/22 period, the following outputs will be delivered:

Outputs

Quantity

Servicing of intergovernmental and expert bodies, including reports thereto*General Assembly***Substantive servicing of meetings**

- | | |
|--|----|
| 1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the Global Focal Point for the Rule of Law, and a partnership approach in the areas of rule of law and security institutions | 34 |
|--|----|

Briefings on peacekeeping operations

- | | |
|--|----|
| 2. Briefings on mine action, including weapons and ammunition management and improvised explosive device threat mitigation | 10 |
| 3. Briefings on police | 34 |
| 4. Briefings on justice and corrections | 10 |
| 5. Briefings on DDR and community violence reduction | 10 |
| 6. Briefings on security sector reform | 10 |

Parliamentary documentation**Reports of the Secretary-General**

- | | |
|---|----|
| 7. Inputs to reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing and law enforcement; justice and corrections; DDR and community violence reduction; mine action, weapons and ammunitions management and improvised explosive device threat mitigation; and/or security sector reform | 42 |
|---|----|

Other substantive activities

- | | |
|--|----|
| 8. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of women police officers, including in senior leadership in peacekeeping | 3 |
| 9. Direct support for DDR training courses by the Integrated Disarmament, Demobilization and Reintegration Training Group | 4 |
| 10. Direct support for the development of joint programmes for mandate delivery of field operations in the area of rule of law, justice and corrections | 3 |
| 11. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and improvised explosive device threat mitigation | 2 |
| 12. New or reviewed concepts of operations and/or plans for police components of peacekeeping operations | 5 |
| 13. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel units and equipment | 45 |
| 14. Briefing notes on developments in DDR and community violence reduction in field operations | 4 |
| 15. Study on lessons learned and/or guidance note on key operational aspects of DDR and reduction of community violence | 1 |

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

- | | |
|-----------------|---|
| 16. Police | 7 |
| 17. Justice | 3 |
| 18. Corrections | 3 |

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

- | | |
|--|----|
| 19. Police | 10 |
| 20. DDR and community violence reduction | 6 |
| 21. Justice | 3 |
| 22. Corrections | 3 |
| 23. Security sector reform | 5 |
| 24. Mine action, weapons and ammunition management and improvised explosive device threat mitigation | 7 |

<i>Outputs</i>		<i>Quantity</i>
Guidance documents and training tools for:		
25. Justice and corrections		2
26. Security sector reform		2
27. Police (in compliance with the Strategic Guidance Framework for International Policing)		4
Seminars and conferences		
28. International Meeting of National Mine Action Programme Directors and United Nations Advisers		1
29. Conference of the heads of the mine action components		1
30. Police seminar, including with regional organizations, on police planning to increase the number of trained, specialized and equipped police capabilities and/or personnel		1
31. Joint seminars with partners and regional organizations to facilitate coherent design and delivery of security sector reform, in line with the United Nations approach and coordination mandates		4
32. Co-chairing of meetings of the Inter-Agency Security Sector Reform Task Force to facilitate strategic coherence in the implementation of mandates and joint programmes, in line with Security Council resolution 2151 (2014), relating to the integrated technical guidance notes and the policy on defence sector reform		6
33. Conferences with Member States of the Group of Friends of Security Sector Reform and specialized institutions on security sector reform country and policy priorities		2
34. Co-chairing of videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information		4
35. Conference of the heads of police components		1
36. Training course on policy implementation and police planning in peacekeeping operations, in accordance with the Strategic Guidance Framework for International Policing		2
37. Meeting of senior DDR/reduction of community violence officers		1
38. Training on security sector reform policies and guidance in cooperation with security sector reform training institutions		2
39. Co-chairing of meetings of the partners of the Global Focal Point for the Rule of Law		10
40. Joint webinars with partners of the Global Focal Point for the Rule of Law to facilitate policy and programme coherence		3
41. Workshops with Member States and United Nations experts to present lessons on justice and corrections support for criminal accountability mechanisms and to facilitate South-South cooperation and exchange of practices		2
International cooperation and inter-agency coordination and liaison		
42. Support for the revision of DDR policy and guidance documents of regional partners in line with the new integrated DDR standards		2
43. Briefings to Member States, specialized agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the areas of rule of law and security institutions		5

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>	Approved 2020/21	1	3	9	47	30	—	90	—	16	—	—	16	106
	Proposed 2021/22	1	3	9	47	30	—	90	—	16	—	—	16	106
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Temporary positions	Approved 2020/21	–	–	–	1	–	–	1	–	–	–	–	–	1
	Proposed 2021/22	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of Rule of Law and Security Institutions	Approved 2020/21	1	3	9	48	30	–	91	–	16	–	–	16	107
	Proposed 2021/22	1	3	9	48	30	–	91	–	16	–	–	16	107
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Justice and Corrections Service

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

97. The Justice and Correction Service comprises 16 posts (1 D-1, 2 P-5, 8 P-4, 3 P-3 and 2 GS (OL)) and 1 GTA position of Judicial Affairs Officer (P-4) under the support account. The GTA position of Judicial Affairs Officer was established in the 2010/11 period to support rule of law efforts in Haiti. However, with the start-up of MINUSCA and the criticality of rule of law and transitional justice and criminal accountability expertise for mandate implementation in four other missions, as well as the limited additional backstopping capacity in the Service, the position has been backstopping MINUSCA since 2014/15 and supporting criminal accountability mandates in other missions, while gradually reducing its support to MINUSTAH/MINUJUSTH.

98. Peacekeeping operations are increasingly called upon to support host country authorities in bringing the perpetrators of serious crimes targeting civilians to justice; the importance of this work was highlighted in Security Council resolution [2447 \(2018\)](#). In addition, in its resolution [2518 \(2020\)](#), the Council stressed the importance of prompt investigation and effective prosecution of those individuals responsible for attacks against peacekeepers. This cross-cutting thematic issue of support for criminal accountability will require increased attention and dedicated operational and policy support from the Service in the coming years. Given the growing demand at the mission level for support for criminal accountability initiatives and mechanisms, and the expectations of the Council and Member States in this area, the Judicial Affairs Officer position is of critical importance.

99. In addition, MINUSCA continues to require dedicated assistance from a justice expert to support, among other things, the Special Criminal Court and the Security Council mandate on urgent temporary measures and efforts to support the extension of State authority outside of Bangui. The peace agreement concluded in Khartoum in 2019 continues to have significant implications for the work being done on criminal accountability for serious crimes, including addressing new crimes perpetrated in violation of the agreement and the Mission's involvement in broader transitional justice initiatives. The Mission is also supporting efforts to combat election-related violence and promote the peaceful resolution of electoral disputes, which involves training and deployment of national judges. These factors, in combination, have resulted in an increased demand for backstopping assistance from Headquarters, which the position supports. The position is also important in that it allows continued close liaison with Member States in New York, regional organizations and members of the reference group on the rule of law and the fight against impunity in the Central African Republic to ensure sustained political, financial and technical support for the

Special Criminal Court, including assistance with resource mobilization efforts. It is therefore proposed to continue the GTA position of Judicial Affairs Officer (P-4) for the 2021/22 period.

5. Policy, Evaluation and Training Division

(a) Results-based budgeting framework

100. The mandate of the Policy, Evaluation and Training Division was established by the General Assembly in its resolution [61/279](#). The Division is an integrated resource for DPO and parts of DOS which provides an institutional capacity for strengthening peacekeeping through: the formulation of cross-cutting peacekeeping policy and guidance; knowledge management and the capture and sharing of best practices and innovations; the setting of training standards for peacekeeping personnel; the evaluation of programme performance towards mandate implementation; and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPO and DOS, Member States and all peace operations in several thematic areas, including protection of civilians, sustaining peace, child protection and civil affairs.

101. The Division will continue to advance the peace and security reform agenda and focus on emerging policy issues faced by United Nations peacekeeping operations, including adapting to the effects of the COVID-19 pandemic, and furthering the goals of the Declaration of Shared Commitments on United Nations Peacekeeping Operations of the Action for Peacekeeping initiative. Key focus areas include, among other things, technological innovations, uniformed capability requirements, the protection of civilians, local conflict analysis and community engagement, as well as partnerships. The Division will also conduct and support lessons learned initiatives in priority areas in order to promote organizational learning and contribute to improved peacekeeping performance. The Division will intensify its focus on innovations and the use of technology to improve the dissemination of guidance and knowledge-sharing. The Division will continue to build and refine the Comprehensive Planning and Performance Assessment System and support peacekeeping operations in its implementation. The Division will work closely with DMSPC, DOS, OICT and other stakeholders to enhance the use of the System to strengthen mission operations; inform results-based budgets, reporting and strategic communications; increase interoperability between United Nations data systems and develop common data structures; promote data analytics in peacekeeping; support data collection in difficult contexts, including active conflict zones; improve data quality and validation; and enhance the collection of regional data. The Division will continue to backstop and support civilian protection functions in the field, and promote community engagement efforts, including by supporting direct interactions among stakeholders, notably through the use of digital technologies and platforms to help overcome movement restrictions, security threats and other natural circumstances impeding direct interactions among stakeholders. With regard to training, attention will be directed to the roll-out of courses developed in 2021 and other forms of support to Member States, which could not be delivered owing to the COVID-19 pandemic. Lessons learned from adapting to COVID-19 will be included in training development to ensure that all future courses contain both online and face-to-face elements. The key initiative will be the continued roll-out of the seven United Nations police courses that underpin the United Nations police training architecture project. On the military side, priority will be given to the delivery of training to support the implementation of the United Nations Infantry Battalion Manual.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Military and police units that form the core of an early deployment of a new or significantly adjusted peacekeeping operation are selected and verified to be on high readiness	Target	12	12	11	11
		Estimate		12	11	11
		Actual			10	11
	(ii) Percentage of training standards available to all troop- and police-contributing countries and peacekeeping operations within 30 days from approval	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping operations implementing the Comprehensive Planning and Performance Assessment System are supported with technical expertise, guidance and oversight by Headquarters	Target	10	11	6	N/A
		Estimate		12	7	N/A
		Actual			3	5
	(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace and security policy and practice database (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

102. Member States will provide the necessary support to implement the activities related to training and policy development and external factors, such as crises in field missions and unforeseen needs created by new emerging threats or a continuation of the COVID-19 pandemic will not require a reallocation of resources to meet those needs. Member States will maintain readiness to receive verification visits to assess their rapid deployment capabilities.

Outputs

103. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1
Comprehensive Planning and Performance Assessment System	
2. Support visits to peacekeeping operations for the implementation of the System, including management, oversight and provision of technical guidance	10
3. Advanced training sessions delivered to 10 peacekeeping operations, DPO, DOS, DMSPC, OICT and other stakeholders to enhance the use of the System to inform planning for results-based budgets, reporting and strategic communications	2
4. Development of online training modules for peacekeeping leadership, Member States and staff induction training	3
5. Enhancement of the information technology platform of the System, including to increase interoperability between United Nations data systems and develop common data structures	1
6. Development of a United Nations departmental policy on the Comprehensive Planning and Performance Assessment System	1
Training	
7. Training-of-trainers courses for 48 peace operations training personnel from Member States	2
8. Mobile training teams deployed to provide training support for peace operations training institutes in Member States and peace operations training experts (number of teams)	6
9. Training recognition services provided to Member States in relation to predeployment training of their uniformed personnel for peacekeeping operations	7
10. Development of United Nations peace operations training materials	2
11. Support for the delivery of women's outreach courses for the United Nations Signals Academy	2
12. Support for the delivery of medical courses for Member States' trainers and personnel serving in peace operations	3
13. Support to troop- and police-contributing countries in the design and delivery of exercises to strengthen their performance in peacekeeping operations	4
14. Predeployment courses for 145 civilian personnel serving in peacekeeping operations	18
15. Workshop for personnel serving in peacekeeping training centres and training focal points from the field	1
16. Training-of-trainers sessions for field mission training personnel serving in peacekeeping in substantive priorities, e-learning design and skills enhancement, and the conduct of training support visits for field missions	7
17. Training delivery for Entebbe-based entities	3
18. United Nations senior mission leaders courses for 26 civilian and uniformed personnel	1
19. Senior leadership programmes for 26 newly appointed senior leaders in field missions	2
20. Enhanced training for the high-level operational support programme for 20 staff members from the global secretariat	1
21. Advanced training programme for 16 senior staff in peace operations	1
22. Intensive orientation courses for the heads of military components	2
23. Guidance document or standards on training development, design, delivery and evaluation	1
24. Conduct of training needs assessment or evaluation to support peace operations	1
25. Support provided to Member States in the establishment of peacekeeping training institutions and the design and delivery of mission-specific training for uniformed personnel	6
26. Development and facilitation of context-specific in-mission training on protection of civilians in 3 different peacekeeping operations	3
Other services	
27. Briefings to Member States on cross-cutting thematic issues, partnerships, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	7
28. Briefings to Member States on the implementation of reform frameworks related to peacekeeping/peace operations	4
29. Briefings to the Security Council Expert Group on the Protection of Civilians ahead of mandate renewals for relevant missions	6

<i>Outputs</i>	<i>Quantity</i>
30. Briefings to the Security Council and/or the Military Staff Committee and/or the Security Council Working Group on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	4
31. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	10
32. Opening statements by the Under-Secretaries-General for Peace Operations, Operational Support and Management Strategy, Policy and Compliance during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	2
33. Organization and delivery of a regional training session on the monitoring and reporting mechanism on grave violations against children in situations of armed conflict aimed at country task forces on monitoring and reporting in coordination with UNICEF and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict	1
Other substantive activities	
Good offices, fact-finding and other special missions	
34. Support for high-level and technical missions of the Office of the Special Representative for Children and Armed Conflict to peacekeeping operations	2
Technical material	
35. Reports on lessons learned across peacekeeping/peace operations missions on policy, reform and operational issues in line with departmental priorities	6
36. E-newsletters to peacekeeping operations on new guidance and knowledge management reports	12
37. Survey on cross-cutting and/or emerging knowledge needs in peace operations	1
38. Technical guidance material developed or revised, or implemented and/or rolled out on, but not limited to, cross-cutting peacekeeping issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	3
39. Field-based technical reports related to the development and implementation of guidance by peacekeeping/peace operations, including with respect to civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	4
40. Guidance documents on reform-related issues in peacekeeping/peace operations	1
41. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping/peace operations	3
Seminars	
42. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	3
43. Workshops for technical experts from Member States to discuss emerging uniformed capability requirements	1
International cooperation and inter-agency coordination and liaison	
44. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping/peace operations	10
45. Briefings to international financial institutions, international and regional organizations and NGOs on peacekeeping partnerships and related issues	8
46. Presentations to technical experts from Member States, regional organizations and partners on new or updated guidance, training and policy on cross-cutting thematic issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	7
47. Technical support to the Monitoring and Reporting Mechanism Technical Reference Group in coordination with UNICEF and the Office of the Special Representative for Children and Armed Conflict	12
48. Development and roll-out of force commanders' and police commissioners' directives on child protection to peacekeeping operations that have a child protection mandate	2
49. Updated reports on the capability requirements for United Nations peacekeeping operations	4
50. Technical support to regional organizations and Member States in developing policies, guidelines and training materials on emerging strategic issues related to peacekeeping/peace operations	1

<i>Outputs</i>		<i>Quantity</i>
51.	Liaison and exchange with the African Union Peace Support Operations Division for the development of African Union protection of civilians guidelines	1
52.	High-level briefings to European Union defence ministers on United Nations peacekeeping challenges and how to address them, including peacekeeping gaps	2

(b) Human resources requirements

<i>Posts and temporary positions</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
Posts	Approved 2020/21	1	2	6	21	13	–	43	–	12	–	2	14	57
	Proposed 2021/22	1	2	6	21	13	–	43	–	12	–	2	14	57
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2020/21	–	–	–	–	2	–	2	–	–	–	–	–	2
	Proposed 2021/22	–	–	–	–	2	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Policy, Evaluation and Training Division	Approved 2020/21	1	2	6	21	15	–	45	–	12	–	2	14	59
	Proposed 2021/22	1	2	6	21	15	–	45	–	12	–	2	14	59
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Policy and Best Practices Service

Policy Planning Team

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

104. The Policy Planning Team comprises one post (P-4) and one GTA position (P-3) under the support account. The GTA position was initially established in the 2019/20 period. It is proposed that the GTA position of Political Affairs Officer (P-3) be continued in the 2021/22 period. The position is located in the Policy Planning Team of the Policy and Best Practices Service to support the implementation of the Action for Peacekeeping initiative launched by the Secretary-General in 2018. The Declaration of Shared Commitments on United Nations Peacekeeping Operations, prepared as part of the Action for Peacekeeping initiative, has been endorsed by 154 Member States and four partner organizations, and continues to be the principal framework under which peacekeeping reform takes place. The Declaration lays out 45 commitment areas, most of which are collective commitments by Member States and the Secretariat to improve and strengthen peacekeeping. Member States, through the Special Committee on Peacekeeping Operations, have adopted the Action for Peacekeeping initiative as the framework for their discussions, and the Secretariat has adapted its reporting to align with the initiative.

105. The Department has recently informed the Security Council that it will pursue a second phase of Action for Peace implementation, and priorities are currently being developed in that regard. Implementation of the second phase will continue to require extensive coordination, outreach and liaison with Member States, civil society and academia, as well as with United Nations system counterparts, both in the field and at Headquarters. The work involves defining action points, ensuring that

implementation is on track and pushing for progress through tracking, reporting, advocacy and the development of messaging to external partners. Significant ongoing support is required to guide and coordinate the corporate direction of implementation of the Action for Peace initiative. The Service relies heavily on the GTA position to service the many and varied needs of the Secretariat related to the initiative. In the light of the foregoing, dedicated capacity continues to be a critical requirement.

Integrated Training Service

Member States Support Team

1 Training Officer (P-3) (continuation)

106. The Member States Support Team comprises seven posts (1 P-5, 2 P-4, 3 P-3 and 1 GS (OL)) and one GTA position (P-3) under the support account. As initially proposed in the 2020/21 period, the GTA position of Training Officer (P-3) is required until the end of the 2021/22 period to support the development and roll-out of seven new police courses in four geographic regions. The GTA position links directly to the Action for Peacekeeping priority action area of enhanced performance and accountability, which, in turn, is linked to the Strategic Guidance Framework for International Policing and Security Council resolution [2436 \(2018\)](#). The position will also provide support to the Member State Support Team during the roll-out of training to support the Framework.

107. Each of the seven courses will be rolled out in four geographical regions: two in Africa, one in the Asia-Pacific region and one for the rest of the world. Accordingly, at least 28 courses will be delivered. The courses are to be delivered in English and French. The roll-outs were planned to begin at the end of 2020, but COVID-19 restrictions have prevented this. However, subject to COVID-19 restrictions, it is planned that all roll-outs will be completed by 30 June 2022. In addition to these new training delivery needs, there are ongoing requirements to deliver the police commander course, the former police unit commander course and protection of civilians training for police. These are delivered regularly to meet Member State needs.

108. The additional workload requirements to support the roll-out of new training materials to all Member States can be met by the continuation of the P-3 GTA position for the 2021/22 period.

6. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	81 971.7	83 498.0	84 702.8	1 204.8	1.4
II. Non-post resources					
General temporary assistance	648.0	768.0	803.8	35.8	4.7
Consultants and consulting services	502.4	274.0	275.2	1.2	0.4
Official travel	1 956.3	3 465.2	3 466.0	0.8	0.0
Facilities and infrastructure	95.3	155.7	182.7	27.0	17.3
Ground transportation	7.8	4.2	5.0	0.8	19.0
Air operations	0.1	—	—	—	—

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Communications and information technology	1 543.5	1 558.7	1 730.8	172.1	11.0
Medical	5.0	2.5	0.3	(2.2)	(88.0)
Other supplies, services and equipment	981.4	891.7	951.5	59.8	6.7
Subtotal	5 739.8	7 120.0	7 415.3	295.3	4.1
Total, I and II	87 711.5	90 618.0	92 118.1	1 500.1	1.7

Analysis of financial resource requirements¹

Post resources

Organizational unit	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	13 360.0	13 897.2	14 299.4	402.2	2.9
Single regional political-operational structure	11 250.6	11 949.8	11 470.3	(479.5)	(4.0)
Office of Military Affairs	25 505.1	25 908.1	26 348.7	440.6	1.7
Office of Rule of Law and Security Institutions	21 228.7	21 036.2	21 611.8	575.6	2.7
Policy, Evaluation and Training Division	10 627.3	10 706.7	10 972.6	265.9	2.5
Total	81 971.7	83 498.0	84 702.8	1 204.8	1.4

109. The provision would cover the salaries, common staff costs and staff assessment for 427 posts. The variance is due to the updated salary costs (see paras. 26 and 56–61 above), offset in part by the proposed abolishment of four posts in the single regional political-operational structure.

General temporary assistance

Organizational unit	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	272.2	284.8	273.2	(11.6)	(4.1)
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	240.5	209.8	198.2	(11.6)	(5.5)
Policy, Evaluation and Training Division	135.3	273.4	332.4	59.0	21.6
Total	648.0	768.0	803.8	35.8	4.7

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

110. The provision would cover the salaries, common staff costs and staff assessment for the continuation of four positions and provision for the replacement of staff on maternity or sick leave (3 person-months for staff in the Professional category and 3 person-months for staff in the General Service category). The variance is the result of the updated salary costs (see paragraphs 26 and 56–61 above), offset in part by the lower vacancy rates applied to one position established in the 2020/21 period.

Consultants and consulting services

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	158.1	—	—	—	—
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	—	—	—	—
Policy, Evaluation and Training Division	344.3	274.0	275.2	1.2	0.4
Total	502.4	274.0	275.2	1.2	0.4

111. The following table provides a breakdown of consultancy requirements, which remain at a similar level to the level in the approved budget for the 2020/21 period.

Consultants and consulting services, by item

<i>Item</i>	<i>Number of beneficiaries</i>	<i>Amount</i>
Implementation of the Comprehensive Planning and Performance Assessment System	—	80.6
Training for DPO staff	431	40.0
Training for DOS staff	450	10.2
DPO and DOS biannual conference	—	50.1
Training for Member States and field operations	—	94.3
Total		275.2

112. As shown in the table above, provision is made for the implementation of the Comprehensive Planning and Performance Assessment System as well as the costs of subject matter experts for development and facilitation of training activities.

Official travel

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	369.6	585.8	585.8	—	—
Single regional political-operational structure	189.7	525.8	524.1	(1.7)	(0.3)
Office of Military Affairs	218.1	446.8	446.8	—	—
Office of Rule of Law and Security Institutions	412.2	571.6	572.3	0.7	0.1

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Policy, Evaluation and Training Division	766.7	1 335.2	1 337.0	1.8	0.1
Total	1 956.3	3 465.2	3 466.0	0.8	—

113. The following table provides a breakdown of requirements under official travel, which remain at a similar level to the level in the approved budget for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Office of the Under-Secretary-General	351.9	105.4	97.8	30.7	—	585.8
Single regional political-operational structure	397.7	45.3	3.8	77.3	—	524.1
Office of Military Affairs	226.8	184.4	35.6	—	—	446.8
Office of Rule of Law and Security Institutions	216.4	291.6	49.9	14.4	—	572.3
Policy, Evaluation and Training Division	144.8	51.8	62.6	—	1 077.8	1 337.0
Total	1 337.6	678.5	249.7	122.4	1 077.8	3 466.0

114. The provision of \$3,466,000 is made to implement the outputs of the Department as set out in the results-based budgeting frameworks of each office.

Facilities and infrastructure

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	61.8	128.7	156.2	27.5	21.4
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	0.4	—	—	—	—
Policy, Evaluation and Training Division	33.1	27.0	26.5	(0.5)	(1.9)
Total	95.3	155.7	182.7	27.0	17.3

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

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
All DPO staff		
Stationery and office supplies (\$200 per staff member)	431	86.2
Acquisition of office and other equipment	—	4.5

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Brussels and Entebbe		
Rental of premises in Brussels and Entebbe	—	86.6
Security services in Entebbe	—	1.2
Sanitation and cleaning materials in Entebbe	—	4.2
Total		182.7

116. Standard rates are used for the computation of the requirements for stationery and office supplies. The remaining costs are mainly for the liaison office in Brussels (two staff members) and the Civilian Predeployment Training Team in Entebbe.

117. The increase of \$27,000 in the requirement is due to the increase of \$15,600 under stationery and office supplies and \$11,400 under rental of premises in accordance with rental agreements for the Brussels and Entebbe offices.

Ground transportation

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2.8	—	—	—	—
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	—	—	—	—
Policy, Evaluation and Training Division	5.0	4.2	5.0	0.8	19.0
Total	7.8	4.2	5.0	0.8	19.0

118. Provision is made for the Civilian Predeployment Training Team located in Entebbe for its use of vehicles to transport attendants. The increase of \$800 is based on the actual level of expenditure for the Team.

Communications and information technology

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	1 500.2	1 529.7	1 718.8	189.1	12.4
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	10.1	24.2	10.0	(14.2)	(58.7)
Policy, Evaluation and Training Division	33.2	4.8	2.0	(2.8)	(58.3)
Total	1 543.5	1 558.7	1 730.8	172.1	11.0

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	431	129.3
Standard desk phones (\$300 per staff member)	431	129.3
Standard OICT service level agreement (\$1,565 per staff member)	431	674.5
Managed output service (printer)	–	101.4
Other non-standard items	–	696.3
Total		1 730.8

120. The following items are included under other non-standard items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2020/21</i>	<i>Proposed 2021/22</i>	<i>Variance</i>
Acquisition of ICT equipment	95.0	131.7	36.7
Software, licences and fees	142.7	142.7	–
Telecommunications and network services	178.6	98.8	(79.8)
Ongoing ICT support services	191.8	203.8	12.0
Public information and publication services	93.5	119.3	25.8
Total	701.6	696.3	(5.3)

121. The overall increase, including standard and non-standard items, of \$172,100 is due mainly to changes in the cost of the standard level of service provided by OICT (\$1,565 per staff member) compared with the rate used in the 2020/21 period (\$1,135 per staff member), offset in part by reductions in standard costs in connection with the proposed abolishment of four posts and a reduction in telecommunications and network services. Offsetting the increase in standard costs charged to DPO, a reduction in the provision for field-specific ICT applications and related support services is proposed under the budget for OICT (see para. 325).

Medical

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	2.4	–	–	–	–
Single regional political-operational structure	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	2.6	2.5	0.3	(2.2)	(88.0)
Total	5.0	2.5	0.3	(2.2)	(88.0)

122. Provision is made for the contribution to the United Nations Health-Care Centre in Entebbe. The reduced requirement is due to the fact that the provision for a first-aid exercise for the Civilian Predeployment Training Team located in Entebbe, is not required for the 2021/22 period.

Other supplies, services and equipment

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	73.6	188.9	195.8	6.9	3.7
Single regional political-operational structure	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	11.4	—	16.0	16.0	—
Policy, Evaluation and Training Division	896.4	702.8	739.7	36.9	5.3
Total	981.4	891.7	951.5	59.8	6.7

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

Other supplies, services and equipment, by item

<i>Item</i>	<i>Amount</i>
Training fees, supplies and services	585.3
Other hospitality	4.4
Other freight and related costs	36.2
Individual contractual services	56.6
Implementing partners and grants	70.0
Other services	199.0
Total	951.5

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

125. The increase of \$59,800 in the requirements is due mainly to: (a) an increase in translation service requirements for the Department; and (b) a higher requirement for Integrated Training Service training supplies and services.

B. United Nations Office to the African Union

126. The mandate of the United Nations Office to the African Union was established by the General Assembly in its resolution [64/288](#). The Security Council, in its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#), [2320 \(2016\)](#), [2378 \(2017\)](#) and [2457 \(2019\)](#), called upon the United Nations to strengthen the cooperation between the United

Nations and the African Union, including support for the implementation of the African Union flagship initiative on Silencing the Guns in Africa.

127. The General Assembly, in its resolution of [71/270](#), approved a revised UNOAU organizational structure and staffing establishment as from 1 January 2017. The new structure addressed the immediate evolving needs in the changing African political and security landscape at a time when the African Union was implementing the new vision articulated in its Agenda 2063 and the African Peace and Security Architecture Roadmap 2016–2020 and reviewing the effectiveness of African Union peace support operations. The partnership has been guided by the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development. The Security Council has called upon the United Nations to strengthen the cooperation between the United Nations and the African Union in a number of resolutions, including in the areas of conflict prevention, mediation, capacity-building and, in particular, in operationalizing the African Peace and Security Architecture.

(a) Results-based budgeting framework

128. In the 2021/22 period, in order to streamline the United Nations presence in Addis Ababa and to provide cost-effective and efficient assistance to the African Union in peace and security, UNOAU will undertake inter-agency coordination and liaison and engage and coordinate with various clusters of the Regional Coordination Mechanism for Africa. UNOAU will conduct an annual retreat and develop self-evaluation plans, which are expected to result in greater efficiency and collaboration. The strategic priorities will be: (a) strengthening of strategic coherence and coordination with the African Union and its regional economic communities/regional mechanisms throughout the conflict cycle; (b) strengthening of conflict prevention and early warning mechanisms; (c) increasing operational synergies and providing support in addressing ongoing conflicts in Africa.

129. UNOAU will also intensify its engagement with the regional economic communities and regional mechanisms. The Office will continue to support the long-term development of African Union capabilities, including through support for the operationalization of the African Peace and Security Architecture, and provide technical expertise towards the management and further strengthening of the African Standby Force and its rapid deployment capability. The harmonization of the approach between the United Nations and the African Union will be reflected in improved reporting to the Security Council, the General Assembly and other intergovernmental bodies and troop-contributing countries on issues relating to peace and security.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increased coordination and harmonization between the United Nations and the African Union on key peace and security issues in Africa (number of substantive code cables)	Target	45	45	40	40
		Estimate		45	40	40
		Actual			34	40
	(ii) Consultative mechanisms are in place at separate levels between the United Nations Secretariat/United Nations Security Council and the	Target	7	7	7	7
		Estimate		12	7	7
		Actual			14	7

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2021/22	2020/21	2019/20	2018/19
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	African Union Commission/African Union Peace and Security Council (number of mechanisms)				
	(iii) Coordination mechanisms are implemented with 2 key groups, United Nations specialized agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	Target	2	2	2
		Estimate		2	2
		Actual		11	2
	(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (percentage)	Target	100	100	100
		Estimate		100	100
		Actual		100	100
	(i) The five strategic priorities of the African Peace and Security Architecture continue to be supported both operationally and in building African Union capacity (number of priorities)	Target	5	5	5
		Estimate		7	5
		Actual		12	5
	(ii) Support for African Standby Force activities in accordance with the five-year Maputo workplan (2016–2020) is implemented (percentage)	Target	100	100	100
		Estimate		100	100
		Actual		100	100
	(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	Target	100	100	100
		Estimate		100	100
		Actual		100	100
	(iv) UNOAU supports the African Union and AMISOM in developing revised concepts of operations (number of concepts of operations)	Target	1	1	1
		Estimate		1	1
		Actual		0	1

External factors

130. The African Union will remain committed to its strategic partnership with the United Nations. Donors will provide resources to the African Union to support the implementation of the African Peace and Security Architecture and the African Governance Architecture within the constraints arising from the COVID-19 pandemic and the global economic slowdown. The African Union Commission will have adequate resources in the short term despite the impact of the COVID-19 pandemic on African and global economies.

Outputs

131. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>Security Council</i>	
Substantive servicing of meetings	
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1
Parliamentary documentation	
Reports of the Secretary-General	
2. The United Nations-African Union partnership and activities of UNOAU	1
3. Peace and security in Africa	1
Other substantive activities	
Good offices, fact-finding and other special missions	
4. Regional African Standby Force planning and support capabilities strengthened with joint field assessment missions, field operational assessments missions, work sessions, workshops/seminars, videoconferences and meetings	10
Technical material	
5. Annual reports on the achievements of the African Peace and Security Architecture	5
6. Submission of inputs to reports of the Secretary-General on various issues related to peace and security in Africa including Somalia, the Lake Chad basin and the Sahel	5
7. Policies or guidelines produced in support of African Union peace and security capabilities	10
8. Monthly reports on cooperation between the United Nations and the African Union	12
9. Weekly reports on developments in peace operations of the African Union	50
10. Code cables/briefing notes on African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	45
11. Informational publications to inform a broad public audience of the United Nations-African Union activities of the Office in support of the African Union	4
Workshops, conferences and seminars	
12. Participation in workshops, conferences and seminars on peace and security in Africa	40
Meetings	
13. Attend meetings of the African Union Partners Group when held	10
Joint missions with the African Union	
14. Participation in United Nations-African Union joint reviews and joint assessment missions	15
International cooperation and inter-agency coordination and liaison	
Other services	
15. Participation of the Secretary-General and Deputy Secretary-General in 1 African Union summit each	2
16. Meetings of the United Nations-African Union Joint Task Force on Peace and Security	2
17. Annual African Union-United Nations conference with the African Union Commission Chairperson and the United Nations Secretary-General	1
18. Presentations to the African Union Peace and Security Council on peace and security issues	20
19. Joint meeting to review progress in implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	1

(b) Human resources requirements

		Professional and higher categories								General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	NPO	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts															
Total, UNOAU	Approved 2020/21	–	2	2	20	3	–	1	28	–	–	8	14	22	50
	Proposed 2021/22	–	2	2	20	3	–	1	28	–	–	8	14	22	50
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	7 491.4	7 000.8	7 179.9	179.1	2.6
II. Non-post resources					
General temporary assistance	20.7	52.2	52.2	–	–
Official travel	135.8	239.3	239.4	0.1	0.0
Facilities and infrastructure	445.4	449.3	489.4	40.1	8.9
Ground transportation	45.0	59.9	59.9	–	–
Communications and information technology	554.7	559.3	559.3	–	–
Medical	27.3	23.8	23.8	–	–
Other supplies, services and equipment	32.3	74.1	73.5	(0.6)	(0.8)
Subtotal	1 261.2	1 457.9	1 497.5	39.6	2.7
Total, I and II	8 752.6	8 458.7	8 677.4	218.7	2.6

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$7 179.9	\$179.1	2.6%

132. The provision would cover salaries, common staff costs and staff assessment for the existing 50 posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

General temporary assistance	Cost estimates	Variance	
	\$52.2	–	–

133. The provision would cover salaries, common staff costs and staff assessment for the replacement of staff on maternity or sick leave (4 person-months for the Field Service category and 4 person-months for the national General Service category).

Official travel	Cost estimates	Variance	
	\$239.4	\$0.1	–

134. The following table provides a breakdown of requirements under official travel, which is at a similar level to the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
UNOAU	84.8	11.0	62.0	–	81.6	239.4

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

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

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$489.4	\$40.1 8.9%

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

Facilities and infrastructure, by item

<i>Item</i>	<i>Amount</i>
Acquisition of office and other equipment	5.0
Acquisition of safety and security equipment	4.1
Rental of premises	440.4
Maintenance services	5.0
Security services	24.9
Stationery and office supplies	10.0
Total	489.4

138. The increased requirement is due mainly to the higher cost of rental resulting from the review of real estate rates conducted by the Economic Commission for Africa in compliance with the stipulation by the General Assembly in its resolution [41/213](#) that rental charges for space occupied by tenants on United Nations premises should be based on current commercial rates.

	<i>Cost estimates</i>	<i>Variance</i>
Ground transportation	\$59.9	–

139. The provision would cover repairs and maintenance, petrol, oil and lubricants, spare parts and liability insurance associated with the fleet of 17 vehicles. The provision remains at the level approved for the 2020/21 period.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$559.3	–	–

140. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Total amount</i>
Acquisition of equipment	106.0
Satellite, Internet and IP telephones	48.0
Central videoconferencing support and transponder	88.2
Mobile services	160.0
Contractual ICT services	50.8
Software, licences and fees	57.3
Public information and publication services	18.3
Spare parts and printer cartridges	30.7
Total	559.3

	<i>Cost estimates</i>	<i>Variance</i>	
Medical	\$23.8	–	–

141. The provision would cover the Office's contribution to the United Nations Health-Care Centre, established by the Centre's Executive Committee on the basis of past expenditure trends. The provision remains at the level approved for the 2020/21 period.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$73.5	(\$0.6)	(0.8%)

142. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Amount</i>
Training fees, supplies and services	31.3
Other hospitality	10.0
Other freight and related costs	22.4
Individual contractual services	9.8
Total	73.5

C. Department of Operational Support

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

144. The Office of Support Operations will continue to support peacekeeping clients through the provision of guidance and advisory services, direct assistance where capacity may be low or non-existent, capacity-building, process improvements and optimization, as well as operational performance reviews. The Office of Supply Chain Management will deliver efficiencies by managing the integrated end-to-end supply chain and will improve service delivery by providing a single entry point for all administrative and management issues relating to uniformed personnel. The Division for Special Activities will oversee a range of specialized and cross-cutting operational capacities, including through the exercise of authorities on behalf of peacekeeping clients that lack the capacity to do so in an accountable manner, and the delivery of support for start-up, surge and crisis requirements. The Division of Administration will provide efficient, cost-effective and high-quality services in the areas of facilities management and office space, travel and transportation, archives and record-keeping, and mail and pouch services.

145. The Department will drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally, and ensure adequate configuration to respond to field support needs and priorities. The combined effects of the above-mentioned initiatives are expected to generate significant efficiency gains for peacekeeping, including through improved service quality, within existing resources.

146. Finally, the Department will continue to benefit from the ongoing application of new operational guidance and specialized processes adapted in response to challenges posed to critical operations by the COVID-19 global pandemic. This includes medical capacity assessments across all duty stations to assess medical capabilities and capacity to respond to outbreaks, as well as risk mitigation plans, isolation and quarantine measures and the procurement and distribution of tests and vaccines.

(a) Human resources requirements

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Office of the Under-Secretary-General	Approved 2020/21	–	–	3	7	8	–	18	–	9	–	–	9	27
	Proposed 2021/22	–	–	3	7	8	–	18	–	9	–	–	9	27
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Support Operations	Approved 2020/21	1	3	8	23	36	3	74	10	56	–	–	66	140
	Proposed 2021/22	1	3	8	23	36	3	74	10	56	–	–	66	140
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Supply Chain Management	Approved 2020/21	1	4	12	49	78	4	148	6	61	–	–	67	215
	Proposed 2021/22	1	4	12	47	78	4	146	6	61	–	–	67	213
	Net change	–	–	–	(2)	–	–	(2)	–	–	–	–	–	(2)

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
<i>Posts and temporary positions</i>														
Division for Special Activities	Approved 2020/21	–	2	9	10	7	–	28	3	16	–	–	19	47
	Proposed 2021/22	–	2	9	10	7	–	28	3	16	–	–	19	47
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Division of Administration, New York	Approved 2020/21	–	–	1	2	4	2	9	1	13	–	–	14	23
	Proposed 2021/22	–	–	1	2	4	2	9	1	13	–	–	14	23
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, DOS	Approved 2020/21	2	9	33	91	133	9	277	20	155	–	–	175	452
	Proposed 2021/22	2	9	33	89	133	9	275	20	155	–	–	175	450
	Net change	–	–	–	(2)	–	–	(2)	–	–	–	–	–	(2)

(b) Financial resource requirements

(Thousands of United States dollars)

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	4 520.7	4 963.2	4 945.8	(17.4)	(0.4)
Office of Support Operations	21 484.8	22 871.8	22 733.8	(138.0)	(0.6)
Office of Supply Chain Management	38 690.7	39 352.4	39 302.9	(49.5)	(0.1)
Division for Special Activities	7 251.6	8 706.6	8 366.4	(340.2)	(3.9)
Division of Administration, New York	25 085.1	25 971.4	26 143.1	171.7	0.7
Subtotal	97 032.9	101 865.4	101 492.0	(373.4)	(0.4)
Peacekeeping capability readiness ^a	2 584.5	3 881.6	3 881.6	–	–
Umoja maintenance and support costs ^b	1 797.3	1 797.3	1 797.3	–	–
Total	101 414.7	107 544.3	107 170.9	(373.4)	(0.3)

^a See para. 49.

^b See paras. 50–55.

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

147. The Office of the Under-Secretary-General for Operational Support consists of the front office, the Strategic Support Team, the Performance and Analytics Section, the Audit Response and Boards of Inquiry Section and the Environment Section. The Office will provide executive management support to the Under-Secretary-General, including with regard to strategic direction and through analytics and management governance to help drive continuous improvement of operational business processes within the Department and throughout the Secretariat; engage on audit response, boards of inquiry and environmental issues; and ensure that the Department is adequately configured to respond to operational support needs and priorities.

148. The Performance and Analytics Section will continue to promote organizational performance for the Department by bringing together networks, skills and leadership to continuously improve operational support, including by promoting learning and development, facilitating process improvements, fostering innovation and including analytics in decision-making.

149. The Environment Section is responsible for supporting field missions in meeting the objectives of the environment strategy. With a robust environmental performance and risk management framework in place, the Section will continue to lead the provision of operational support, guidance and technical assistance to peace operations, with the aim of supporting field missions in making improvements across the five pillars of the strategy. Building on baselines established during phase one, the Section will focus on supporting missions to demonstrate continuous improvement on the ground through the development and implementation of context-specific waste and energy management plans.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2021/22	2020/21	2019/20	2018/19	
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings and presentations to the General Assembly, legislative bodies, the Security Council, regional organizations and other stakeholders are delivered (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			42	100
	(ii) All critical recommendations of OIOS on support to peacekeeping operations are implemented within target dates (percentage)	Target	100	100	100	100
		Estimate		100	100	N/A
		Actual			100	N/A
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All peacekeeping operations are provided with guidance to implement the environment strategy (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

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

Outputs

151. During the 2021/22 period, the following outputs will be delivered:

Outputs

Quantity

Servicing of intergovernmental and expert bodies, including reports thereto**Substantive servicing of meetings**

- | | |
|---|----|
| 1. Briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance | 45 |
|---|----|

Other services

- | | |
|---|---|
| 2. Visits to Member States to discuss field support priorities, operations and performance | 5 |
| 3. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums | 5 |

Administrative support services**Overall management**

- | | |
|--|----|
| 4. Meetings of the Management Client Board | 6 |
| 5. Consultations with heads of mission on field support priorities, operations and performance related to mandate implementation and programme delivery | 30 |
| 6. Consultations with directors and chiefs of mission support to support mission performance | 20 |
| 7. Field visits to provide assistance to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery | 5 |

Performance and analytics

- | | |
|---|----|
| 8. Reviews of operational support performance and priorities with senior DOS management | 15 |
| 9. Strengthened operational support performance framework, which is used as a basis for guidance to peacekeeping missions on operational support management | 1 |
| 10. Maintenance of the reporting platform supporting operational performance oversight and decision-making | 1 |
| 11. Guidance on the application of innovation methodologies to process improvements as part of DOS improvement projects | 3 |

Communications

- | | |
|---|---|
| 12. Maintenance of the website on United Nations field support priorities, operations and performance | 1 |
| 13. Communications materials, such as field support updates | 4 |

Oversight response

- | | |
|---|-----|
| 14. Consolidated responses to the reports of United Nations oversight bodies | 60 |
| 15. Consolidated updates on the status of implementation of recommendations made by United Nations oversight bodies | 400 |
| 16. United Nations Headquarters boards of inquiry convened to address serious incidents in the field | 3 |
| 17. Risk register and risk treatment plan established | 1 |
| 18. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories | 60 |
| 19. Oversight recommendations recorded in dedicated tracking systems and followed up | 400 |
| 20. Board of inquiry recommendations recorded in dedicated tracking systems and followed up | 400 |
| 21. Operational reviews of board of inquiry procedures at missions | 2 |
| 22. Training for DOS oversight coordination focal points | 1 |
| 23. Training for boards of inquiry and legal officers at missions | 1 |
| 24. Oversight coordination procedures reviewed at a service centre | 1 |
| 25. Reports on the status of implementation of recommendations made by United Nations oversight bodies. | 4 |
| 26. Reports on the status of implementation of the risk treatment plan | 2 |

Environment

- | | |
|---|---|
| 27. Field visits to provide strategic advice to senior management and mission support personnel on implementation of the environment strategy | 2 |
| 28. Maintenance of the environmental risk and performance platform | 1 |

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal		
Total, Office of the Under-Secretary-General	Approved 2020/21	–	–	3	7	8	–	18	–	9	–	–	9	27	
	Proposed 2021/22	–	–	3	7	8	–	18	–	9	–	–	9	27	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	

2. Office of Support Operations**(a) Results-based budgeting framework**

152. The Office of Support Operations supports peace operations in the areas of human resources, health-care management, occupational safety and health and capacity-building through the provision of guidance and advisory services, direct assistance where capacity may be weak or non-existent, capacity-building, training and process improvements and optimization, and operational performance reviews. The Office of Support Operations consists of the Human Resources Services Division, the Capacity Development and Operational Training Service and the Health-Care Management and Occupational Safety and Health Division.

153. The Human Resources Services Division will continue to contribute to the strengthening of the human resources management capacity of all Secretariat entities and provide consistent, high-quality and timely advice on the proper exercise of human resources delegated authority to business partners across the Secretariat in support of each entity's mandate; improve and facilitate efficiencies in various human resources processes through streamlining and simplification and the effective use of technology; and offer diverse and high quality talent pools of candidates by managing rosters across all job families.

154. The Capacity Development and Operational Training Service, in the 2021/22 period, will continue to prioritize the expansion of cost-effective access to critical operational skills programmes; support executive governance and the exercise of delegated authorities; and support continuous operational business process improvements, including through the process improvement advisory group. The Service will continue to work in partnership with DPO through an arrangement whereby a number of posts are embedded in the Policy, Evaluation and Training Division. The extensive operational training programmes of the Service involve active partnership with the Umoja project as well as various business owners. In the area of knowledge management, the Service will prioritize the development and scaling of the knowledge management platform, known as the Knowledge Gateway, for internal guidance related to administrative and operational support. The Service will also work to broaden the linguistic diversity of United Nations personnel and commits to expanding the range and content of training programmes by optimizing existing in-house expertise.

155. The Health-Care Management and Occupational Safety and Health Division will increase safety and health protection for United Nations personnel by providing a safe and healthy workplace in line with the duty of care of the Organization. An incident reporting system has been developed and information is being gathered in the missions; however, the system cannot be effectively extended to uniformed personnel because they do not have an electronic medical record system to collect health data. A mechanism to produce a "light" electronic medical record system with less infrastructure and training requirements has been developed. Health-care

management will be accomplished through the medical performance framework, which includes standards for the quality of care provided and standards for United Nations practitioners, hospitals and medical evacuation capabilities. With the delegation of some medical administrative tasks to the field (e.g., sick leave and clearances), the Division will also implement an auditing and review process to ensure the quality of those services. The Division will provide a strategy and implement medical workforce planning, including by continuing the development of specialized skills of medical personnel in the peacekeeping operations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Facilitate the stabilization of the average timeline for roster-based recruitment (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	Target	76	78	101	101
		Estimate		76	64	86
		Actual ^a			76	53
	(ii) Facilitate the stabilization of the average timeline for position-specific recruitments (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	Target	120	120	120	198
		Estimate		120	120	198
		Actual			280	279
	(iii) Increase of 3 per cent in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage of women on the rosters)	Target	42	39	39	36
		Estimate		39	36	36
		Actual			41.5	33
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Average client satisfaction rate of 75 per cent for the provision of human resources advice and service delivery (percentage)	Target	75	75	75	N/A
		Estimate		75	75	N/A
		Actual			76	N/A
	(ii) Integrated operational capacity development programmes designed, developed and delivered to address capacity gaps across different functional and thematic areas	Target	12	N/A	N/A	N/A
		Estimate		9	N/A	N/A
		Actual			N/A	N/A
	(iii) Hospitals in peacekeeping operations are assessed and meet the United Nations standards on health-care quality and patient safety in all health-care facilities (number of hospitals)	Target	6	N/A	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A
	(iv) Reduction in the average number of days of sick leave in peacekeeping operations	Target	6.5	6.7	6.0	6.1
		Estimate		6.0	6.8	6.7
		Actual			4.4	7.1
	(v) PTSD claims are assessed and processed within 90 days of receipt of required documentation (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

^a Actual numbers for 2018/19 reflect average number of calendar days from job posting to selection, including the posting period.

External factors

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

Outputs

157. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Administrative support services	
Operational support and advisory services, including the Non-Staff Capacities Unit	
1. Report on service requests from client entities to identify areas requiring additional capacity-building and policy changes or business process re-engineering in the area of human resources	2
2. Guidance provided in response to at least 700 service requests emanating from client entities across the Secretariat related to the application of policies and the proper exercise of delegation of authority in liaison with DMSPC	700
3. Process guides, guidance packages and training developed in areas pertaining to performance management, conflict resolution, delegation of authority, new policies or where capacity gaps have been identified	6
4. Operational support provided to peacekeeping operations, upon request, in order to improve their service delivery	4
5. Field visits to missions to deliver on-site advice and technical support, including on operational workforce planning, recruitment strategies, staffing review and organizational design	2
6. Implementation of the recommendations in the study of non-staff capacity modalities in the Secretariat	24
7. Design, testing, implementation and communication of changes to Inspira management module to make onboarding faster and more user-friendly	10
8. Survey on client satisfaction with human resources advice and service delivery	1
9. Human resources management support for peacekeeping operations, UNSOS, UNLB and RSCE	13
Staffing services	
10. At least 800 new candidates endorsed by field central review bodies for inclusion on rosters in 23 job families as part of the annual generic job opening schedule based on the workforce planning analysis of roster capacity gaps	800
11. Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	9
12. Input in the design, testing, implementation and communication of changes to the Inspira talent management system to support alignment with the needs of peacekeeping operations	30
13. Development and delivery of workforce planning and organizational design training	6
14. Guidance packages on workforce planning, staffing reviews, organizational design and roster management to facilitate the human resources planning process for all Secretariat entities	3
Capacity development and operational training services	
15. Continued enhancement of operational support knowledge management activities, including the guidance development process and the Knowledge Gateway, for effective support, guidance, standards and best practices	2
16. Courses on executive governance and resource stewardship for United Nations senior leadership teams	6
17. Blended online training programmes and projects for functional, operational and cross-cutting capacity development initiatives	40
18. Support for a programme of continuous business process improvement for streamlining and harmonizing operational processes (number of facilitated and supported business process improvement projects)	5
19. Promotion of the language learning licenses programme for the 6 official languages of the United Nations for peacekeeping missions	6

Outputs

Quantity

Occupational safety and health and medical services

20. Clinical governance of health-care delivery in United Nations clinics in field operations through clinical audits to maintain and improve the standards of patient care (number of audits)	4
21. Annual meeting of chief medical officers and nurses	2
22. Root cause analysis, including causal pathways, to identify solutions to improve processes and systems in field hospitals	3
23. On-site/virtual assessments of field mission medical facilities, including health risk assessments as requested by field missions and 1 report on regional medical evacuation centres linked to peacekeeping missions	3
24. Oversight, audit and advice for 13 field operations on their cases of long-term sick leave of staff	13
25. Oversight and audit of medical clearances conducted in 13 field operations	13
26. Medical clearance, including consultations, briefings and vaccinations, of United Nations personnel travelling to field operations	800
27. Oversight and audit of medical evacuations conducted in 13 field operations	13
28. Mental health counselling and consultations	125
29. WebEx-based continuous medical education sessions for medical personnel in the field, including on mental health	12
30. Webinars on mental health for the health-care workforce (medical officers, nurses and staff counsellors) in field missions	6
31. Training workshops and Internet courses on resilience-building for field mission staff and staff planning to work in field missions	24
32. Assessment and evaluation of 13 peacekeeping operations regarding compliance with the field safety policies and guidelines	13
33. Field safety training course for participants from all peacekeeping operations	1
34. Annual occupational safety incident report covering all peacekeeping operations	1
35. Medical staff deployed to field missions by troop- and police-contributing countries have credentials that allow them to work at level II and III hospitals	1 900
36. Oversight, advice and training provided on HIV and HIV post-exposure prophylaxis programmes for 13 field operations	13
37. Development and implementation of chronic disease prevention policy and programmes for 13 field operations	13
38. Development and implementation of infectious disease guidance and policy and associated training for 13 field operations	13
39. Evaluation of PTSD claims for uniformed peacekeeping personnel	300

(b) Human resources requirements

		<i>Professional higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Posts	Approved 2020/21	1	3	8	21	26	3	62	10	53	—	—	63	125
	Proposed 2021/22	1	3	8	22	36	3	73	10	56	—	—	66	139
	Net change	—	—	—	1	10	—	11	—	3	—	—	3	14
Temporary positions	Approved 2020/21	—	—	—	2	10	—	12	—	3	—	—	3	15
	Proposed 2021/22	—	—	—	1	—	—	1	—	—	—	—	—	1
	Net change	—	—	—	(1)	(10)	—	(11)	—	(3)	—	—	(3)	(14)

		<i>Professional higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
<i>Posts and temporary positions</i>														
Total, Office of Support Operations	Approved 2020/21	1	3	8	23	36	3	74	10	56	—	—	66	140
	Proposed 2021/22	1	3	8	23	36	3	74	10	56	—	—	66	140
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—

(c) Justification of posts

158. Within the Office of Support Operations, a number of proposals are included for the 2021/22 period, with details provided under each Division. In the Capacity Development and Operational Training Service, the reassignment of four posts (2 P-3 and 2 GS (PL)) is proposed. In the Human Resources Services Division, the conversion of 13 GTA positions (10 P-3 and 3 GS (OL)) to posts is proposed, as well as the redeployment of 2 posts (P-2 and GS (OL)) from the Capacity Development and Operational Training Service. The conversion of 1 GTA position (P-4) to a post is proposed in the Health-Care Management and Occupational Safety and Health Division.

Capacity Development and Operational Training Service

159. The Capacity Development and Operational Training Service has 33 posts (1 D-1, 1 P-5, 5 P-4, 6 P-3, 2 P-2, 3 GS (PL) and 15 GS (OL)) under the support account. The reassignment of four posts (2 P-3 and 2 GS (PL)) within the Service is proposed for the 2021/22 period. The proposal to redeploy two posts to the Human Resources Services Division is presented under the section on the Division (see paras. 166–175).

Reassignment of 2 posts under the Chief of the Capacity Development and Operational Training Service

<i>Number, original title and grade of posts</i>	<i>Number, new title and grade of posts</i>
2 Finance and Budget Officer (P-3)	2 Programme Management Officer (P-3)

160. The mandate of the Department to provide operational support guidance to all stakeholders throughout the Secretariat, including peacekeeping operations, has resulted in a broader set of client needs and requirements, which can only be managed through better coordination within the Department. Consequently, knowledge management activities are a core and growing area of work in the Service, for which a dedicated capacity is required. As knowledge management cuts across and supports both operational training and business process improvement functions, it requires the direct involvement of the Chief of the Service.

161. Two posts of Finance and Budget Officer (2 P-3) are proposed to be reassigned as Programme Management Officers (2 P-3) to support the Knowledge Management Team. Under the Chief of the Service, the Team will support the two initiatives started in the 2019/20 period, namely, the knowledge management platform and the guidance development system. The knowledge management platform, known as the Knowledge Gateway, was launched in April 2020. Since its launch, the Gateway has maintained a 13 per cent growth rate in content, with over 50,000 visits globally. The second initiative, the guidance development system, has expanded the role of the Service with respect to guidance development and socialization, in response to emerging trends in knowledge management.

162. One of the Programme Management Officers will have the primary responsibility for coordination of the guidance development system, including managing the knowledge management focal points group, which includes monitoring the guidance under development, ensuring that procedures are correctly followed and facilitating the consultation process, as well as coordinating with other knowledge management focal points/groups throughout the Secretariat.

163. The other Programme Management Officer will have the primary responsibility for the design, maintenance and continuous scaling of the Knowledge Gateway. Additionally, the incumbent will be responsible for the identification of new technological needs for implementation of Gateway mandates to meet client and user needs. Furthermore, the incumbent will work directly with contributing offices on identifying content to migrate into the Gateway and recommend the best course of action for implementation.

Reassignment of 2 posts in the Capacity Development and Operational Training Service

<i>Office</i>	<i>Number, original title and grade of posts</i>	<i>Number, new title and grade of posts</i>
Business Processes and Systems Support Section	1 Senior Human Resources Assistant (GS (PL))	1 Senior Management and Programme Assistant (GS (PL))
Operational Training Section	1 Senior Human Resources Assistant (GS (PL))	1 Senior Management and Programme Assistant (GS (PL))

164. The Business Processes and Systems Support Section is responsible for developing the processes and structures by which policies will be implemented across the Secretariat and will work with other stakeholders to ensure that these are reflected in enterprise systems. It also provides training on Inspira, Umoja and other business applications related to resources management. It is proposed to reassign one post of Senior Human Resources Assistant (GS (PL)) as a Senior Management and Programme Assistant (GS (PL)) to better align the functional title of the position to the actual profile and functions of the position, as approved under the management reform.

165. The Operational Training Section is responsible for supporting clients in the design, development and delivery of operational support capacity development programmes in the areas of human resources, finance, supply chain management, health-care management, occupational health and safety and ICT, including training programmes and knowledge management. It is proposed to reassign one post of Senior Human Resources Assistant (GS (PL)) as a Senior Management and Programme Assistant (GS (PL)) to better align the functional title of the position to the actual profile and functions of the position, as approved under the management reform. The senior-level capacity to manage the programme is necessary to adequately fulfil the mandate of the Service and the expectation that the incumbent will manage multiple programmes across multiple functional areas.

Human Resources Services Division

166. The Human Resources Service Division has 72 posts (1 D-2, 2 D-1, 6 P-5, 9 P-4, 18 P-3, 1 P-2, 7 GS (PL) and 28 GS (OL)) as well as 13 GTA positions (10 P-3 and 3 GS (OL)) under the support account. It is proposed to convert 13 GTA positions in the Staffing Service to posts and to redeploy 2 posts from the Capacity Development and Operational Training Service to the Personnel Records Management Unit.

Conversion of 13 GTA positions to posts in the Staffing Service

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

3 Human Resources Assistants (GS (OL))

167. The Staffing Service has 25 posts (1 D-1, 3 P-5, 5 P-4, 7 P-3, 2 GS (PL) and 7 GS (OL)) as well as 13 GTA positions (10 P-3 and 3 GS (OL)) under the support account. Under the direct supervision of the Chief of the Service, 10 GTA positions of Human Resources Officer (Occupational Group Manager) (P-3) provide end-to-end support for the recruitment process for peacekeeping operations and service centres by managing the rostering process through the issuance and processing of generic job openings across 23 occupational groups. This arrangement has been in place since the 2009/10 period.

168. The Occupational Group Managers have to date been subject matter experts in the occupational group under their purview, with experience in the subject matter in peacekeeping operations. The original model was based on experienced and high-performing field staff across the 23 job families undertaking functions as Occupational Group Managers for two years and returning to the field upon completion of their assignments. The assignment to Headquarters was intended to be a career development opportunity for high-performing field staff. At the same time, the limitation of the period at Headquarters to a maximum period of two years was aimed at increasing transparency, fairness and efficiency of the rostering and selection process for candidates for peacekeeping operations. The original model worked well in the context of predominantly stable or upscaling field missions, as missions were willing to release staff for temporary assignments and reabsorb them upon completion of their temporary assignments to Headquarters. Furthermore, in-depth and specific technical knowledge was critical in the initial stages of roster development.

169. However, recent developments have greatly impacted the efficiency and viability of the original model. In 2016, the new staff selection and managed mobility system eliminated the option of maintaining a lien against their parent post for staff members in job networks in the system (the Political, Peace and Humanitarian Network and the Information and Telecommunication Technology Network, impacting 4 Occupational Group Manager profiles). Moreover, given the increase in the number of downsizing, restructuring or closing missions, missions have become much less willing to put liens on mission posts so that Occupational Group Managers can be released for assignment to the Human Resources Services Division. This uncertainty has impacted the ability to attract and retain strong candidates for the function. In some cases, the Division has been forced to recruit non-mission candidates on temporary assignment as Occupational Group Managers because no other recommended candidate could be released. As a result, the turnover and vacancy rate for Occupational Group Managers has increased, which in turn has resulted in lower efficiency due the need to repeatedly recruit and train new Occupational Group Managers.

170. The Division has undergone an extensive review of the generic job opening process and identified steps that can be streamlined. This will include leveraging the new improvements and new recruitment tools rolled out, as well as clarifying and delineating roles and responsibilities in the process, improving the quality and reliability of written assessments, including through an online testing platform, and introducing a new interview report template that improves reliability and reduces the time needed by the field central review bodies to endorse cases.

171. The functions of the Occupational Group Managers are continuing in nature and are vital to the approach to rostering. In accordance with the administrative instruction on the staff selection system, ([ST/AI/2010/3](#)), field missions maintain

authority to use roster-based recruitment. To that end, the function of building, maintaining and managing the field mission rosters remains the core business process for external and internal recruitment for field missions, for which the Division is responsible.

172. The Division has assessed the current staffing modality and now proposes stabilizing the recruitment team by recruiting a cadre of Human Resources Officers as Occupational Group Managers on regular arrangements. The Occupational Group Managers would have a mix of specialized recruitment experience and subject matter expertise relevant to field mission profiles. The benefits of this approach are: stabilization of the recruitment section staffing with a long-term cadre of recruiters with mixed skills and expertise for field mission profiles; a decrease in vacancy rates; an increase in productivity owing to the elimination of the learning curve for newly rotated Occupational Group Managers. Occupational Group Managers work on generic job opening recruitments that facilitate recruitment in the field and selection from the roster. In this connection, the conversion of 10 GTA positions of Human Resources Officer (P-3) and 3 positions of Human Resources Assistants (GS (OL)) is proposed.

Redeployment of 2 posts to the Personnel Records Management Unit

1 Associate Human Resources Officer (P-2)

1 Human Resources Assistant (GS (OL))

173. The Personnel Records Management Unit has two posts (2 GS (OL)) under the support account. Prior to the management reform, the official status files for international and national staff members administered at Headquarters were maintained by the Personnel Records Unit in the Office of Human Resources Management. These functions were initially transferred to the newly established Division of Administration under the programme budget and to the Capacity Development and Operational Training Service under the support account.

174. The administration and archiving of the records of international staff members serving in field operations was decided to be a functional responsibility of the Human Resources Services Division within DOS. The function had been previously exercised in the Field Personnel Division within the Department of Field Support, in line with its field support mandate.

175. It is proposed to redeploy one post of Human Resources Officer (P-2) and one post of Human Resources Assistant (GS (OL)) from the Capacity Development and Operational Training Service to be merged with resources in the Personnel Records Management Unit of the Human Resources Services Division. This consolidation would allow reporting through a single structure, which will ensure consistency and streamlining of human resources records management processes. Going forward, the resources can be efficiently utilized to the betterment of the services offered through the Unit. The consolidation of the function under the Division will also ensure that the personnel records management function is closely linked to operational support and advisory services, which will ensure efficient human resources workflows in this area. The realignment under the programme budget was proposed in the context of the proposed programme budget for 2020 (A/74/6 (Sect. 29B), para. 29B.58 (a)) and approved by the General Assembly in its resolution 74/262.

Health-Care Management and Occupational Safety and Health Division

Conversion of 1 GTA Medical Officer (Medical Quality and Safety) (P-4) to a post

176. The Health-Care Management and Occupational Safety and Health Division comprises 17 posts (1 P-5, 6 P-4, 2 P-3 and 8 GS (OL)) and 2 GTA positions (P-4)

under the support account. It is proposed to convert the GTA position of Medical Officer (P-4) to a post.

177. The GTA position of Medical Officer (Medical Quality and Safety) (P-4) was initially approved in the 2016/17 period. In response to the recommendations contained in the report of the High-level Independent Panel on Peace Operations (see [A/70/95-S/2015/446](#)) and the Santos Cruz report, a GTA position of Medical Officer was approved to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations.

178. Substantial work has been completed on the medical performance framework, including the introduction of standards for quality of care, practitioners, hospitals and medical evacuation capabilities, in consultation with Member States. One of the projects was related to ensuring health-care quality and patient safety standards in level I-plus, II and III hospitals. A manual for health-care quality and patient safety has been developed for the hospitals based on the globally recognized standards of Joint Commission International. Proof of concept implementation was successfully conducted in UNIFIL at the United Nations level I-plus hospital in 2017, and the manual was agreed upon at a consultative conference of experts from Member States at Brindisi, Italy, in 2018. Training courses have been conducted for hospital commanders. In the current phase of the project, the Division is working to implement the standards and working with Member States to help the field hospitals in missions to achieve the standards by conducting assessments to verify compliance. In the next phase, an adverse event reporting system will be developed.

179. The position has continued to be funded under GTA for five years, and the function is of a continuing nature. The current temporary arrangement does not work well when it comes to recruiting and retaining qualified medical professionals. Furthermore, it affects the delivery of safe and effective health-care standards in field health facilities, as set out in the above-mentioned reports on improving the security of United Nations peacekeepers, thereby negatively impacting patient health outcomes.

180. Improving the safety and quality of health-care services is an ongoing process, and this function will be needed as long as the United Nations and its troop- and police-contributing countries operate health-care facilities. In this connection, the conversion of the GTA position of Medical Officer (P-4) to a post is proposed.

(d) Justification of general temporary assistance positions

Post-traumatic stress disorder

1 Mental Health Officer (Post-Traumatic Stress Disorder) (P-4) (continuation)

181. The Health-Care Management and Occupational Safety and Health Division comprises 17 posts (1 P-5, 6 P-4, 2 P-3 and 8 GS (OL)) and 2 GTA (P-4) positions under the support account. In response to the submission by troop-contributing countries of compensation claims relating to mental health issues, one GTA position of Mental Health Officer (P-4) was approved in the 2020/21 period. The Mental Health Officer will continue to review new medical claims and to advise the Medical Director on various elements of compensation claims with post-traumatic stress disorder components.

182. Owing to the increasing demands and challenges of the work environment in field missions, troops are exposed to events that may contribute to the development of PTSD. The mandate of the Division includes calculating permanent loss of function related to performance of duties in the mission area. Each PTSD case submitted by a Member State is highly individual. It is therefore important to continue to have

in-house expertise to determine the degree of permanent loss of function that is related to the claimants' duties with the United Nations.

183. In addition to the 342 claims for PTSD received prior to 2020, the Division received 2 claims from ongoing missions and 32 from closed missions in 2020, requiring the additional expertise of a psychiatrist to advise on causality and determine the percentage of permanent loss of function of the claimant related to his or her duties on behalf of the United Nations. The number of claims pending medical review stood at 371 at the end of 2020 (including 14 claims from non-peacekeeping entities). An expert is required to avoid further delay in the processing of claims. The GTA position of Mental Health Officer (P-4) would provide the professional expertise for the preparation of the medical assessment of the claims.

3. Office of Supply Chain Management

(a) Results-based budgeting framework

184. The Office of Supply Chain Management was established by the General Assembly in its resolution [72/266](#) B through the integration of procurement and logistics functions, supported by the Enabling and Outreach Service, to ensure delivery of the right goods and services in the right place, at the right time and at the right cost. The Office comprises the Logistics Division, the Procurement Division, the Uniformed Capabilities Support Division, the Enabling and Outreach Service and the Aviation Safety Section and is responsible for the coordination and execution of the key supply chain areas, such as planning and performance management, sourcing and procurement, logistical support, vendor management and supplier diversity, and aviation safety. The Uniformed Capabilities Support Division serves as a single point of contact for troop- and police-contributing countries on all administrative and logistical issues pertaining to deployment of troops and related reimbursement to Member States.

185. During the 2021/22 period, the Office, while continuing to process the existing PTSD claims, will develop a comprehensive proposal concerning the policy, administrative and financial aspects of the PTSD matter, as requested by the General Assembly in its resolution [74/280](#). The Office will continue to strengthen integrated supply chain management by adopting innovative business improvement measures and leveraging information technology-based solutions. To further align and enhance synergies across all operational arms within the global integrated supply chain framework, the Office has developed a proposal on the roles and responsibilities of the Strategic Air Operations Centre in Brindisi, the Global Procurement Support Section and the Transportation and Movements Integrated Control Centre in Entebbe, as detailed in the report of the Secretary-General on the proposed budget of RSCE for the 2021/22 period ([A/75/770](#)).

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Contingent-owned equipment reimbursement claims assessed and processed within 3 months after the end of the quarter (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment, with a 15-day grace period to account for extraneous factors (number of days)	Target	30	30	30	30
		Estimate		30	30	30
		Actual			30	29
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			N/A	N/A
	(ii) Finalization of all negotiated agreements for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	N/A
	(iii) Provision of guidance and technical support to troop- and police-contributing countries on the preparation and shipment of cargo, including dangerous goods, for contingent-owned equipment arranged by the United Nations or under a letter-of-assist arrangement (percentage)	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
	(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95
(c) Increased efficiency and effectiveness of peacekeeping operations	(ii) Memorandums of understanding for contingents deployed to new, expanding and existing missions transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment (number of days)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(iii) Vehicle-related systems contracts are in place to ensure timely sourcing of standard vehicles by client entities (percentage of availability)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) Provision of food rations for 100 per cent of troops deployed to peacekeeping missions	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(v) Average time for review of local procurement authority requests (number of days)	Target	5	3	8	8
		Estimate		5	8	7
		Actual			4.8	4.11

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2021/22	2020/21	2019/20	2018/19	
	(vi) Assistance and advice on the closure of procurement challenges raised by unsuccessful bidders (percentage)	Target	80	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vii) Timely response to requests by field missions for special or strategic flights outside the mission area (number of hours)	Target	48	48	48	N/A
		Estimate		48	48	N/A
		Actual			48	N/A
	(viii) PTSD claims reviewed and processed within 90 days after receipt of required documentation (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

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

Outputs

187. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
1. Report of the Secretary General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries	1
Administrative support services	
Uniformed capabilities support	
2. Quarterly assessment and calculation of contingent-owned equipment reimbursement for military and police contingents deployed to field missions (number of claims)	2 500
3. Quarterly assessment and calculation of personnel reimbursement for military and police contingents deployed to field missions (number of reimbursements)	1 348
4. Processing of letter-of-assist reimbursements	300
5. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	250
6. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of proportional deductions)	1 348
7. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of memorandums of understanding)	20
8. Amendments to existing memorandums of understanding for deployed military and police contingents (number of amendments to memorandums of understanding)	70
9. Agreements negotiated and signed for military and police contingents committed to the Peacekeeping Capability Readiness System (number of agreements)	25
10. Assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions (number of awards)	5

<i>Outputs</i>	<i>Quantity</i>
11. Briefings to and consultations with Member States on the legislative reimbursement framework, on contingent-owned equipment performance metrics and on policies, procedures and roles (number of briefings)	20
12. Participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries (number of visits)	14
13. Coordination with field missions on contingent-owned equipment and logistics support requirements for provision of inputs to the statement of unit requirements	20
14. Ad hoc status of memorandums of understanding and reimbursement and related talking points/issues for senior leadership for meetings with troop- and police-contributing countries (number of talking points)	100
15. Comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing (number of reports)	4
16. Quarterly conduct of the Contingent Owned Equipment/Memorandum of Understanding Management Review Board and production of minutes	4
17. Ad hoc coordination with missions, Headquarters stakeholders and troop- and police-contributing countries on recommendations of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board	120
18. Support for the continuous review and improvement of the electronic uniformed capabilities management system for the generation of memorandums of understanding, verification of contingent-owned equipment and reporting and reimbursement (number of consultations)	50
Aviation safety	
19. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety offices, and reports on the evaluation of air service vendors	12
Logistics	
20. Annual supply chain management plan to provide global visibility of field mission demands and develop a long-term demand-forecasting and sourcing strategy for goods and services relevant to the end-to-end supply chain management approach, and identification of opportunities for delivery optimization	1
21. Maintenance of global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation, and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100
22. Maintenance of turnkey contracts for fuel and rations (number of contracts)	30
23. Implementation and maintenance of the online supply chain management training platform to provide self-paced learning, available all day, every day of the year, for all United Nations staff (number of platforms)	1
24. Management of 125 air service contracts with commercial (95) and military (30) providers for air services, including for 3 unmanned aerial vehicle systems, across all missions with air assets	125
25. Arrangement, coordination and monitoring of the deployment and rotation movements for uniformed personnel through long-term agreements for passenger air transportation, short-term commercial contracts and letters of assist established with Member States (number of uniformed personnel)	170 000
26. Arrangement, coordination and monitoring of the movement of approximately 350,000 cubic metres of cargo associated with the deployment/transportation of approximately 190,000 uniformed personnel (cubic metres annually by air, naval and ground transport modalities)	300 000
27. Monthly videoconferences with peacekeeping missions to review the demand planning for, and the development and maintenance of, systems contracts to meet requirements and monitoring of the not-to-exceed values and contract expiration based on the contract dashboard (number of videoconferences)	12
28. Conference on supply chain management and/or briefing to all representatives of client entities on the implementation of supply chain management	1
International cooperation and inter-agency coordination and liaison	
29. Meetings with, or briefings to, international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	6
30. Meeting with United Nations partner organizations (the International Civil Aviation Organization, the World Food Programme and others), through the United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1

<i>Outputs</i>	<i>Quantity</i>
Technical cooperation	
31. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	10
32. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls	3
Enabling and outreach services	
33. Quarterly supply chain performance reports on end-to-end supply chain effectiveness and efficiency	4
34. Development and implementation of a single performance management framework for supply chain management to measure the effectiveness and efficiency of all stakeholders in order to facilitate informed decision-making by senior management	1
35. Updating and promulgation of the supply chain management blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules, in line with the end-to-end supply chain management approach	1
36. Compilation of yearly Secretariat-wide procurement statistics to provide data to a broad group of stakeholders	1
37. Publication of upcoming Secretariat procurement opportunities (expressions of interest) on the Division website	1 000
38. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	24
Procurement	
39. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	70
40. Issuance of purchase orders, including for strategic goods and services, in support of peacekeeping operations	850
41. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	30
42. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	500
43. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus	100
44. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	65
45. New international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	170
46. Site visits, bidders' conferences and contract negotiations prior to contract award for the tenders launched, participation in 5 trade and industry fairs	22
47. Review of local procurement authority requests	100
48. Technical review of and administrative support for established high-value and complex systems contracts in the major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT (number of contracts)	280
49. Benchmarking, negotiation, establishment and administration of 120 letters of assist for the redeployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	120
50. Due diligence investigations of requests for sole-source procurement based on the proprietary nature of goods and services to ensure internal control, including performance of market research related to the ICT requirements of missions (number of cases)	15
51. Enhancement of the procurement function, including related to its strategic role in supply chain management	3
52. Update of the Procurement Manual in support of operationalizing improvement in policy and guidance and to respond to operational challenges	1
PTSD	
53. Assessment and processing of compensation of PTSD claims for uniformed peacekeeping personnel	300

(b) Human resources requirements

		Professional higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Posts	Approved 2020/21	1	4	12	48	76	4	145	6	59	–	–	65	210
	Proposed 2021/22	1	4	12	46	76	4	143	6	59	–	–	65	208
	Net change	–	–	–	(2)	–	–	(2)	–	–	–	–	–	(2)
Temporary positions	Approved 2020/21	–	–	–	1	2	–	3	–	2	–	–	2	5
	Proposed 2021/22	–	–	–	1	2	–	3	–	2	–	–	2	5
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of Supply Chain Management	Approved 2020/21	1	4	12	49	78	4	148	6	61	–	–	67	215
	Proposed 2021/22	1	4	12	47	78	4	146	6	61	–	–	67	213
	Net change	–	–	–	(2)	–	–	(2)	–	–	–	–	–	(2)

(c) Justification of posts**Procurement Division**

Transfer of 2 Procurement Officer (P-4) posts from the Procurement Division under the support account to the Global Procurement Support Section under the RSCE budget

188. The study on the Global Procurement Support Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre suggested that the roles and responsibilities of the Global Procurement Support Section be refocused within the broader context of integrated supply chain management. A part of the Section's capacity will support the overall implementation of integrated supply chain management by supporting the category management approach and forging a partnership with the proposed new Forward Support and Deployment Hub. The study also suggested that, in order to achieve the overall objectives of effectiveness and efficiency, the staffing and functions of the new structure of the Section should be included as a tenant unit of RSCE, and that all staffing and related resources of the Section funded through client missions should be brought under the operational framework of the integrated supply chain included in the RSCE budget.

189. In line with the detailed proposal included in the report of the Secretary-General on the proposed budget for the Regional Service Centre in Entebbe for 2021/22 ([A/75/770](#)), it is proposed to transfer all required Global Procurement Support Section posts to RSCE, including two posts of Procurement Officer (2 P-4) from the support account in the 2021/22 period.

(d) Justification of general temporary assistance positions**Enabling and Outreach Service**

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

190. The Enabling and Outreach Service comprises 16 posts (1 P-5, 3 P-4, 5 P-3, 1 P-2, 2 GS (PL) and 4 GS (OL)) and 1 GTA position of Procurement Assistant (GS (OL)) under the support account. The continuation of one GTA position of Procurement Assistant (GS (OL)) is proposed. The incumbent of the position will perform vendor registration and outreach functions in support of peacekeeping mandates, with a focus on greater representation from developing countries and countries with economies in

transition, as recommended by the General Assembly in its resolution 70/286, in which it requested the Secretary-General to continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in transition. In alignment with the mandate of the Office of Supply Chain Management, the incumbent will focus on improved outreach and support for vendor management, with a practical and service-oriented approach to training new vendors on how to participate in tenders, and provide input to the continuous improvement of the United Nations Global Marketplace, an issue which has also been highlighted previously by the Board of Auditors (see A/73/5 (Vol. II), chap. II, paras. 338–347). Among other things, the Board emphasized the need for continuous risk-based scrutiny and screening of vendors at regular intervals (*ibid.*, para. 343) and recommended that the Administration review its vendor management, with due regard to good common industry standards (*ibid.*, para. 360).

Uniformed Capabilities Support Division

Reimbursement Claims Management and Performance Section

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

191. The Reimbursement Claims Management and Performance Section comprises 19 posts (1 P-5, 2 P-4, 8 P-3, 3 GS (PL) and 5 GS (OL)) and 4 GTA positions under the support account. The two GTA positions of Finance and Budget Officer (P-3) for the reimbursement system were initially approved in the 2018/19 period.

192. The project to replace the government claims management system is well advanced. The system is used by the Division to process reimbursements to troop- and police-contributing countries for contingent-owned equipment and to integrate payments for uniformed personnel. The current process for the verification, calculation and payment of reimbursements to troop- and police-contributing countries for contingent-owned equipment involves a variety of ICT systems across the Secretariat. The arrangement lacks integration, resulting in time-consuming manual data entry and re-entry, and entails the risk of error. At the centre of these arrangements is the government claims management system, an in-house application developed 20 years ago and supported by legacy knowledge in the Division. The system is outdated in its interface with more modern enterprise systems, its performance has become unreliable and there is no continuity plan for it. The reimbursements for contingent-owned equipment that rely on the government claims management system exceed \$800 million annually. These payments are essential to troop- and police-contributing countries.

193. The design and development of the Umoja solution for the contingent-owned equipment phase of the project have been completed. Going forward, the full roll-out of the troop strength reporting capabilities is expected to be completed by early 2021. Following the roll-out of troop strength reporting, there will be a continuous need for technical support in order to increase stability and continuity. Furthermore, the implementation of the new solution will result in new technical requirements, such as the digitization of approval workflows for statements of unit requirements, memorandums of understanding, verification reports and troop strength reports; the creation of the full texts of statements of unit requirements and memorandums of understanding, beyond the data-specific annexes; and more granular location-based unit-specific and mission-wide daily troop strength reporting. There will consequently be a need for the development of in-house capacity to manage the solution after it goes live.

194. The continuation of the GTA positions would support broad-based development and integration of new contingent-owned equipment and contingent reporting capabilities within the performance framework of the Uniformed Capabilities Support Division.

Post-traumatic stress disorder

1 Finance and Budget Officer (P-4) (continuation)

1 Finance and Budget Assistant (GS (OL)) (continuation)

195. The two GTA positions (P-4 and GS (OL)) were established in the 2020/21 period to strengthen the capacity of the Division for managing growing PTSD compensation claims for uniformed personnel deployed to all field missions by creating a dedicated point of contact. The Finance and Budget Officer (P-4) serves as a single point of contact for all matters relating to PTSD compensation and provides dedicated support to Member States throughout the process, from the submission of claims to the payment of compensation to the victims. The incumbent assesses the completeness of the claims received from Member States, seeks evaluation and verification from the Health-Care Management and Occupational Safety and Health Division and, once the verification is received, certifies payments to the victims against the claims. The incumbent is also responsible for coordinating inputs from Member States, field missions and medical and legal sources; ensuring that the processes for claims and payment are in accordance with General Assembly resolutions, United Nations regulations and rules, established procedures and approved funding; and ensuring timely payment to Member States in coordination with OPPFB. In addition, the incumbent, in cooperation with the Health-Care Management and Occupational Safety and Health Division and relevant stakeholders, coordinates an initiative to identify an appropriate methodology and framework for procedures for handling PTSD claims from Member States.

196. The Finance and Budget Assistant (GS (OL)) assists in processing the PTSD claims received from Member States. The incumbent enters the claims data and confidential information of victims in the uniformed capabilities management system; compiles supporting documents by coordinating input from Member States, field missions and medical and legal sources; processes payments of compensation in coordination with OPPFB; and communicates with the Member States submitting the claims, including by preparing and providing letters and memorandums relating to the claim process and payment and responding to queries and providing updates on the submitted claims.

4. Division for Special Activities

(a) Results-based budgeting framework

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

198. During the 2021/22 period, the Division will continue to foster and strengthen partnership agreements with key partners by identifying synergies and comparative advantages in order to support the Department in addressing the unique operational support needs of its clients, including in response to special situations. The Division also leads the Department's liaison and coordination on field mission issues with DPPA and DPO.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) The Security Council is informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (number of instances)	Target	1	1	4	3
		Estimate		N/A	2	4
		Actual			1	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			N/A	N/A
	(ii) Advance teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) Inputs for budgeted costs for new, expanding or transitioning field operations are identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Target	21	21	21	21
		Estimate		21	21	21
		Actual			28	21

External factors

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

Outputs

200. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Client support and special situations	
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1
2. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2
3. Robust pool of surge capacity candidates for deployment within 7 to 14 days to support surge, transition and liquidation	1
4. Deployment of dedicated teams to support liquidation and drawdown planning (number of teams)	2
Operational planning	
5. Strategic assessments of mission requirements, set-up and resourcing (number of assessments)	4
6. Engagement with missions to support and guide effective drawdown and transition of peacekeeping operations (number of engagements, e.g., workshops, meetings, consultations)	3
7. Situational awareness and high-level planning reports on emerging requirements and operations (number of reports)	4
8. Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3

Outputs

Quantity

Support partnerships

9. Briefings/consultations with Member States, regional and subregional organizations, as well as their troop- and police-contributing countries, on efforts to strengthen mission support partnerships, including oversight, accountability and compliance with human rights and international humanitarian law in field missions (number of major engagements, such as conferences and high-level meetings)	5
10. Assessment of United Nations and African Union engagement at the strategic and/or operational levels (number of assessments)	1
11. New support partnership opportunities with regional and subregional organizations, Member States and/or specialized agencies, funds and programmes (number of arrangements initiated)	2
12. Management and strengthening of existing joint support arrangements with regional and subregional organizations, Member States and/or specialized agencies, funds and programmes (number of agreements)	3
13. Facilitation of staff participating in the United Nations-African Union knowledge and expertise exchange programme	1

Resource planning and analysis

14. Coordination of guidance on major resourcing priorities for all relevant entities	13
15. Annual revisions to standard resourcing allocations and prices for implementation for all relevant entities (number of guidance documents)	1
16. Administration of residual matters relating to field missions being liquidated (number of field missions)	1
17. Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3
18. Preparation of initial resource plans for implementation of new or expanding field operations mandated by the Security Council (number of missions)	1
19. Support to field financial and budgetary functions for new or restructured field operations (number of missions)	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Total, Division for Special Activities	Approved 2020/21	—	2	9	10	7	—	28	3	16	—	—	19	47
	Proposed 2021/22	—	2	9	10	7	—	28	3	16	—	—	19	47
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—

(c) Justification of posts**Resource Planning and Analysis Section***Reassignment of 3 posts*

Number, original title and grade of posts	Number, new title and grade of posts
2 Finance and Budget Officer (P-4)	2 Programme Officer (P-4)
1 Finance and Budget Officer (P-3)	1 Programme Officer (P-3)

201. The Resource Planning and Analysis Section has 13 posts (3 P-4, 3 P-3, 2 GS (PL) and 5 GS (OL)) under the support account. The Section integrates and harmonizes performance and cost analysis across the various pillars of the Department and measures the impact of the Department's major resource efficiency efforts. The Section provides support and input on best practices and practical, operational solutions to the various entities within DOS to assist them in the delivery of support to clients throughout the Secretariat.

202. It is proposed to reassign three posts of Finance and Budget Officer (2 P-4 and 1 P-3) as Programme Officers. The Programme Officers will support the work of Section, which was established to provide cross-cutting support within DOS for the analysis of major resource requirements within operational support, including complex reviews and the start-up or expansion of Secretariat entities. The reassignment will better align the functional titles of the positions to the actual profile and function undertaken by the positions approved under the management reform. This proposal will bring the organizational structure of the Section and its terms of reference in line with the implemented reform.

5. Division of Administration, New York

(a) Results-based budgeting framework

203. The Division of Administration consists of the front office, the Headquarters Client Support Service and the Facilities and Commercial Activities Service. The Headquarters Client Support Service provides administrative support services in the areas of human resources, budget and finance and general administration to DOS, OICT and 17 other entities in New York that do not have a dedicated executive office. The Service also processes annual income tax reimbursement for staff in the Secretariat and in several United Nations specialized agencies, funds and programmes. Pending decisions to be taken by the General Assembly on the global service delivery model, the Service also provides specialized human resources support in the areas of onboarding, separations and processing of complex entitlements for staff of all Headquarters-based departments and offices in New York and respective field locations.

204. The Facilities and Commercial Activities Service is responsible for the provision of efficient, cost-effective and high-quality services to peacekeeping support operations in the areas of facilities management and office space, travel and transportation, archives and record-keeping, and pouch and mail services. The Planning, Design and Construction Section will continue to coordinate office space, furniture and related services to accommodate peacekeeping support activities at Headquarters. For the Special Services Section, priorities and challenges for the 2021/22 period include maintaining and ensuring on-time mail delivery services to peacekeeping missions. For the Travel and Transportation Section, the priority and challenge will be to manage the workload of supporting requests for electronic versions of the United Nations laissez-passer and United Nations certificates, and G4 visas from all peacekeeping missions. An increase in such requests is anticipated, as travel requirements at Headquarters and the field will grow, with the easing of the COVID-19 travel restrictions. The Section will continue to prioritize support for the implementation of enhancements of the Umoja travel platform, with a focus on peacekeeping-specific requirements, supporting requests for the development of business intelligence reports and user provisions for the field and enhancement of job aids for travel processes.

205. In the 2021/22 period, the Archives and Records Management Section will give priority to the implementation of data analytics tools to improve its digital records appraisal process, enabling the review of the large volumes of peacekeeping data in Headquarters custody. Duplicate and obsolete data will be identified efficiently and disposed of according to established policies and procedures, resulting in reduced storage requirements in peacekeeping missions, at Headquarters and in UNLB.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Peacekeeping-related records and archives are received, securely stored and preserved, and are accessible to support decision-making (percentage)	Target	45	45	45	45
		Estimate		45	45	45
		Actual			46	47
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Target	93	93	92	92
		Estimate		93	92	92
		Actual			93	93
	(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	Target	90	95	95	95
		Estimate		90	90	95
		Actual			89.4	89.3
	(iii) Percentage of peacekeeping operations employing standard policies, tools and technical standards for the management of paper and digital information and records	Target	80	75	75	75
		Estimate		80	75	75
		Actual			80	75
	(iv) Standard office accommodations are provided for new and existing personnel funded from the support account at Headquarters (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

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

Outputs

207. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Mail operations services	
1. Servicing of postal mail (pieces)	74 000
2. Servicing of the pouch (pounds)	19 000
Travel services	
3. Airline agreements negotiated or renegotiated	48
4. Travel authorizations processed	3 600
5. Entitlement calculations of lump-sum home leave travel requests for staff at Headquarters supporting field missions	300
6. Requests for visas processed	1 000
7. United Nations travel documents processed	2 900
8. Host country registrations processed	800

<i>Outputs</i>	<i>Quantity</i>
9. Remote sessions with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries, and Umoja travel processes and issues	12
10. Annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja travel module topics	1
Facilities management	
11. Number of service requests for space and alterations to meet the changing needs of the Organization in peacekeeping support	50
Information, archives and records management	
Capacity-building and direct field support	
12. Records and information management guidance to peacekeeping operations on ongoing implementation support to missions in their review and disposal of records (guidance issued)	3
13. Advisory mission to provide onsite support and recommendations on implementing information management requirements in peace operations	1
Provision of reference services	
14. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	24
Management and preservation of digital peacekeeping operations information	
15. Receipt and preservation of digital records and archives from peacekeeping operations (terabytes)	2
16. Storage and preservation of paper records and archives from former and transitioning missions (boxes)	10 000
17. Cataloguing of archives of former peacekeeping operations to make them searchable (boxes)	200
18. Security screening of archives of former missions without security classification to make them accessible (folders)	73
19. Digitization of legacy paper archives from former missions (pages)	50 000

(b) Human resources requirements

<i>Posts</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Subtotal</i>	<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>		
Total, Division of Administration, New York	Approved 2020/21	–	–	1	2	4	2	9	1	13	–	–	14	23	
	Proposed 2021/22	–	–	1	2	4	2	9	1	13	–	–	14	23	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	

6. Financial resource requirements

(Thousands of United States dollars)

<i>Category</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
I. Post resources	69 047.5	72 414.4	73 682.0	1 267.6	1.8
II. Non-post resources					
General temporary assistance	2 406.3	3 129.3	1 051.4	(2 077.9)	(66.4)
Consultants and consulting services	1 086.3	659.5	620.5	(39.0)	(5.9)
Official travel	522.1	1 190.9	1 478.8	287.9	24.2
Facilities and infrastructure	20 543.5	22 233.9	22 376.8	142.9	0.6

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Ground transportation	2.2	—	—	—	—
Air operations	28.0	—	—	—	—
Communications and information technology	2 055.2	2 113.9	2 134.6	20.7	1.0
Medical	109.1	50.4	50.4	—	—
Other supplies, services and equipment	1 232.7	73.1	97.5	24.4	33.4
Subtotal	27 985.4	29 451.0	27 810.0	(1 641.0)	(5.6)
Total, I and II	97 032.9	101 865.4	101 492.0	(373.4)	(0.4)
Peacekeeping capability readiness ^a	2 584.5	3 881.6	3 881.6	—	—
Umoja maintenance and support costs ^b	1 797.3	1 797.3	1 797.3	—	—
Total	101 414.7	107 544.3	107 170.9	(373.4)	(0.3)

^a See para. 49.

^b See paras. 50–55.

208. The resource requirements for the quadrennial troop cost survey are included in the overall DOS financial requirements in the table above.

209. The requirement includes official travel (\$340,600) and other supplies, services and equipment (\$6,000) to conduct the second quadrennial survey of 10 sample countries to gather data on the personnel costs related to deployment from all troop-contributing countries. It represents a reduction of \$249,800 compared with the approved level for the previous survey in the 2017/18 period (\$596,400).

Summary of resource requirements for the quadrennial troop cost survey included in the requirements for the Department of Operational Support

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22) ^a	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Official travel	—	—	340.6	340.6	—
Other supplies, services and equipment	—	—	6.0	6.0	—
Total	—	—	346.6	346.6	—

^a See para. 25.

Analysis of financial resource requirements¹

Post resources

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	4 411.0	4 711.9	4 696.5	(15.4)	(0.3)
Office of Support Operations	18 756.2	19 660.1	21 747.0	2 086.9	10.6
Office of Supply Chain Management	35 257.0	36 467.2	36 008.9	(458.3)	(1.3)
Division for Special Activities	7 144.5	8 437.4	8 094.9	(342.5)	(4.1)
Division of Administration, New York	3 478.8	3 137.8	3 134.7	(3.1)	(0.1)
Total	69 047.5	72 414.4	73 682.0	1 267.6	1.8

210. The provision would cover the salaries, common staff costs and staff assessment for 444 posts, including the reduction for the transfer of 2 posts to the RSCE budget and the increase for the conversion of 14 GTA positions to posts. The variance is due mainly to the proposed conversion of 14 GTA positions to posts, offset in part by the updated salary costs, specifically higher vacancy rates (see paras. 26 and 56–61 above), the transfer of two posts to the RSCE budget and the reassignment of seven posts (see para. 30 above).

General temporary assistance

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	2 035.6	2 369.7	198.2	(2 171.5)	(91.6)
Office of Supply Chain Management	259.4	643.6	737.2	93.6	14.5
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	111.3	116.0	116.0	–	–
Total	2 406.3	3 129.3	1 051.4	(2 077.9)	(66.4)

211. The provision would cover the salaries, common staff costs and staff assessment for the proposed continuation of six positions, as well as a provision for the replacement of staff on parental or sick leave, equivalent to staff in the Professional category, for six months. The variance is due to the proposed conversion of 14 positions to posts and the updated salary costs (see paras. 26 and 56–61 above), offset in part by the lower vacancy rates applied to positions approved in the 2020/21 period.

Consultants and consulting services

	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	101.5	114.5	75.5	(39.0)	(34.1)
Office of Supply Chain Management	971.0	532.0	532.0	–	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	13.8	13.0	13.0	–	–
Total	1 086.3	659.5	620.5	(39.0)	(5.9)

212. In the Office of Support Operations, \$75,500 is proposed for: (a) the development of a staffing model for peacekeeping operations; (b) the development and roll-out of a new ICT solution for human resources advisory support, including a communications strategy and the training of client entities; (c) the development of guidance and policy on public health and associated training for the medical personnel in the field; and (d) the delivery of a capacity development and governance framework.

213. In the Office of Supply Chain Management, \$532,000 is proposed for: (a) the finalization and implementation of the category management concept; (b) the implementation of updates to the guidelines of the logistics job network; (c) training on air charter procurement; (d) the implementation of online training platforms; and (e) training on procurement processes.

214. In the Division of Administration, New York, \$13,000 is proposed for the Archives and Records Management Section for the security screening of peacekeeping records prior to release to Member States and the public (United Nations Relief Operation in Dacca) in accordance with the Secretary-General's bulletin on information sensitivity, classification and handling ([ST/SGB/2007/6](#)).

215. The decrease in requirements of \$39,000 is attributable to a reduction for a PTSD consultancy in the Office of Support Operations that was required in the previous period to bridge the gap in capacity until the new GTA position was filled in the Health-Care Management and Occupational Safety and Health Division.

Official travel

	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	70.7	180.0	179.5	(0.5)	(0.3)
Office of Support Operations	60.9	214.8	202.5	(12.3)	(5.7)
Office of Supply Chain Management	362.2	656.4	956.8	300.4	45.8
Division for Special Activities	15.2	130.6	130.6	–	–
Division of Administration, New York	13.1	9.1	9.4	0.3	3.3
Total	522.1	1 190.9	1 478.8	287.9	24.2

216. The following table provides a breakdown of the requirements under official travel, which includes resource requirements of \$340,600 for the quadrennial troop-cost survey.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Quadrennial troop-cost survey</i>	<i>Training travel</i>	<i>Total</i>
Office of the Under-Secretary-General	160.9	18.6	–	–	–	179.5
Office of Support Operations	80.8	27.8	59.6	–	34.3	202.5
Office of Supply Chain Management	297.7	145.1	160.5	340.6	12.9	956.8
Division for Special Activities	55.6	19.0	–	–	56.0	130.6
Division of Administration, New York	9.4	–	–	–	–	9.4
Total	604.4	210.5	220.1	340.6	103.2	1 478.8

217. The provision of \$1,478,800 is made to implement the outputs of the Department as set out in the results-based budgeting frameworks of each office.

218. The increase of \$287,900 is attributable mainly to the provision for the quadrennial troop-cost survey, which will require a planned total of 10 trips to troop- and police-contributing countries at a cost of \$340,600 (see also paras. 25, 208 and 209 above). Excluding the survey, the requirement for the other continuing activities of the department reflects a reduction of \$52,700.

Facilities and infrastructure

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	–	5.4	5.4	–	–
Office of Support Operations	21.5	43.0	43.0	–	–
Office of Supply Chain Management	9.9	73.0	42.6	(30.4)	(41.6)
Division for Special Activities	0.1	9.4	9.4	–	–
Division of Administration, New York	20 512.0	22 103.1	22 276.4	173.3	0.8
Total	20 543.5	22 233.9	22 376.8	142.9	0.6

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

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Resources for all support account posts in New York		
Other supplies for printing United Nations laissez-passers	–	52.8
Standard rental of premises in New York	1 214	20 638.0
Standard rental of premises in New York for ICT contractors	74	1 258.0

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Resources for posts outside New York in DPO, DOS, DMSPC and OICT		
Rental of premises in Bangkok and Nairobi	19	323.0
Rental of premises in Entebbe	–	15.0
Resources for DOS		
Standard stationery and office supplies (\$200 per staff member)	450	90.0
Total		22 376.8

220. The standard rates used for computation of the requirements are provided in table 12 of the present report. The increase of \$142,900 is related to changes based on the updated number of staff and contractors (\$173,300), for whom rental costs are budgeted in the Division of Administration, offset in part by a reduction for the facility costs for two posts in the Procurement Division in Entebbe, which are proposed for transfer to the budget of RSCE (\$30,400).

Communications and information technology

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	37.6	65.9	64.4	(1.5)	(2.3)
Office of Support Operations	382.9	407.7	387.2	(20.5)	(5.0)
Office of Supply Chain Management	823.7	918.7	957.9	39.2	4.3
Division for Special Activities	91.5	129.2	131.5	2.3	1.8
Division of Administration, New York	719.5	592.4	593.6	1.2	0.2
Total	2 055.2	2 113.9	2 134.6	20.7	1.0

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Amount</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	450	135.0
Standard desk phones (\$300 per staff member)	450	135.0
Standard OICT service level agreement (\$1,565 per staff member)	450	704.3
Managed output service (printer)	–	101.4
Other non-standard items	–	1 058.9
Total		2 134.6

222. The following table provides a breakdown of the items included under other non-standard items.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2020/21</i>	<i>Proposed 2021/22</i>	<i>Variance</i>
Acquisition of ICT equipment	26.5	17.1	(9.4)
Software, licences and fees	261.3	304.9	43.6
Telecommunications and network services	120.1	143.3	23.2
Ongoing ICT support services	602.8	531.0	(71.8)
Public information and publication services	32.6	62.6	30.0
Total	1 043.3	1 058.9	15.6

223. The increase of \$20,700 in the requirement under this budget class is attributable to additional software licence purchases, higher costs for mobile and data services, and subscription to FlightGlobal, which is a mandatory requirement for aviation safety in the area of procurement, vendor registration and staff travel, offset in part by a reduction in the share of ICT infrastructure costs.

Medical

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	—	—	—	—	—
Office of Support Operations	109.0	50.4	50.4	—	—
Office of Supply Chain Management	0.1	—	—	—	—
Division for Special Activities	—	—	—	—	—
Division of Administration, New York	—	—	—	—	—
Total	109.1	50.4	50.4	—	—

224. The provision would cover medical supplies, vaccines and anti-malaria medicines.

Other supplies, services and equipment

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	1.4	—	—	—	—
Office of Support Operations	17.2	11.6	30.0	18.4	158.6
Office of Supply Chain Management	1 007.4	61.5	67.5	6.0	9.8
Division for Special Activities	0.3	—	—	—	—
Division of Administration, New York	206.4	—	—	—	—
Total	1 232.7	73.1	97.5	24.4	33.4

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

Other supplies, services and equipment, by item

<i>Item</i>	<i>Amount</i>
Training fees, supplies and services	65.5
Other freight and related costs	6.0
Individual contractual services	20.0
Quadrennial troop cost survey	6.0
Total	97.5

226. The increase of \$24,400 in the requirement is attributable to a provision of \$6,000 for translation services related to the quadrennial troop-cost survey and individual contractual services to enhance support to peacekeeping operations for business process improvement of \$20,000, offset by a reduction of \$1,600 in other freight and related costs.

D. Department of Management Strategy, Policy and Compliance

227. The Department of Management Strategy, Policy and Compliance provides policy leadership in all management areas through an integrated global management strategy and policy framework and strengthened monitoring, evaluation and accountability mechanisms. The Department provides policy and programme support to field operations, with concerted efforts in promoting continuous learning, business innovation and enhanced accountability, including with regard to delegated authority. The Department will provide leadership to inter-agency bodies on management issues, liaise with Member States and other external entities on management-related issues and lead coordination with all departments and offices of the Secretariat, as well as the funds, programmes and specialized agencies of the United Nations system.

228. The Department will exercise and ensure responsible, transparent and accountable fiscal management, in which resources are planned, utilized and reported in an effective and efficient manner. As a key player in identifying the liquidity and broader structural challenges the Organization has been facing, the Department will continue to formulate proposals to address peacekeeping cash and budget challenges and implement those that are approved by the General Assembly.

229. In the area of human resources, the human resources policy simplification project started in 2017 and has involved the review, consultation, revision and promulgation of all administrative issuances, as well as a complete review of the Staff Regulations and Rules of the United Nations. As at 30 June 2020, 170 new or revised policies have been issued and 156 obsolete policies have been abolished as part of the policy review. The review will continue in close collaboration with key stakeholders, including DOS and specialized agencies, funds and programmes of the United Nations system. Through strategic workforce planning, DMSPC is improving its ability to forecast its present and future staffing requirements to attract the best talent through strategic outreach, and to achieve gender equality and geographical diversity and develop the skills necessary to meet new and evolving challenges in serving the world. It will also enable the Organization to quickly identify staff with the prerequisite skills, including language skills, to be rapidly deployed to field missions.

230. The Department will promote a culture of continuous learning and improvement through the strengthening of evaluation, risk management, results-based management, organizational performance measurement and data analytics capacity, both across the

Secretariat and at the entity level. The Department will mainstream accountability systems, including through the review of findings and recommendations from oversight bodies and the monitoring of the implementation of the new delegation of authority. It will also continue to promote a data-driven and results-based culture and the use of innovation in business models and to manage large-scale business transformation projects. To enhance the Secretariat's ability to measure and improve the performance of all components of peacekeeping missions, DMSPC will continue its efforts in this regard, in coordination with DPO and DOS, under the umbrella of the integrated peacekeeping performance and accountability framework.

(a) Human resources requirements

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Office of the Under-Secretary-General	Approved 2020/21	–	1	–	4	4	–	9	–	2	–	–	2	11
	Proposed 2021/22	–	1	–	4	4	–	9	–	2	–	–	2	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Programme Planning, Finance and Budget	Approved 2020/21 ^a	1	1	6	29	20	1	58	4	38	–	–	42	100
	Proposed 2021/22	1	1	6	29	20	1	58	4	38	–	–	42	100
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Human Resources	Approved 2020/21	–	1	4	17	10	3	35	–	9	–	–	9	44
	Proposed 2021/22	–	1	4	17	10	3	35	–	9	–	–	9	44
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Business Transformation and Accountability Division	Approved 2020/21	–	–	3	12	12	3	30	1	18	–	–	19	49
	Proposed 2021/22	–	–	3	12	12	3	30	1	18	–	–	19	49
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, DMSPC	Approved 2020/21 ^a	1	3	13	62	46	7	132	5	67	–	–	72	204
	Proposed 2021/22	1	3	13	62	46	7	132	5	67	–	–	72	204
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

^a One post (GS (OL)) established as of 1 January 2021 is included.

(b) Financial resource requirements

(Thousands of United States dollars)

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2 371.9	2 520.1	2 591.9	71.8	2.8
Office of Programme Planning, Finance and Budget	28 580.5	28 530.9	29 310.5	779.6	2.7
Office of Human Resources	8 204.3	8 517.6	9 006.1	488.5	5.7
Business Transformation and Accountability Division	7 448.5	8 485.5	8 721.6	236.1	2.8
Subtotal	46 605.2	48 054.1	49 630.1	1 576.0	3.3

	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Organizational unit	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Enterprise resource planning ^a	19 376.9	13 381.3	15 799.5	2 418.2	18.1
Global service delivery model ^b	868.5	868.5	868.5	—	—
Umoja maintenance and support costs ^c	890.4	932.9	932.9	—	—
Total	67 741.0	63 236.8	67 231.0	3 994.2	6.3

^a See para. 47 above.

^b See para. 48 above.

^c See paras. 50–55 above.

1. Office of the Under-Secretary-General

(a) Results-based budgeting framework

231. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution [72/266](#) B. In relation to peacekeeping operations, the Office will: (a) provide leadership in the development and delivery of management strategies, policies and programmes and support the continuous improvement of management practices, including those related to peacekeeping operations and the Action for Peacekeeping initiative; (b) provide concerted leadership with respect to intergovernmental and inter-agency bodies on management issues; (c) liaise with Member States and other external entities on management-related issues; and (d) lead coordination with all departments and offices of the Secretariat, including peacekeeping and special political missions, as well as the funds, programmes and specialized agencies of the United Nations system, on management-related issues.

232. Umoja is now a global system with a large functional footprint, robust technical architecture and infrastructure and a strong business intelligence platform. Its user base extends beyond the Secretariat to include external partners, including meeting participants, suppliers, implementing partners and Member States. In addition to facilitating the day-to-day work of the United Nations, Umoja has been essential in allowing the Secretariat to manage its persistent liquidity challenges and maintain business continuity during the ongoing COVID-19 pandemic. With the deployment of Umoja Extension 2 solutions completed at the end of 2020, the focus in 2021 shifts to stabilization and enhancement of the solutions. In addition, the programme of improvements will continue, under the respective business owners and with an enhanced governance structure, to ensure the needs of clients across the Organization are met.

233. During the 2021/22 period, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board will continue to provide services to facilitate the timely review of proposed procurement actions and disposal of assets by the Committee and the Board, which issue recommendations to delegated officials in accordance with the Financial Regulations and Rules of the United Nations. In addition, the secretariat will continue to provide training and policy guidance to the local committees on contracts and local property survey boards in offices away from Headquarters with the aim of further strengthening their vetting capacity.

234. The secretariat of the Fifth Committee and the Committee for Programme and Coordination will continue to provide substantive and technical services in support of the work of the Fifth Committee and the Committee for Programme and Coordination.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries are delivered (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			100	N/A
	(ii) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			97.8	95.7
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Average processing time for Headquarters Committee on Contracts minutes (business days)	Target	7	7	7	7
		Estimate		6	6	4
		Actual			9.7	4.3
	(ii) Percentage of members of local committees on contracts who have completed the relevant mandatory basic training	Target	90	90	90	90
		Estimate		92	92	90
		Actual			92	91.4
	(iii) Review of and response to all management evaluation requests filed by peacekeeping staff members within 45 days (percentage)	Target	100	100	100	100
		Estimate		80	70	100
		Actual			73	71
	(iv) Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned	Target	100	100	100	100
		Estimate		80	70	100
		Actual			73	71
	(v) Further integration of implementing partner with the integrated planning, management and reporting solution (percentage completion)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vi) Commencement of integration of budgeting and supply chain planning functionalities (percentage complete)	Target	50	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vii) Number of improvements delivered for Umoja business processes	Target	8	6	6	6
		Estimate		6	6	6
		Actual			6	6
	(viii) Integrated programme and resource management dashboards developed for decision-making in support of mandates and to support users through advanced analytics and visualizations	Target	2	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2021/22	2020/21	2019/20	2018/19
	(ix) Continued development of Member State portals (contributions, budget information, human resources data and uniformed capabilities management) beyond the budget information pilot, for access to detailed financial information available in Umoja	Target	2	1	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A

External factors

235. External factors that may have an impact on the delivery of performance targets and outputs include unforeseen events that may significantly impact the projected workload and/or planned capacity; and financial impediments to carrying out activities as planned.

236. The objective and expected accomplishments as they relate to the services provided by the secretariat of the Fifth Committee are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in meetings and requests for documentation, will be received in a timely and coordinated manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of the Committee during formal meetings, as well as during informal consultations.

237. There will be no significant increase in the number of cases received from field operations for review by the Management Evaluation Unit; and the comments received from managers on cases submitted to the Management Evaluation Unit are timely and adequate.

Outputs

238. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Fifth Committee</i>	
Substantive servicing of meetings	
1. Formal meetings and informal consultations of the Fifth Committee of the General Assembly, as required	110
2. Advice to the Chair and bureau of the Fifth Committee and to Member States	1
3. Preparation of draft resolutions of the Committee for adoption by the Committee, as required	30
4. Preparation of reports of the Committee for adoption by the General Assembly, as required	30
5. Procedural notes for the Chair, as required	25
6. Notes on the programme of work, as required	1
7. Notes on the status of documentation, as required	1

Outputs

Quantity

Administrative support services**Overall management**

8. Consultations with heads of mission on management strategies, policies and compliance	30
9. Consultations with directors and chiefs of mission support on management strategies, policies and compliance	15
10. Field visits to provide assistance to mission leadership on management strategy, policy and compliance matters related to mandate implementation and programme delivery	5
11. Visits to Member States to discuss management strategy, policy and compliance matters related to field missions	2
12. Provision of reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	350
13. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	30
14. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	1

Other services

15. Headquarters Committee on Contracts meetings	90
16. Headquarters Property Survey Board meetings	15
17. Review of procurement actions	500
18. Review of disposal actions	80
19. Field assistance mission to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	1
20. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	13
21. Additional staff enrolled for the online training resources on the committees on contracts and property survey boards	85
22. Review of procurement challenges by independent high-level experts	3

Other substantive activities**Technical material**

23. Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	1
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(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal		
Posts	Approved 2020/21	—	1	—	4	3	—	8	—	2	—	—	2	10	
	Proposed 2021/22	—	1	—	4	3	—	8	—	2	—	—	2	10	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	
Temporary positions	Approved 2020/21	—	—	—	—	1	—	1	—	—	—	—	—	1	
	Proposed 2021/22	—	—	—	—	1	—	1	—	—	—	—	—	1	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	
Total, Office of the Under-Secretary-General	Approved 2020/21	—	1	—	4	4	—	9	—	2	—	—	2	11	
	Proposed 2021/22	—	1	—	4	4	—	9	—	2	—	—	2	11	
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—	

(c) Justification of general temporary assistance positions**Management Evaluation Unit***1 Legal Officer (P-3) (continuation)*

239. The Management Evaluation Unit has one GTA position of Legal Officer (P-3) under the support account. The Unit reviews management evaluation requests and advises the Under-Secretary-General whether to uphold or reverse an administrative decision or identify a settlement between the staff member and the Administration. During the 2019/20 budget period, the Unit received 346 management evaluation requests from staff of peacekeeping operations, amounting to about 63 per cent of the total requests received during that period. The completion of management evaluations for staff members in peacekeeping operations often involves extensive consultation with the decision makers in the missions and at Headquarters, particularly when a resolution of matters is explored.

240. The continuation of the position of Legal Officer (P-3) in the Management Evaluation Unit will ensure that the management evaluation process is objective and impartial through the accuracy of the Unit's legal analysis. Furthermore, requests for management evaluations often include novel fact situations or questions of law, therefore the continuation of one position of Legal Officer (P-3) will enable the Unit to undertake the extensive legal research necessary to sustain and enhance the accuracy, quality and timeliness of legal analysis. The incumbent will assist the Unit to sustain its production of quality management evaluation letters; sustain and enhance the Unit's capacity to identify all cases that are amenable to an informal resolution; and work with the appropriate channels in the Organization to ensure that such cases do not proceed to the United Nations Dispute Tribunal.

2. Office of Programme Planning, Finance and Budget**(a) Results-based budgeting framework**

241. The Office of Programme Planning, Finance and Budget is headed by the Assistant Secretary-General, Controller, and comprises the Office of the Assistant Secretary-General, Controller; the Finance Division; the Field Operations Finance Division; and the Programme Planning and Budget Division. The Office will take the lead in securing the financing of the organizational expenses, ensuring sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment. It will enhance the quality of managerial information using available business intelligence tools to allow a more transparent, efficient and accountable management of resources and mandate implementation. The challenge will continue to be to accelerate the culture shift required to fully implement the new management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning, as well as liquidity management. Accordingly, the Office of the Assistant Secretary-General will continue to support field operations through the coordination of interdepartmental activities relating to planning, programming and budgetary and financial matters.

242. The Finance Division, through its Financial Policy and Internal Controls Service, will continue to work on the adaptation of internal controls and financial policies and play a key role in the implementation of a sound internal control framework. The Financial Risk Management Service will provide leadership oversight in Organization-wide financial risk management. Its Treasury team will provide guidance on policies and procedures related to the Treasury and banking operations to peacekeeping missions. The insurance team will manage the global group health and life insurance programme and all commercial insurance policies,

and the Advisory Board on Compensation Claims and the United Nations Claims Board will provide claims handling services.

243. The Financial Reporting and Contributions Service will, inter alia: (a) prepare IPSAS-compliant financial statements; (b) provide support to the Board of Auditors in its annual audits; (c) provide guidance on the application of accounting policies; and (d) continue to support DPO, DOS and peacekeeping missions in managing trust funds. The Contributions Section will continue to provide support to the Committee on Contributions, ensure the timely issuance of assessments and enhance the Umoja contributions portal.

244. The Field Operations Finance Division will continue to enhance its support to field operations to improve the accuracy of forecasts and present proposals that clearly reflect mandate objectives and results, as well as manage resources effectively and efficiently within the levels approved. The Division will support financial capacity-building by jointly developing financial training programmes with DOS.

245. The Division will prepare statements to the Security Council and other reports on activities other than field operations authorized by the Council in its resolutions. The Division will also organize regular briefings on peacekeeping financing aspects to the General Assembly and relevant subsidiary bodies.

246. The Division will monitor the liquidity of individual special accounts, as well as liabilities to troop and police-contributing countries and operating reserves for peacekeeping operations. The Division will also provide strategic guidance with respect to global property management, real estate services, including oversight of major construction projects, and long-term capital planning.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures			
		2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Target	Positive	Positive	Positive
		Estimate		Positive	Positive
		Actual		Positive	Positive
	(ii) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (number of months)	Target	3	3	3
		Estimate		3	3
		Actual		3	3
	(iii) Monthly status of contributions available online by the end of the following month (number of months)	Target	1	1	1
		Estimate		1	1
		Actual		1	1
	(iv) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	100	100	100
		Estimate		100	100
		Actual		68	76
	(v) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Target	0	0	0
		Estimate		0	0
		Actual		0	0

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
	(vi) Provision of responses to requests for supplementary information from the Fifth Committee and ACABQ no later than 5 working days after their receipt	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(vii) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(viii) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	Target	1 800	1 800	1 800	1 800
		Estimate		1 800	1 800	1 800
		Actual			1 564	1 621
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Banking operations set up within 3 months of the establishment of new peacekeeping operations (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			N/A	N/A
	(ii) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Target	21	21	21	21
		Estimate		21	21	21
		Actual			21	21
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) All standard operating procedures and accounting manual are developed to support IPSAS accounting and reporting (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Number of days to respond to the field queries on matters including financial policy, cost recovery and master data	Target	7	7	6	6
		Estimate		7	6	6
		Actual			6	6
	(iii) Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Target	0.10	0.50	0.75	1.24
		Estimate		0.25	–	0.75
		Actual			1.86	2.46
	(iv) 100 per cent of disbursements requested for peacekeeping accounts processed within 2 business days (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
	(v) 95 per cent of Headquarters payments are processed for international staff in field missions within 10 working days	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95
	(vi) 90 per cent of payments of invoices to vendors and travel claims are processed within 30 working days	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(vii) All eligible international staff members who choose to enrol and all national staff members are provided with health insurance coverage for themselves and their dependants; life insurance coverage is also provided on an optional basis to all eligible staff (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(viii) Responses to requests for advice on insurance terms for peacekeeping contracts referred to the Financial Risk Management Service are provided within 30 working days of the receipt of the request (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ix) Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(x) Implementation of internal control framework in compliance with Committee of Sponsoring Organizations of the Treadway Commission principles (number of missions)	Target	14	14	N/A	N/A
		Estimate		14	N/A	N/A
		Actual			N/A	N/A
	(xi) Guidance on the proper application of the Financial Regulations and Rules, policies and procedures is provided within 10 working days of the receipt of the request (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(xii) 90 per cent of requests for business partners and indexes processed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2021/22	2020/21	2019/20	2018/19
	(xiii) 90 per cent of requests for user access provisioning reviewed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			90	90
	(xiv) Liabilities due to troop- and formed police-contributing countries do not exceed 3 months (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(xv) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			77	95
	(xvi) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(xvii) Property management aspect of the financial statements is in compliance with IPSAS	Target	Yes	Yes	Yes	Yes
		Estimate		Yes	Yes	Yes
		Actual			Yes	Yes

External factors

247. The economic and financial effects of the COVID-19 pandemic are expected to impact the ability of some Member States to settle their obligations to the Organization in full and on time during the 2021/22 period. During the 2021/22 period, half of the peacekeeping assessments for the fiscal year can only be issued through to the end of December 2021, with the remainder to be issued after the adoption of the new scale effective January 2022.

248. The objectives and expected accomplishments are expected to be achieved on the assumption that assessments are paid promptly and that interest rates and rates of return and the exchange rate of the United States dollar and other currencies are favourable.

Outputs

249. During the 2021/22 period, the following outputs will be delivered:

Outputs

Quantity

Servicing of intergovernmental and expert bodies, including reports thereto*General Assembly**Fifth Committee***Substantive servicing of meetings**

- | | |
|--|----|
| 1. Formal meetings of the Committee | 10 |
| 2. Informal consultations of the Committee | 50 |

*Advisory Committee on Administrative and Budgetary Questions***Substantive servicing of meetings**

- | | |
|----------------------|----|
| 3. Hearings of ACABQ | 30 |
|----------------------|----|

Parliamentary documentation**Reports of the Secretary-General**

- | | |
|--|----|
| 4. Financial statements for the year ended 30 June 2021 and financial report on United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021 | 1 |
| 5. Budget for United Nations peacekeeping operations for the period from 1 July 2022 to 30 June 2023 | 11 |
| 6. Budget performance of United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021 | 11 |
| 7. Updated financial position of closed peacekeeping missions as at 30 June 2021 | 1 |
| 8. Final disposition of assets report of peacekeeping missions (MINUJUSTH) | 1 |
| 9. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE) | 7 |

Notes by the Secretary-General

- | | |
|---|---|
| 10. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations | 4 |
|---|---|

Other services

- | | |
|--|-------|
| 11. Supplementary financial information for ACABQ and the Fifth Committee for 10 active peacekeeping operations and UNSOS, UNAMID, UNLB, RSCE and the support account, as well as final disposition of assets report for MINUJUSTH | 16 |
| 12. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions | 20 |
| 13. Review and coordination of responses to follow-up questions from legislative bodies on 10 active peacekeeping operations and UNSOS, as well as MINUJUSTH, UNAMID, UNLB, RSCE, the support account and cross-cutting issues | 2 500 |

Administrative support services (other assessed resources)**Financial management**

- | | |
|--|----|
| 14. Cost plans for peacekeeping cost recovery activities reviewed within the target timeline | 28 |
|--|----|

Financial services relating to peacekeeping activities

- | | |
|--|-----|
| 15. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis | 275 |
| 16. Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund | 52 |
| 17. Provision of policy guidance to 10 active peacekeeping operations and UNSOS, UNAMID, UNLB, RSCE and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on Financial Regulations and Rules, policies and procedures, results-based budgeting and recommendations of legislative bodies | 28 |
| 18. Visits to peacekeeping operations, UNSOS, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues | 10 |
| 19. Organization and conduct of videoconferences with peacekeeping operations and UNSOS, UNLB and RSCE, and in-person meetings with Headquarters departments and offices, as and when required, preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives | 13 |

<i>Outputs</i>	<i>Quantity</i>
20. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1
21. Financial oversight of liquidating peace operations	1
22. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating peace operations in response to Security Council mandates	1
23. Formulation of resource requirements resulting from new initiatives, unforeseen circumstances and changed environments	1
24. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1
25. Guidance on enhanced recording, analysis and reporting of the costs of activities for service providers and service recipients	1
26. Self-assessment checklists and risk control matrices for all peacekeeping operations (10 active peacekeeping operations, UNSOS, UNLB and RSCE)	13
27. Training and policy guidance on improved internal controls	1
28. Provision of policy guidance to 10 active peacekeeping operations and UNSOS, UNAMID, UNLB, RSCE and 14 Headquarters departments and offices on the application of the Financial Regulations and Rules, policies and procedures	1
29. Processing of payments to Member States, staff and vendors	16 000
30. Payment of staff entitlements and advances	10 000
31. Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	11
32. Settlement of peacekeeping commercial insurance claims and claims reviewed by the Advisory Board on Compensation Claims	100
33. Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	54 286
34. Monthly issuance of internal control accounting dashboards corresponding to 10 active peacekeeping operations and UNSOS, UNLB and RSCE	13
35. Timely reporting on cases of fraud and presumptive fraud to the Board of Auditors for peacekeeping-related entities	13
36. Updating and maintenance of the Policy Portal as it pertains to the financial regulatory framework, including the Financial Regulations and Rules, administrative issuances, policy documents and guidance regarding finance and procurement for peacekeeping-related entities	1
37. Expert advice and support on Umoja financial policy and procedures for peacekeeping-related entities	13
38. Umoja master data governance related to finance for 13 peacekeeping-related entities	13
39. Updating of finance-related master data (number of work orders for coding block and for service delivery) for 13 peacekeeping-related entities	13
40. Review of user access provisioning for Umoja finance roles for peacekeeping-related entities	13
41. Updating and maintenance of SWIFT in accordance with international requirements for peacekeeping-related entities	13
Overall management	
42. Provision of guidance on sustaining IPSAS compliance in missions	13
43. Investment settlements	600
44. Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	6 721
45. Processing of receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	5 347
Global asset management	
46. Publication of the Property Management Manual	1
47. Oversight of the training and certification of staff with responsibilities related to property management	1
48. Strategic guidance on property management performance monitoring and reporting	1
49. Property management performance reports	4
50. Supplemental instructions for the preparation of IPSAS financial reports on property, plant and equipment and inventory	1

<i>Outputs</i>	<i>Quantity</i>
51. Review of financial data for compliance with IPSAS and the property management framework through establishment of a property management situation room	1
52. Umoja master data governance related to the classification of property	1
Oversight of capital construction projects	
53. Oversight and technical guidance for the implementation of major capital projects	6
54. Oversight and technical guidance for the implementation of ongoing capital maintenance and alterations and improvements projects	27
55. Reviews of technical and administrative submissions related to the development and implementation of construction projects	6
56. Formal meetings of the Inter-Agency Network of Facilities Managers and offices away from Headquarters on facilities management policy matters	1

(b) Human resources requirements

<i>Posts and temporary positions</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
Posts	Approved 2020/21 ^a	1	1	6	28	20	1	57	4	37	–	–	41	98
	Proposed 2021/22	1	1	6	29	20	1	58	4	37	–	–	41	99
	Net change	–	–	–	1	–	–	1	–	–	–	–	–	1
Temporary positions	Approved 2020/21	–	–	–	1	–	–	1	–	1	–	–	1	2
	Proposed 2021/22	–	–	–	–	–	–	–	–	1	–	–	1	1
	Net change	–	–	–	(1)	–	–	(1)	–	–	–	–	–	(1)
Total, OPPFB	Approved 2020/21 ^a	1	1	6	29	20	1	58	4	38	–	–	42	100
	Proposed 2021/22	1	1	6	29	20	1	58	4	38	–	–	42	100
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

^a One post (GS (OL)) established as of 1 January 2021 is included.

(c) Justification of posts

250. The redeployment of two posts (P-4 and GS (OL)) from the Field Operations Finance Division to the Finance Division, redeployment of two posts (2 GS (OL)) from the Finance Division to the Field Operations Finance Division, and a conversion of one GTA position (P-4) to a post in the Finance Division are proposed, which is shown under each Division below.

Field Operations Finance Division

Redeployment of 2 posts (2 Finance and Budget Assistant, GS (OL)) from the Finance Division

251. Similar to the proposal in the programme budget for 2021 ([A/75/6 \(Sect. 29\)](#), para 29A.179 (c)), following management reform and the creation of DMSPC, including the Office of Programme Planning, Finance and Budget, and after more than two years of experience under the new management paradigm, the Office proposes to refine its structure to better align its functions and the related funding sources across all components. The proposed change rationalizes the funding sources of posts along with the work of the components and involves the swapping of

extrabudgetary funded posts in the Field Operations Finance Division with support account funded posts in the Finance Division. Specifically, while the two posts in the Finance Division carry out functions relating to trust funds, they are currently funded from the support account. Conversely, there are two posts in the Field Operations Finance Division that primarily carry out functions relating to peacekeeping activities but are funded from extrabudgetary resources. The staffing resources available to both Divisions will remain the same. The two posts in the Field Operations Finance Division will support that Division in providing effective strategic guidance and support to field operations on budgeting and financial stewardship, and developing policies, methodologies and tools in this regard.

Finance Division

Redeployment of 2 posts (1 Procurement Officer (P-4) and 1 Accounting Assistant (GS (OL)) from the Field Operations Finance Division

252. The redeployments from the Field Operations Finance Division to the Finance Division are proposed for a technical purpose to allow for the continued undertaking of functions established in the Finance Division during the management reform.

Conversion of 1 GTA position of Finance Officer (accounting policy) (P-4) to a post

253. The conversion of one GTA position of Finance Officer (P-4) to a post is proposed in the Financial Policy Section, which has two posts (2 P-4) and one GTA position (P-4) under the support account. The position was initially approved in the 2017/18 period. The position allows the Section to monitor and keep abreast of developments regarding IPSAS and its amendments; attend meetings of the IPSAS Board and produce reports for submission to the Controller; study proposals, including consultation papers, exposure drafts, recommended practice guidelines and other pronouncements; conduct impact analyses and prepare reports for management on emerging issues; and provide comments on exposure drafts and other pronouncements of the IPSAS Board through the system-wide Task Force on Accounting Standards.

254. The P-4 Finance Officer will also be responsible for drafting Umoja functional specifications; testing system changes; and updating training materials to reflect changes to financial accounting processes. The proposed Finance Officer will monitor postings generated by the Umoja batches, investigate irregular entries and test corrections before the corrections are implemented; when required, coordinate with the Financial Statements Section, peacekeeping missions and the Umoja support team to implement corrections; and collaborate with the Financial Statements Section to draft and communicate instructions to peacekeeping missions including year-end closing instructions.

(d) Justification of general temporary assistance positions

1 Accounting Assistant (GS (OL)) (continuation)

255. The continuation of one GTA position of Accounting Assistant (GS (OL)) is proposed in the Health and Life Insurance Section, which has three posts (1 P-4 and 2 GS (OL)) and one GTA position (GS (OL)) under the support account. The position was initially approved in the 2009/10 period. The Section is responsible for the administration of the medical, dental and life insurance plans of active and retired staff and their eligible family members. The Section manages the contracts with the third-party administrators of the United Nations worldwide plan for international staff and of the Medical Insurance Plan for local staff in field missions, and coordinates with the various field offices and insurance carriers to resolve issues, process death claims for life insurance and follow up on the status of claims.

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

3. Office of Human Resources

(a) Results-based budgeting framework

257. The Office of Human Resources provides strategic direction and policy leadership in all human resources matters. It aligns the Organization's human resources capacity with its mission and mandates through the implementation and continual refinement of a global human resources strategy and innovative policies based on both organizational and staff needs. OHR plays a key role in shaping the organizational culture, including through enhancing diversity, organizational development and leadership, promoting greater accountability of United Nations personnel, learning, career support and performance management.

258. During the 2021/22 period, OHR will advance workforce planning by establishing a strategic workforce planning process, linking strategic planning for field operations, external and internal workforce trends and the present situation of the United Nations workforce in field operations. New data models, views and analytical capabilities will be developed with the aim of providing better analysis of the staff demographic data as requested by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee.

259. Strategies and initiatives aimed at building a diverse workforce in peacekeeping operations, including through establishing talent pools and innovative outreach initiatives, will be developed. In a post-COVID-19 environment, virtual outreach efforts will be critical, focusing on online marketing, social media branding, virtual career fairs and job boards. As part of the Geographical Diversity Strategy action plan, OHR will support field missions to conduct targeted recruitment campaigns, provide strategic guidance on how to achieve greater regional diversity in their workforce and offer key tools and targeted resources to be used by the field missions.

260. OHR will continue its targeted efforts to promote gender parity, which will include special measures to attract, recruit, retain and promote qualified women and broaden the applicant pool for field positions. OHR will also be working on initiatives to create and promote an inclusive, safe and bias-free environment for all personnel, including minority groups, using an intersectional approach with a specific focus on challenges experienced in field missions.

261. To implement a new approach to mobility, OHR will work with field operations and monitor overall mobility trends to ensure that the intended objective, such as to support geographical mobility among duty stations, is achieved.

262. OHR will continue to lead the implementation of the United Nations System Mental Health and Well-being Strategy. The priorities for the 2021/22 period are to

undertake stigma reduction activities, increase the skills of leaders and managers, make recommendations to facilitate equal access to quality psychosocial support services and assist United Nations organizations to develop tailored mental health action plans.

263. A global network of conduct and discipline focal points was established in 2019, which includes the existing network of conduct and discipline practitioners in peacekeeping operations. ALD Connect, a platform launched in 2019, supports the network. In addition, training programmes and toolkits on upholding United Nations standards of conduct, including with regard to sexual exploitation and abuse and sexual and workplace harassment, will be enhanced.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of availability of online reports for Member States on human resources information for field operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Conditions of service are regularly addressed to support staff serving in peacekeeping missions (number of meetings)	Target	4	4	N/A	N/A
		Estimate		4	N/A	N/A
		Actual			4	N/A
	(ii) Development and promulgation of administrative issuances on policy framework and conditions of service of field staff (number of Secretary-General's bulletins, administrative instructions and information circulars issued)	Target	20	25	N/A	N/A
		Estimate		21	N/A	N/A
		Actual			20	N/A
	(iii) All critical incidents reviewed within 7 days (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			94	100
	(iv) Timely processing of appeals and disciplinary cases within statutory time limits (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(v) Reports received by peacekeeping missions are entered in the misconduct tracking system/ case management tracking system and reviewed within 7 days to determine whether the matter involves possible misconduct (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			90	91.2

External factors

264. The successful delivery of indicators of achievement and outputs may be impacted by cash flow; location of meetings; and approval and decisions of intergovernmental bodies. Other external factors that may impact on the delivery of performance targets and outputs include geopolitical conditions in peacekeeping operations. COVID-19 may impact mental health and well-being priorities.

Outputs

265. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
Substantive servicing of and representation at meetings	
1. Advisory Committee on Administrative and Budgetary Questions	7
2. Special Committee on Peacekeeping Operations	2
3. Fourth Committee	2
4. Fifth Committee	17
5. Sixth Committee	3
6. Committee for Programme and Coordination	1
7. International Civil Service Commission	36
8. Advisory Committee on Post Adjustment Questions	6
Parliamentary documentation	
Reports of the Secretary-General	
9. Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	1
10. Biennial report on gratis personnel, retirees and consultants	1
11. Amendments to the Staff Regulations and Rules of the United Nations	2
12. Overview report on human resources	1
13. Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour	1
Human resources management services	
Administrative Law Division	
14. Legal management of appeals cases, including representing the Secretary-General in written and oral proceedings before the United Nations Dispute Tribunal (New York, Geneva and Nairobi) in cases brought by peacekeeping staff	205
15. Legal management of disciplinary matters referred for action to OHR by field missions, which involves, among other things, making recommendations, providing legal advice and liaising with investigative entities such as OIOS, special investigation units, ad hoc panels, local human resources offices and the Office of Legal Affairs	136
16. Provision of legal advice on disciplinary matters concerning staff in field missions, complaints filed under ST/SGB/2019/8 and recommendations of the Ethics Office on protection against retaliation	242
17. Provision of advice on management of critical incident matters	30
18. Development and updating of procedures for response to critical incidents	8
19. Investigation reports substantiating allegations of misconduct and related matters reviewed and referred for appropriate accountability measures by the United Nations or Member States	105
20. Category I allegations of misconduct recorded and tracked in misconduct tracking system	250
21. Category II allegations of misconduct recorded and tracked in misconduct tracking system	550
22. Verification and clearance of a monthly average of 7,000 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment	84 000

<i>Outputs</i>	<i>Quantity</i>
23. Field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other misconduct	2
Global Strategy and Policy Division	
24. Development of a streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1
25. Development of capacity-building tools to strengthen knowledge and awareness of the human resources policy framework for staff in the field (including through the creation of knowledge-exchange mechanisms for human resources professionals worldwide on best practices, etc.)	1
26. Provision of authoritative policy interpretation and advice on field-related matters	250
27. Continuous dialogue with staff unions representing field staff (United Nations Field Staff Union and United Nations Staff Union)	20
28. Comprehensive and interim salary surveys and reviews of special measures pertaining to salaries for peacekeeping missions in consultation with local salary survey committees	15
29. Development of United Nations standards and systems to ensure equitable access to high-quality psychosocial support	1
30. Leadership of the implementation of the United Nations System Mental Health and Well-being Strategy	1
31. Servicing of meetings of the Joint Negotiation Committee for the Field and the Staff-Management Committee	3
32. Online and ad hoc human resources reports for Member States and other users for strategic workforce planning on human resources information for field operations, including support for users in permanent missions (number of Member States)	193
33. Development of strategic workforce planning, process and analysis	1
34. Implementation of a mobility framework for the Secretariat that meets the needs of the Organization, including those of field operations	1
35. Conduct of outreach missions to Member States with the aim of raising awareness and identifying candidates for field operations, including organizational priorities such as gender parity targets	2
36. Development of employer branding, virtual outreach and social media messaging with field-specific content	1
37. Development, implementation and evaluation of programmes emanating from the system-wide strategy on gender parity, addressing gender parity in the field specifically	4
38. Development, implementation and evaluation of programmes emanating from the Secretary-General's Geographical Diversity Strategy, specifically addressing regional diversity in the field	1
39. Targeted support to field missions to support them in conducting regional recruitment campaigns to ensure greater regional group diversity, gender parity and other diversity goals for peacekeeping operations	3
40. Development of strategies and programmes on and engagement of persons with disabilities, and awareness-building activities across the Organization on disability inclusion with a global reach, coordinated with field-based efforts	3
41. Development and operationalization of programmes supporting an inclusive, enabling, safe and bias-free work environment, including prevention of and response to sexual harassment	3
Other services	
International cooperation and inter-agency coordination and liaison	
42. Servicing of meetings of the CEB Human Resources Network, including the Standing Committee on Field Duty Stations	34
43. Meetings of the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse supported	2
44. Briefings to Member States and non-governmental organizations on a comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	24

(b) Human resources requirements

		Professional and higher categories						General Service and related categories						
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Posts	Approved 2020/21	–	1	4	15	7	3	30	–	9	–	–	9	39
	Proposed 2021/22	–	1	4	15	8	3	31	–	9	–	–	9	40
	Net change	–	–	–	–	1	–	1	–	–	–	–	–	1
Temporary positions	Approved 2020/21	–	–	–	2	3	–	5	–	–	–	–	–	5
	Proposed 2021/22	–	–	–	2	2	–	4	–	–	–	–	–	4
	Net change	–	–	–	–	(1)	–	(1)	–	–	–	–	–	(1)
Total, OHR	Approved 2020/21	–	1	4	17	10	3	35	–	9	–	–	9	44
	Proposed 2021/22	–	1	4	17	10	3	35	–	9	–	–	9	44
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts**Administrative Law Division****Conduct and Discipline Service***Conversion of 1 GTA position of Programme Officer (P-3) to a post*

266. The Conduct and Discipline Service has 14 posts (1 D-1, 3 P-5, 4 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and one GTA position (P-3) under the support account. The GTA position of Programme Officer (P-3) was initially approved in the 2017/18 period. The position was previously proposed for conversion in the 2019/20 period, at which time the Advisory Committee on Administrative and Budgetary Questions recommended against the conversion noting that the Committee considered that the conversion of the position was premature and would be better assessed following a period of stabilization and the review of the effectiveness of the new structure (A/73/849, para. 43). After more than two years of experience under the new structure, the proposal for conversion is hereby resubmitted.

267. The conversion is proposed so as to meet continuing heightened demands on the Conduct and Discipline Service in the areas of vetting of personnel and conducting programmatic and operational analysis of misconduct data to support informed, evidence-based decision-making in peacekeeping operations. The Programme Officer (P-3) has enabled integration and oversight of the implementation of all vetting mechanisms for all categories of United Nations personnel in field missions. The number of requests for vetting of personnel against records of misconduct during prior service with the United Nations has increased exponentially since 2017, when the GTA post was originally approved, and vetting has expanded to also cover all personnel from military contingents and formed police units. From January to June 2019, the monthly average number of names of candidates for recruitment or deployment to field missions from all categories of personnel was 4,500, compared with a monthly average of 1,700 in 2016. The number of requests for vetting of all categories of personnel for field missions is not expected to decrease in the foreseeable future.

268. The Programme Officer (P-3) is also the focal point for vetting for senior leadership positions in field missions, and currently works to enhance the processes

of vetting civilian personnel through the creation of linkages between United Nations recruitment systems and the misconduct tracking system. The Programme Officer (P-3) plays a central role in the expansion of vetting capabilities between the Secretariat and United Nations agencies, funds and programmes, including through acting as a focal point for data concerning uniformed personnel used for the Clear Check system on sexual exploitation and abuse and sexual harassment. The Programme Officer (P-3) also coordinates cooperation between the Secretariat and regional organizations, principally the African Union missions supported by the United Nations, in the area of vetting.

269. With the dedicated work by the Programme Officer (P-3), data on allegations of sexual exploitation and abuse, in particular, can now be used to identify trends and patterns, which can ultimately inform targeted prevention strategies such as training and risk management. Furthermore, since 2017, the Conduct and Discipline Service has been working closely with key stakeholders in DPO on integrating conduct and discipline into several key performance and accountability processes relating to peacekeeping personnel. The Programme Officer (P-3) has been instrumental in developing the means for making essential misconduct data accessible for these processes in a timely manner, including through linkages between databases. These ongoing performance-related processes now use misconduct data as an element of performance monitoring and serve to support strategic decision-making, including under the auspices of the Action for Peacekeeping initiative. Given the sustained increase in the workload in these areas, the conversion of the position is proposed.

(d) Justification of general temporary assistance positions

270. The Office has two GTA positions (1 P-4 and 1 P-3) in the Global Strategy and Policy Division and two GTA positions (1 P-4 and 1 P-3) in the Administrative Law Division under the support account. All four GTA positions are proposed for continuation in the 2021/22 period as presented below.

Global Strategy and Policy Division

Strategic Talent Management Service

Staffing Diversity and Outreach Section

271. The Staffing Diversity and Outreach Section has no posts and only two GTA positions (1 P-4 and 1 P-3) under the support account.

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

272. The GTA Programme Officer (gender parity) (P-4) position was initially approved in the 2018/19 period. The Programme Officer will work directly with senior management on implementing the geographic diversity strategies (equitable geographical representation and greater regional group diversity) and tools in the global Secretariat, particularly in field missions. The Programme Officer will also support initiatives that address gender parity and career enhancement of female staff in the General Service and National Professional Officer categories.

273. The Programme Officer (P-4) will develop and evaluate programmes and projects needed to operationalize recommendations and will monitor and analyse their development. This includes recommendations specific to the mission setting. For instance, the Programme Officer will lead on the initiation of the second phase of the gender parity strategy focusing on General Service staff and National Professional Officers and will support outreach measures and activities to attract more qualified women to field positions. In addition, the Programme Officer will develop and operationalize projects supporting an inclusive, enabling and safe work environment,

including on prevention and response to sexual harassment. The Programme Officer will also develop guidance on disability inclusion and organize awareness-building activities on disability inclusion with a global reach, coordinated with field-based efforts.

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

274. The Human Resources Officer (mobility framework) (P-3) was initially approved in the 2010/11 period. The Human Resources Officer will coordinate the implementation of a new approach to mobility, as presented by the Secretary-General in his report on a new approach to staff mobility by building an agile Organization by providing opportunities for on-the-job learning and skills development ([A/75/540/Add.1](#)), and support the needs of field operations. The incumbent will also be responsible for developing strategies to ensure that the new approach to mobility is leveraged to deploy a global, versatile, adaptable and engaged workforce with diverse experience and skills as a way of enhancing the delivery of the evolving mandates of the Organization. In addition, the incumbent will also undertake the development of ways to share the talent pool among United Nations entities to address geographical balance and gender parity, which will include stakeholder consultations, communications, designing of procedures and discussions within the United Nations system.

Administrative Law Division

Appeals Management Section

Continuation of 2 GTA positions

1 Legal Officer (P-4) in the Disciplinary Team in Nairobi (continuation)

1 Legal Officer (P-3) in the Disciplinary Team in New York (continuation)

275. The Appeals Management Section has nine posts (2 P-4, 3 P-3, 2 P-2 and 2 GS (OL)) and two GTA positions (1 P-4 and 1 P-3) under the support account, of which three posts (1 P-4 and 2 P-3) and one GTA position (P-4) are located in Nairobi. The continuation of both GTA positions, which were initially approved in the 2020/21 period to handle the disciplinary and appeal matters referred to the Appeals Management Section for action, is proposed.

276. The Disciplinary Team in the Appeals Management Section handles disciplinary matters referred to OHR concerning Secretariat staff members, defends the Secretary-General's position before the Dispute Tribunal in disciplinary-related appeals, acts as subject-matter experts and management chairs or participants in staff management working groups on conduct-related policy, participates in or chairs United Nations system-wide working groups on conduct-related issues and provides advice to senior managers about disciplinary matters and conduct-related policy. The workload of the Disciplinary Team is measured by matters handled (disciplinary cases referred plus appeals) per legal officer but also by reference to advice requested plus tasks assigned, including policy-related work, because of the subject-matter expertise of the legal officers in the Team.

277. The workload of the Disciplinary Team is a result of: (a) increased activity before the Dispute Tribunal; (b) an increased number of cases referred for possible disciplinary action (182 investigation reports in 2020 as compared with an average of 137 reports per year in the previous five years); (c) increased emphasis on accountability for cases of sexual misconduct and other serious misconduct; (d) an increase in the amount and complexity of the supporting information/documentation provided with the referred matters, as well as the lack of transcripts of audio interview records of most of the witnesses in OIOS-produced reports; and (e) an increased

demand for revision of policies, development of training activities and the provision of written guidelines regarding conduct and disciplinary matters.

278. In the 12 months of 2020, the Disciplinary Team had a greater caseload (comprised of disciplinary matters referred to OHR and appeals of disciplinary sanction-related matters) than was previously handled in a 12-month period (346 matters handled up to 31 December 2020, compared with an average number of 254 matters per year handled in the previous five years). Given these demands, a realistic workload per year per Legal Officer is between 30 to 35 matters rather than the previously provided projected workload of 40 matters per Legal Officer per year. Given the seven Legal Officers in the Disciplinary Team (which includes the two GTA-funded posts), this provides an indicative workload in total of between 210 and 245 matters. On the basis of the number of matters handled as at 31 December 2020, there is a backlog of almost 100 matters being carried into 2021. This accords with the number of open disciplinary matters being carried into 2021: 175 disciplinary matters rather than the previous five-year average carry over of 87 disciplinary matters. It is to be noted that the average duration of handling and closing a referred disciplinary case, as recorded for the five years ending 31 December 2019, is seven and a half months. During 2020, the time taken has increased to an average of 11.1 months. Given the backlog, the time taken to process cases is likely to increase. The continuation of the two GTA-funded Legal Officers is thus critical.

279. In addition, as the new OIOS investigators have begun to deliver completed investigation reports, the caseload of the Disciplinary Team has increased. There was a four-fold increase in the number of sexual harassment investigations referred for disciplinary action: from 5 in 2017 to 17 in 2019, and with 20 matters referred by 31 December 2020.

4. Business Transformation and Accountability Division

(a) Results-based budgeting framework

280. The Business Transformation and Accountability Division is mandated to strengthen and mainstream accountability systems in order to drive a results-based culture and ensure the proactive management of risk. It monitors and reports on organizational performance using clear targets and benchmarks. By leveraging the global management reporting capabilities of Umoja and other enterprise solutions, the Division uses business analytics to provide real-time support on performance for senior managers in peacekeeping missions and other internal and external stakeholders and conducts management reviews and quality assurance functions in a cycle of continuous improvement. The Division supports and monitors the use of delegated authority.

281. During the 2021/22 period, the Business Transformation and Accountability Division will: (a) continue to enhance the delegation of authority portal to improve its management of the system of delegation of authority and work with DOS to assist managers who have delegated authority; (b) develop an online fundamental results-based management training course for peacekeeping operations; (c) analyse and report on real-time strategic managerial data to enable informed, evidence-based and timely executive decision-making by peacekeeping missions; (d) work with focal points in peacekeeping operations to update their risk registers and implement risk mitigations; (e) support innovation and new ways of working in peacekeeping operations; (f) support/guide the operationalization of the evaluation policy in field operations; (g) continue to enhance the compacts of heads of mission and deputy heads of mission to strengthen organizational performance measurement for peace operations; and (h) deliver data analytics and visualization training to staff of peacekeeping missions in support of the Secretary-General's data strategy.

282. During the 2021/22 period, the Division will prioritize the delivery of online and in-person courses and workshops in the areas of results-based management, enterprise risk management, evaluation, oversight coordination and advanced data analysis; the design and provision of complex data and information products, high-value insight and advanced analytics to incorporate diagnostic and predictive analysis into complex organizational challenges; the promotion of data literacy; and the continuous review and enhancement of key performance indicators used for monitoring the system of delegated authority and expansion of the management dashboard. While the initiatives listed are ambitious, the Division has maintained proposed resources at approximately the same level as for the previous period.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of availability of online reports for Member States	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Automated financial reporting meeting CEB standards (number of standards covered)	Target	4	4	N/A	N/A
		Estimate		4	N/A	N/A
		Actual			N/A	N/A
	(iii) Percentage of implemented Board of Auditors recommendations due in the cycle for peacekeeping operations implemented on time	Target	70	50	N/A	N/A
		Estimate		50	N/A	N/A
		Actual			N/A	N/A
	(iv) Percentage of implemented OIOS recommendations due in the cycle for peacekeeping operations implemented on time	Target	70	50	N/A	N/A
		Estimate		50	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Appropriate authority delegated to heads of newly established peacekeeping missions within 15 days of assumption of functions (percentage of newly established missions receiving delegated authority)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of heads of entity that accept delegation of authority directly from the Secretary-General	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Increase in number of peacekeeping missions with updated risk register, risk treatment and response (number of missions)	Target	7	6	6	2
		Estimate		6	6	N/A
		Actual			6	3
	(iii) Availability of the integrated management dashboard for peacekeeping operations (number of active users)	Target	180	150	N/A	N/A
		Estimate		150	N/A	N/A
		Actual			N/A	N/A

External factors

283. External factors that may have an impact on the delivery of performance targets and outputs include the security and health situation, including the impact of the

COVID-19 pandemic, on the ground permitting the organization of workshops and site visits in the field.

Outputs

284. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
1. Meetings of the Committees (ACABQ and IAAC)	3
<i>Fifth Committee</i>	
Substantive servicing of meetings	
2. Formal meetings of the Fifth Committee	1
3. Informal consultations of the Fifth Committee	2
Parliamentary documentation	
4. Comments by the Secretary-General on reports of the Joint Inspection Unit	1
5. Report of the Secretary-General on implementation of the recommendations of the Board of Auditors	1
6. Progress report of the Secretary-General on accountability: strengthening accountability in the United Nations Secretariat	1
Administrative support services	
Overall management	
Site visits	
7. Site visits/sessions to help peacekeeping missions to conduct risk assessments	2
8. Site visits/sessions to help peacekeeping missions to address issues related to delegation of authority	4
9. Site visits/sessions to conduct advanced data analysis in peacekeeping missions	2
10. Site visits/sessions to help peacekeeping missions to address complex issues related to business transformation and accountability	2
11. Site visits/sessions to support selected peacekeeping operations with the implementation of the evaluation policy	3
Workshops	
12. Workshops for peacekeeping missions on advanced enterprise risk management	3
13. Workshop on oversight for peacekeeping oversight focal points	1
14. Workshop for peacekeeping missions on senior manager compacts	1
15. Workshops for peacekeeping missions on advanced analytical tools	1
16. Workshops for peacekeeping missions on evaluation	2
17. Workshops for peacekeeping operations on innovation and new ways of working	2
Guidance and support tools	
18. Guidance on enterprise risk management to peacekeeping operations, including the enterprise risk management tool (number of entities)	13
19. Guidance and training on results-based management to peacekeeping operations (number of entities)	13
20. Implementation of enhancements to online compact platform	1
21. Publication of compacts of senior managers of peacekeeping missions	11
22. Provision of support to Management Performance Board on the annual compacts of senior managers	1
23. Provision of enhanced online management dashboards for peacekeeping operations including user support and ad hoc reports (number of entities)	13
24. Implementation of environmental sustainability management tools	2
25. Support for the annual training course for mission focal points on organizational resilience	1

<i>Outputs</i>	<i>Quantity</i>
26. Provision of support to peacekeeping operations on the implementation of the evaluation policy (number of entities)	13
27. Support to peacekeeping operations on innovation and new ways of working, including online tools (number of entities)	13
28. Provision of online reports for Member States on peacekeeping operations, including support for users in permanent missions and ad hoc reports (number of entities)	13
29. Guidance on delegation of authority to peacekeeping operations (number of entities)	13
30. Provision of online delegation of authority portal and exception reporting for peacekeeping operations (number of entities)	13
31. Provision of online policy portal for peacekeeping operations (number of entities)	13
Other services	
32. Meetings of the Vendor Review Committee held	15

(b) Human resources requirements

<i>Posts and temporary positions</i>		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
Posts	Approved 2020/21	–	–	3	11	12	3	29	1	18	–	–	19	48
	Proposed 2021/22	–	–	3	12	12	3	30	1	18	–	–	19	49
	Net change	–	–	–	1	–	–	1	–	–	–	–	–	1
Temporary positions	Approved 2020/21	–	–	–	1	–	–	1	–	–	–	–	–	1
	Proposed 2021/22	–	–	–	–	–	–	–	–	–	–	–	–	–
	Net change	–	–	–	(1)	–	–	(1)	–	–	–	–	–	(1)
Total, Business Transformation and Accountability Division	Approved 2020/21	–	–	3	12	12	3	30	1	18	–	–	19	49
	Proposed 2021/22	–	–	3	12	12	3	30	1	18	–	–	19	49
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts

Analytics and Project Management Service

Analytics Section

Conversion of 1 GTA position of Management and Programme Analyst (P-4) to a post

285. The Analytics Section has seven posts (3 P-4, 2 P-3, 1 GS (PL) and 1 GS (OL)) and 1 GTA position of Management and Programme Analyst (P-4) under the support account. The position was initially approved in the 2009/10 period in the Office of Human Resources Management for the implementation of *HR Insight*, including design, data quality and generation and other related functions. The position was proposed for conversion in the 2017/18 period, which the Advisory Committee did not recommend noting that it was of the view that the functions should continue to be provided as temporary assistance (A/71/883, para. 89). Since then, the Business Transformation and Accountability Division was created on January 2019 through the management reform with new mandates, and additional functions of a continuing nature are being undertaken by the Management and Programme Analyst position, which is therefore proposed for conversion to a post in the 2021/22 period.

286. The Management and Programme Analyst is required to carry out mining and analysis of strategic business data from enterprise systems such as Umoja, Inspira and other management data sources in order to provide support for the work of managers in peacekeeping operations. The Management and Programme Analyst identifies patterns and provides trend and opportunities analyses as well as other analytical reports, such as dashboards, to the management of peacekeeping operations. The Management and Programme Analyst recommends ways to improve management services for peacekeeping operations through quality assurance and the identification through data analytics of systemic weaknesses and their root causes.

287. The Management and Programme Analyst is a dedicated analytical capacity with a focus on peacekeeping operations' unique requirements, especially in relation to human resources management, financial and property management, and specific objectives and indicators included in the compacts of heads of mission. The position is critical to maintaining the Business Transformation and Accountability Division's support to peacekeeping operations in the area of advanced analytics, as well as ensuring the building up of the analytical capacity of the Analytics Section in peacekeeping operations through training provided by the Division, collaboration and knowledge-sharing, and focusing on projects to further enable evidence-based decision-making.

5. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	31 008.7	32 319.4	34 504.3	2 184.9	6.8
II. Non-post resources					
General temporary assistance	1 227.4	1 597.3	1 123.6	(473.7)	(29.7)
Consultants and consulting services	124.0	517.9	308.2	(209.7)	(40.5)
Official travel	340.5	844.6	641.8	(202.8)	(24.0)
Facilities and infrastructure	11.2	53.8	53.8	–	–
Communications and information technology	1 100.1	1 477.0	1 716.4	239.4	16.2
Other supplies, services and equipment	12 793.3	11 244.1	11 282.0	37.9	0.3
Subtotal	15 596.5	15 734.7	15 125.8	(608.9)	(3.9)
Total, I and II	46 605.2	48 054.1	49 630.1	1 576.0	3.3
Enterprise resource planning ^a	19 376.9	13 381.3	15 799.5	2 418.2	18.1
Global service delivery model ^b	868.5	868.5	868.5	–	–
Umoja maintenance and support costs ^c	890.4	932.9	932.9	–	–
Grand total	67 741.0	63 236.8	67 231.0	3 994.2	6.3

^a See para. 47 above.

^b See para. 48 above.

^c See paras. 50–55 above.

Analysis of financial resource requirements¹

Post resources

Organizational unit	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2 041.6	1 883.6	1 976.8	93.2	4.9
Office of Programme Planning, Finance and Budget	14 854.3	15 771.8	16 766.8	995.0	6.3
Office of Human Resources	7 313.7	7 151.7	7 671.5	519.8	7.3
Business Transformation and Accountability Division	6 799.1	7 512.3	8 089.2	576.9	7.7
Total	31 008.7	32 319.4	34 504.3	2 184.9	6.8

288. The provision would cover the salaries, common staff costs and staff assessment for the continuation of 198 posts, including the conversion of three GTA positions. The variance is due to the proposed conversion of three GTA positions to posts and updated salary costs (see paras. 26 and 56–61 above), as well as a lower vacancy rate applied to posts established in the 2020/21 period.

General temporary assistance

Organizational unit	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	73.5	287.0	280.0	(7.0)	(2.4)
Office of Programme Planning, Finance and Budget	342.2	312.0	103.3	(208.7)	(66.9)
Office of Human Resources	502.4	788.5	740.3	(48.2)	(6.1)
Business Transformation and Accountability Division	309.3	209.8	–	(209.8)	(100.0)
Total	1 227.4	1 597.3	1 123.6	(473.7)	(29.7)

289. The provision would cover the salaries, common staff costs and staff assessment for the continuation of six positions and the provision for replacement of staff on maternity or sick leave (four person-months for staff in the Professional category and four person-months for staff in the General Service category). The variance is due to updated salary costs (see paras. 26 and 56–61 above) and the proposed conversion of three GTA positions to posts.

Consultants and consulting services

Organizational unit	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	11.1	26.4	33.0	6.6	25.0
Office of Programme Planning, Finance and Budget	10.1	72.4	107.4	35.0	48.3
Office of Human Resources	—	226.7	—	(226.7)	(100.0)
Business Transformation and Accountability Division	102.8	192.4	167.8	(24.6)	(12.8)
Total	124.0	517.9	308.2	(209.7)	(40.5)

290. In the Office of the Under-Secretary-General, the provision of \$33,000 would cover the costs of a consultant for the continuation of the substantive review of procurement challenges, which is being performed by independent high-level experts.

291. In OPPFB, the provision of \$107,400 would cover: (a) the costs of a consultant for the continuation of the actuarial valuation of peacekeeping staff benefits, such as repatriation, annual leave and after-service health insurance, for which capacity is not available in the Secretariat; (b) one consultant for six months to roll out the self-assessment checklist for peacekeeping missions, including provision of training to missions on assessment of internal controls; and (c) in respect of IPSAS, one consultant for four person-months to carry out an analysis of leases globally and review other IPSAS updates. The consultant will assess the impact of those changes on the financial statements and also build IPSAS training materials for leases and other accounting subjects.

292. In the Business Transformation and Accountability Division, the provision of \$167,800 would cover: (a) a consultancy to develop business innovation support programmes/framework, advanced analytic methods and tools for peacekeeping missions; (b) a consultancy to develop the environmental management system compliance framework and associated tools; and (c) a consultancy to develop training modules for enterprise risk management, evaluation and results-based management.

293. The decreased requirements of \$209,700 are due to: (a) provision for Inspira enhancements being included under the communications and information technology budget class in OHR based on the nature of the expenditure; (b) more in-house capability established in certain functions of the Business Transformation and Accountability Division; offset in part by (c) an additional consultant to carry-out an analysis of leases and review other IPSAS updates in accordance with audit recommendations.

Official travel

Organizational unit	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	58.2	193.2	172.1	(21.1)	(10.9)
Office of Programme Planning, Finance and Budget	194.7	216.6	133.2	(83.4)	(38.5)

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of Human Resources	41.3	147.4	112.7	(34.7)	(23.5)
Business Transformation and Accountability Division	46.3	287.4	223.8	(63.6)	(22.1)
Total	340.5	844.6	641.8	(202.8)	(24.0)

294. The following table provides a breakdown of the requirements under official travel, which are below the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Office of the Under-Secretary-General	80.1	—	—	18.0	74.0	172.1
Office of Programme Planning, Finance and Budget	50.6	—	75.4	7.2	—	133.2
Office of Human Resources	15.9	—	66.9	29.9	—	112.7
Business Transformation and Accountability Division	38.7	102.0	28.2	—	54.9	223.8
Total	185.3	102.0	170.5	55.1	128.9	641.8

295. A provision of \$641,800 is proposed to implement the outputs of DMSPC as set out in the results-based budgeting frameworks of each office.

296. The decreased requirement of \$202,800 is mainly attributable to increased efforts in conducting business remotely via Microsoft Teams and video- and teleconferencing based on the experience gained in the context of COVID-19.

Facilities and infrastructure

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	—	15.2	15.2	—	—
Office of Programme Planning, Finance and Budget	10.7	20.0	20.0	—	—
Office of Human Resources	0.1	8.8	8.8	—	—
Business Transformation and Accountability Division	0.4	9.8	9.8	—	—
Total	11.2	53.8	53.8	—	—

297. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Stationery and office supplies (\$200 per staff member)	204	40.8
Other items	—	13.0
Total		53.8

Communications and information technology

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	179.7	104.7	104.8	0.1	0.1
Office of Programme Planning, Finance and Budget	447.2	914.0	955.8	41.8	4.6
Office of Human Resources	334.3	194.5	452.8	258.3	132.8
Business Transformation and Accountability Division	138.9	263.8	203.0	(60.8)	(23.0)
Total	1 100.1	1 477.0	1 716.4	239.4	16.2

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	204	61.2
Standard desk phones (\$300 per staff member)	204	61.2
Standard OICT service-level agreement (\$1,565 per staff member)	204	319.3
Managed output service (printer)	—	51.6
Other non-standard items	—	1 223.1
Total		1 716.4

299. The following items are included under other non-standard items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2020/21</i>	<i>Proposed 2021/22</i>	<i>Variance</i>
Acquisition of ICT equipment	11.9	32.4	20.5
Software, licences and fees	612.1	662.4	50.3
Telecommunications and network services	161.3	108.7	(52.6)
Ongoing ICT support services	200.4	192.9	(7.5)

<i>Item</i>	<i>Approved 2020/21</i>	<i>Proposed 2021/22</i>	<i>Variance</i>
Ongoing ICT support services (Inspira moved from consultants class)	–	226.7	226.7
Public information and publication services (translation)	–	40.0	40.0
Total	985.7	1 223.1	237.4

300. The increased requirement of \$237,400 under other non-standard items is due to: (a) replacement of laptops which are beyond their warranty expiration dates; (b) Inspira enhancements for disability inclusions, gender parity-talent pools and advanced human resources data analytics for strategic workforce planning, which were previously included under the consultants budget class; (c) additional software licence purchases; and (d) a new requirement for translation services for translation of official materials and products produced by the Business Transformation and Accountability Division into other United Nations official languages.

Other supplies, services and equipment

<i>Organizational unit</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
Office of the Under-Secretary-General	7.8	10.0	10.0	–	–
Office of Programme Planning, Finance and Budget	12 721.3	11 224.1	11 224.0	(0.1)	–
Office of Human Resources	12.5	–	20.0	20.0	–
Business Transformation and Accountability Division	51.7	10.0	28.0	18.0	180.0
Total	12 793.3	11 244.1	11 282.0	37.9	0.3

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

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total amount</i>
Training fees, supplies and services	52.0
After-service health insurance	11 090.0
Other services	140.0
Total	11 282.0

302. The increased requirement of \$37,900 is attributable to: (a) provision of transcription services for workforce planning in OHR; and (b) translation service for translation of official materials and products produced by the Business Transformation and Accountability Division into other United Nations official languages. The provision for after-service health insurance reflects a reduction of \$4,100 compared with the approved level of resources for the 2020/21 period (\$11,094,100).

E. Office of Information and Communications Technology

303. The mandate of OICT was established by General Assembly resolutions, the latest of which is 72/266 B. The Office is responsible for setting the overall strategic ICT direction for the Organization, planning and coordinating Secretariat-wide ICT initiatives and providing enterprise systems and infrastructure with a view to achieving coherence and coordination in ICT work within the Secretariat and with the United Nations funds, programmes and specialized agencies. The Office will continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of peacekeeping operations.

(a) Results-based budgeting framework

304. For the 2021/22 period, the priorities will be to optimize the core ICT infrastructure hosting critical systems in Brindisi, Valencia and New York for efficient support of peacekeeping operations by introducing hybrid cloud-based services; build resiliency through recovery and business continuity plans; protect ICT assets from cyberthreats by the strengthening of ICT security initiatives; develop and enhance field support applications complemented by the empowerment of users across business units to create their own dashboards and analytics products by implementing local self-service business intelligence; manage global United Nations system-wide initiatives to optimize geospatial information services and capabilities in core United Nations activities; implement force protection and situational awareness technologies; and provide strategic oversight of ICT related functions at UNLB.

305. A programme of activities in support of peacekeeping missions has been launched, covering: (a) hybrid cloud-based infrastructure implementation that enables secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) the standardization of processes and tools for local help desks for enterprise applications; (c) implementation of system updates to manage fuel and rations; (d) ongoing maintenance and support of enterprise identity management, 42 field support applications and the United Nations Operations and Crisis Centre; (e) process improvements across equipment, inspection and verification reports modules for contingent-owned equipment; (f) enhancements to master data management, claims, calculations and payments modules for uniformed capabilities management; (g) alignment of Inspira with human resources policy changes; (h) gathering requirements to automate the exchange of data on police and military personnel between the Secretariat and troop- and police-contributing countries; (i) information security assessments; and (j) disaster recovery planning activities.

306. In addition, the Office will continue to work on strategic initiatives, including: (a) ICT architecture and standard-setting efforts; (b) the planning and implementation of major infrastructure improvements; (c) the development and implementation of shared applications; (d) integrated information technology project management activities; (e) coordination of disaster recovery and business continuity; (f) planning of ICT investments; and (g) the strategic oversight of ICT-related functions at UNLB.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and	(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures					
		2021/22	2020/21	2019/20	2018/19		
troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	imagery and thematic analysis maps relating to matters in question (days)						
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Communication links to enterprise systems are established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	Target	24	24	24	24	
		Estimate		24	24	24	
		Actual			N/A	N/A	
	(ii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPO-DPPA, DOS and DSS, within 9 days of the request (days)	Target	9	9	9	9	
		Estimate		9	9	9	
		Actual			9	9	
	(iii) Provision of information systems to the newly established missions within 10 days of request (days)	Target	10	10	10	10	
		Estimate		10	10	10	
		Actual			N/A	N/A	
	(c) Increased efficiency and effectiveness of peacekeeping operations	(i) 99.1 per cent availability to established ICT infrastructure and existing enterprise information systems at Headquarters and to all peacekeeping operations	Target	99.1	99.1	99	99
			Estimate		99.1	99	99
			Actual			99.9	99
		(ii) Increased availability of networks at Headquarters (percentage)	Target	99.8	99.8	99.8	N/A
			Estimate		99.8	99.8	N/A
			Actual			99.9	N/A

External factors

307. Security risks in peacekeeping operations and UNSOS preventing the successful implementation of systems and provision of ICT services in the field; the availability and accuracy of geospatial information provided by Member States to meet the requests of the Security Council and peacekeeping operations in a timely manner and to prevent conflict related to boundary issues; the issuance of visas, security considerations or operational constraints in peacekeeping operations; and the continuation of the COVID-19 pandemic may impact the successful implementation of approved information technology solutions in the field.

Outputs

308. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>Security Council</i>	
Substantive servicing of meetings	
1. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to the Security Council's consultation meetings and its panels of experts	35

<i>Outputs</i>	<i>Quantity</i>
2. Secretarial services provided to the Committee of Experts on Global Geospatial Information Management, together with the Statistics Division of the Department of Economic and Social Affairs	5
Information management support services	
Overall management	
3. Telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions maintained, including satellite earth stations and secondary technology centre using hybrid cloud infrastructure	1
4. Telephone service maintained for staff in New York and connected to a centralized call manager	1
5. Guidance on centralized ICT resources for field missions in the preparation of their budgets	1
6. Android versions of electronic fuel management and rations management solutions implemented and supported in additional peacekeeping operations (combined number of implementations)	4
7. Applications for the enterprise identity management and contact database supported for users at Headquarters and in the field	2
8. Process improvements across equipment, inspections and verification reports modules implemented within the customer relationship management system for troop-contribution management	3
9. Enhanced functionality for master data management, claims, calculations and payments modules for uniformed capabilities management	3
10. Talent management, performance management and learning management modules in Inspira enhanced for use in all field operations	12
11. Training on new or enhanced Inspira features provided to human resources officers in peacekeeping operations	1
12. Support, functional enhancements, technology upgrades and implementation of security recommendations for the Field Support Suite (number of applications)	24
13. Support, functional enhancements, technology upgrades and implementation of security recommendations for .net applications for peacekeeping (number of applications)	18
14. Requirements definition for systematic exchange of human resources data for United Nations police, the Office of Military Affairs and the Justice and Corrections Service with the permanent missions of Member States	3
15. Support on governance of Office 365 and SharePoint Online solutions development for document management	1
16. Common platform established for management of information security efforts for the Secretariat, including peacekeeping operations	1
17. Guidance and templates related to disaster recovery provided to all field missions, as well as follow-up with missions to update disaster recovery plans and a minimum of 1 disaster recovery exercise per year conducted	1
Parliamentary documentation	
18. Up-to-date peacekeeping deployment maps provided for inclusion in the Secretary-General's reports	40
Other services	
19. Thematic analytical geospatial products/maps provided for meetings in the Secretariat and reports	20
20. 1 ICT rapid deployment tabletop exercise completed	1
Other substantive activities	
Good offices, fact-finding and other special missions	
21. Technical consultation and advisory services provided to the groups of experts and committees dealing with territorial disputes, human rights and missions' implementing partners on geospatial technology (including satellite image analysis) for enhancing situational awareness, monitoring ground activity and international boundary-related issues	15
Technical material	
22. Analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3
23. Analysis of data for the Second Administrative Level Boundaries project in coordination with Member States	3
Seminars	
24. Working groups on geospatial data standardization, geovisualization and image intelligence	3

<i>Outputs</i>	<i>Quantity</i>
25. Annual conference of the Chiefs of Field Technology Sections from field missions and offices away from Headquarters	1
International cooperation and inter-agency coordination and liaison	
Other services	
26. Secretariat services and coordination for the United Nations Geospatial Network	5
Technical cooperation	
27. Pilot projects, in partnership with the United Nations system, Member States, academia and non-profit organizations, for the provision of geospatial data, new geospatial technology and services, open-source geospatial solutions and open geospatial data	5

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Posts	Approved 2020/21	1	1	2	13	11	3	31	5	16	–	–	21	52
	Proposed 2021/22	1	1	2	13	11	3	31	5	16	–	–	21	52
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2020/21	–	–	–	1	2	–	3	–	–	–	–	–	3
	Proposed 2021/22	–	–	–	1	2	–	3	–	–	–	–	–	3
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, OICT	Approved 2020/21	1	1	2	14	13	3	34	5	16	–	–	21	55
	Proposed 2021/22	1	1	2	14	13	3	34	5	16	–	–	21	55
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions

Enterprise Solutions Service

Enterprise applications centre – Asia (Bangkok office)

Electronic rations management system

1 Project Manager (P-4) (continuation)

309. The electronic rations management system project aims to provide full transparency of the food supply chain, monitor consumption and prevent waste and misappropriation. The solution leverages the SAP back-end and the Siebel front-end, which are both enterprise platforms supporting multiple business processes of the Secretariat. The system is now deployed in all missions except for UNSOS, which could not be completed in 2020 because of the travel restrictions due to COVID-19. In parallel, OICT has been porting the mobile component of the system to Android devices and updating the software so that it is compatible with the most recent hardware in order to ensure the sustainability of the solution. After a successful piloting of the Android platform of the system in the 2019/20 period, deployment started in the 2020/21 period and will continue in the 2021/22 period.

310. Each implementation of the electronic rations management system is a specific project, including activities such as analysing business processes, re-engineering existing processes, data-mapping, configuring mission recipes data, testing, preparing

training material/data/equipment, delivering training courses, going live and coaching users.

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

(a) A GTA position of Project Manager (P-4), who leads the team, interfaces with field missions and the Logistics Division of DOS and coordinates the work of six contractors;

(b) Four contractors, who provide application support to 10 peacekeeping operations where the solution will be running in the 2021/22 period;

(c) Two contractors, who handle business analysis, system analysis and operations, and implement the Android release of the electronic rations management system in peacekeeping operations.

Electronic fuel management system

Information Systems Officer (P-3) (continuation)

312. The electronic fuel management system project aims to provide full transparency of the fuel supply chain, monitor consumption and help detect misappropriations. The system has helped to achieve a high level of automation, reducing manual data entry and almost eliminating data input errors. Implementation of the second release has been completed in all peacekeeping operations. During the 2018/19 period, OICT completed the porting of the solution to the Android platform, which was the third major release of the system. As mobile technology evolves every six months, OICT must keep the system software compatible with the most recent hardware in order to ensure the sustainability of the solution. After successful piloting of the Android platform-based solution, the new solution was deployed in only one mission during the 2019/20 period due to COVID-19 travel restrictions. The deployment will continue in the 2021/22 period.

313. The GTA position of Information Systems Officer (P-3) has been the only position to support the electronic fuel management system project since July 2011. Given the continuous need to interact with stakeholders, act as the focal point for peacekeeping operations, define system interfaces with local applications at each field mission, coordinate the work of six contractors in support of 10 peacekeeping operations, UNLB and RSCE and implement continuous enhancements including the mobile release, it is proposed that the position be continued. Project resources and work areas include:

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

(b) Five contractors who provide application support for Headquarters/DOS and 10 peacekeeping operations on two shifts;

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

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

Troop-contribution management system: contingent-owned equipment application

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

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

315. During the 2019/20 period, the mobile component was deployed for field inspection, which further reduced the manual input tasks and improved the integration with Umoja Extension 2 for the calculation of reimbursement and payment rates. During the 2020/21 period, OICT is working on the automation of medical services inspection, and in the 2021/22 period, focus will be on three process improvements across the equipment, inspection and verification reports modules.

316. The GTA position of Information Systems Officer (P-3) has been the only position to manage the project since July 2011. Given the continuous need to ensure the planning and coordination of the work of seven contractors for application support to 10 peacekeeping operations on two shifts of eight hours each, and of one contractor for the above-mentioned process improvements, including bug-fixing, functional and integration testing and training, it is proposed that the position be continued. Resources and responsibilities include:

- (a) An Information Systems Officer (P-3), who plans and coordinates the work of eight contractors;
- (b) Seven contractors, who provide application support to 10 peacekeeping operations and Headquarters/DOS users on two shifts of eight hours each;
- (c) One contractor, who will work on process improvements across the equipment, inspection and verification reports modules, as well as bug-fixing, functional and integration testing, and user training.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20) (1)	Apportionment (2020/21) (2)	Cost estimates (2021/22) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	8 907.4	8 729.4	8 481.2	(248.2)	(2.8)
II. Non-post resources					
General temporary assistance	536.6	501.3	467.6	(33.7)	(6.7)
Official travel	144.1	334.4	334.5	0.1	0.0
Facilities and infrastructure	3.5	11.0	11.0	–	–
Ground transportation	0.2	–	–	–	–
Communications and information technology	9 396.0	11 276.3	10 849.1	(427.2)	(3.8)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
				(4)=(3)-(2)	(5)=(4)÷(2)
Other supplies, services and equipment	10.2	6.5	6.5	—	—
Subtotal	10 090.6	12 129.5	11 668.7	(460.8)	(3.8)
Total, I and II	18 998.0	20 858.9	20 149.9	(709.0)	(3.4)
Umoja maintenance and support costs ^a	18 122.6	15 323.5	15 491.2	167.7	1.1
Grand total	37 120.6	36 182.4	35 641.1	(541.3)	(1.5)

^a See paras. 50–55 above.

(e) **Analysis of financial resource requirements¹**

Posts	Cost estimates	Variance	
	\$8 481.2	(\$248.2)	(2.8%)

317. The provision would cover the salaries, common staff costs and staff assessment for the 52 posts. The variance is due to updated salary costs, mainly higher vacancy rates (see paras. 26 and 56–61 above).

General temporary assistance	Cost estimates	Variance	
	\$467.6	(\$33.7)	(6.7%)

318. The provision would cover the salaries, common staff costs and staff assessment for the proposed continuation of three GTA positions. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

Official travel	Cost estimates	Variance	
	\$334.5	\$0.1	—

319. The following table provides a breakdown of the requirements under this budget class, which is at a comparable level to that approved for the 2020/21 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
OICT	73.6	118.7	62.7	—	79.5	334.5

320. The provision of \$73,600 is proposed for the assessment of local ICT and alignment with strategic programmes; \$118,700 is for travel to implement the Android version of the electronic fuel management system, the electronic rations management system and the medical services inspection processes in the customer relationship management system for troop-contribution management. In addition, \$62,700 is proposed for workshops on geospatial information systems, the Action for Peacekeeping initiative and the Secretary-General's strategy on new technology, and \$79,500 is proposed for training of peacekeeping personnel in the above-mentioned systems.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$11.0	–

321. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	55	11.0
Total		11.0

322. The provision is for the stationery and supplies for the staff in New York and Bangkok at the standard rate.

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$10 849.1	(\$427.2) (3.8%)

323. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	55	16.5
Standard desk phones (\$300 per staff member in New York)	41	12.3
Standard OICT service-level agreement (\$1,565 per staff member)	55	86.1
Standard OICT service-level agreement (\$1,565 per staff member) for ICT contractors	74	115.8
Managed output service (printer)	–	5.1
Other non-standard items	–	10 613.3
Total		10 849.1

324. The following items are included under other non-standard items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2020/21</i>	<i>Proposed 2021/22</i>	<i>Variance</i>
Acquisition of ICT equipment	121.4	121.4	–
Spare parts	103.6	103.6	–
Software, licences and fees	738.1	718.1	(20.0)
Telecommunications and network services	27.5	27.5	–
Ongoing ICT support services	8 906.0	8 494.9	(411.1)
Development of applications	1 147.8	1 147.8	–
Total	11 044.4	10 613.3	(431.1)

325. Under the non-standard items, the reduction in the level of ongoing ICT support services relates to streamlining of services provided to DPO and peacekeeping operations to reflect a reduction in the overall level of peacekeeping, and combining services where global solutions are available (see also para. 121).

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$6.5	—

326. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	6.5
Total	6.5

327. The provision is for five OICT staff members to attend training on project and business relationship management, Prince2 and software asset management. Participation in those training programmes is essential to enhance the skills of the OICT staff members and provide efficient support to its clients.

F. Office of Internal Oversight Services

328. The mandate for OIOS is derived from General Assembly resolutions [48/218 B](#), [54/244](#), [59/272](#), [64/263](#) and [69/253](#) and the Financial Regulations and Rules of the United Nations ([ST/SGB/2013/4](#) and [ST/SGB/2013/4/Amend.1](#)) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation ([ST/SGB/2018/3](#)). The functions of OIOS are set out in the Secretary-General's bulletin on the organization of OIOS ([ST/SGB/2002/7](#)). The Office, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the Board of Auditors and the Joint Inspection Unit.

(a) Results-based budgeting framework

329. In line with the Organization's strategic priorities, the risk-based workplan of the Internal Audit Division will centre around the implementation of the Action for Peacekeeping initiative in field missions and at Headquarters. This will include: (a) strengthening protection of civilians by relevant training and situational awareness enablers; (b) supporting effective performance and accountability by all peacekeeping components through review of the Comprehensive Planning and Performance Assessment System and other mechanisms; and (c) implementing the women and peace and security agenda. The Division will also review efforts to mitigate the impact of COVID-19 on mandate implementation, occupational safety and health programmes, and selected higher budget items such as rations and air operations. Following the peace and security pillar and management reforms, the Division will assess implementation of change management in the new DPPA-DPO organizational structure and management of the risks arising from increased delegation of authority to the field. Recommendations arising from audits, including those with financial implications, will help improve the effectiveness, efficiency and economy of peacekeeping operations.

330. The Inspection and Evaluation Division's workplan provides for six outputs, including two evaluations addressing high-risk, cross-cutting strategic priority/thematic areas that cover both Headquarters management and backstopping as well as implementation in the field; and four evaluations addressing the peacekeeping operations mandate components and the specific outcomes achieved. The Entebbe-based team has been leading field-based evaluations of peacekeeping operations and supporting other assignments led from Headquarters. However, the Independent Audit Advisory Committee has repeatedly observed that the Division lacked the resources to adequately cover the inspection and evaluation needs of peacekeeping operations. The Committee has further noted that the reform initiatives of the Secretary-General place great emphasis on results, and that the role of the Division is therefore all the more critical. Although the Division's risk assessment identified the need to cover a total of 14 high priority assignments, the Division currently has approved resources of 10 staff members, which are enough to undertake only six assignments. To address this capacity gap, OIOS plans to propose a gradual increase of capacity in the Inspection and Evaluation Division through reassignment of resources from the other OIOS divisions as and when they become available. For the 2021/22 period, the Division proposes to further strengthen its Entebbe office through reassignment of one P-3 post from the OIOS Internal Audit Division's resident audit office in the closing UNAMID mission.

331. The Investigations Division's workplan will continue to focus on staff, investigations and the future of the Division, and includes: (a) building a more robust internal structure for a harmonious workplace in an atmosphere conducive to individual development and personal success as part of a diverse and high-performing team; and (b) continuously improving both the quality of its investigative capacity and timeliness of the investigations. In the past two years, the Division has made substantial improvements in the areas of recruitment and staff retention, as well as achieving its diversity targets. The increase in demand will present a future challenge for the Division's management of its caseload and timeline targets. The COVID-19 pandemic has not had a major impact on the rate of reporting of misconduct or the associated outputs, and the metrics for both are similar to the previous year. The inability to travel to conduct investigations, however, has impacted their quality and timeliness. The priority for the Division for the 2021/22 period will be the conduct of an external quality assessment. The review will focus on performance and identify measures to improve and enhance performance, and also on resourcing to determine whether the Division's staff are distributed in the optimal locations and numbers.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of all audit recommendations accepted by programme managers (percentage of acceptance)	Target	100	95	95	95
		Estimate		100	95	95
		Actual			99.6	99.5
	(ii) Percentage of all audit recommendations implemented by programme managers within 24 months (percentage of accepted recommendations)	Target	85	N/A	N/A	N/A
		Estimate		85	N/A	N/A
		Actual			82	86

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
		2021/22	2020/21	2019/20	2018/19	
	(iii) Percentage of all inspection and evaluation recommendations accepted by programme managers (percentage of acceptance)	Target	100	95	95	95
		Estimate		95	95	95
		Actual			100	100
	(iv) Percentage of accepted inspection and evaluation recommendations implemented by programme managers within 24 months (percentage of accepted recommendations)	Target	85	N/A	N/A	N/A
		Estimate		78	N/A	N/A
		Actual			57	67
	(v) Percentage of matters received for intake and possible investigation that are reviewed (percentage of matters received)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vi) Percentage of investigation and closure reports that meet timeline targets (percentage of investigations)	Target	100	100	100	100
		Estimate		75	56	100
		Actual			71	61

External factors

332. External parties will cooperate with the conduct of audit assignments, evaluation and inspection reviews and investigations. In addition, in the wake of the COVID-19 pandemic, travel restrictions and reduced availability of client entities may continue to interrupt delivery of in-person assignments.

Outputs

333. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Parliamentary documentation	
Reports of the Secretary-General	
1. OIOS report specifically requested by the General Assembly	1
2. Annual report to the General Assembly on peacekeeping oversight results	1
Administrative support services	
Internal Oversight Services	
Audit	
3. Audit reports by auditors at United Nations Headquarters	13
4. Audit reports by auditors at peacekeeping missions	52
Inspection and evaluations	
5. Evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics	6
Investigations	
6. Reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	600
7. Sexual exploitation and abuse investigations completed within 6 months	45
8. Investigations completed within 12 months	140

Outputs

Quantity

Other substantive activities**Seminars**

9.	Conference of resident auditors for professional development	1
10.	Meeting of chief resident auditors for annual work planning	1
11.	Investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4

(b) Human resources requirements

Posts and temporary positions		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal		
Posts	Approved 2020/21 ^a	–	3	15	45	36	–	99	3	10	9	5	27	126	
	Proposed 2021/22	–	3	16	50	46	–	115	3	10	9	8	30	145	
	Net change	–	–	1	5	10	–	16	–	–	–	3	3	19	
Temporary positions	Approved 2020/21	–	–	1	7	14	–	22	–	1	–	3	4	26	
	Proposed 2021/22	–	–	–	2	4	–	6	–	1	–	–	1	7	
	Net change	–	–	(1)	(5)	(10)	–	(16)	–	–	–	(3)	(3)	(19)	
Total, OIOS	Approved 2020/21 ^a	–	3	16	52	50	–	121	3	11	9	8	31	152	
	Proposed 2021/22	–	3	16	52	50	–	121	3	11	9	8	31	152	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	

^a Three posts (1 P-5, 1 P-3 and 1 FS) abolished as of 1 April 2021 are not included.

(c) Justification of posts

334. The Office is proposing: (a) the reassignment of one post from UNAMID to the Regional Inspection and Evaluation Office in Entebbe; (b) conversion of seven GTA positions to posts in the Internal Audit Division; and (c) conversion of 12 GTA positions to posts, and swapping of a General Service post through redeployment/reassignment between Vienna and New York in the Investigations Division, as presented for each Division as follows.

Inspection and Evaluation Division**Regional Inspection and Evaluation Office in Entebbe**

Reassignment of 1 Resident Auditor (P-3) in the UNAMID Resident Audit Office as an Evaluation Officer (P-3) in the Regional Inspection and Evaluation Office in Entebbe

335. The Inspection and Evaluation Division is mandated to provide evaluation oversight coverage of 12 peacekeeping operations. The Division requires field-based capacity to implement its work for many of the high-risk topics identified, including performance in subprogramme implementation, especially at a time when the Organization is increasingly emphasizing accountability and results.

336. The staffing establishment of the Inspection and Evaluation Division is composed of 10 posts under the support account: four in New York (1 P-5, 2 P-4 and 1 P-3) and six at the Regional Inspection and Evaluation Office in Entebbe (3 P-4, 2 P-3 and 1 NGS). The same post was proposed for reassignment in the 2020/21 period. The Advisory

Committee recommended against the reassignment taking into account the need for continued oversight in UNAMID (A/74/809, para. 50). With the end of the mandate of UNAMID on 31 December 2020 and the complete withdrawal of military and civilian personnel, other than those required for the mission's liquidation, by 30 June 2021, as mandated by the Security Council in its resolution 2559 (2020), the post is resubmitted for reassignment upon closure of the Resident Audit Office in UNAMID.

337. The proposal considers the observations and recommendations of the Independent Audit Advisory Committee contained in documents A/74/716, A/73/768, A/72/766 and A/70/759. In its latest report, the Committee reiterated its concern regarding the disproportionately low staffing levels in the peacekeeping section of the Division as compared with the regular budget section and noted the critical role of the Division within the context of the Secretary-General's reform initiatives (A/74/716 (para. 30)).

338. The Division produces six reports on peacekeeping activities each year concerning cross-cutting strategic and thematic topics and/or specific subprogrammes. On the basis of a thorough risk analysis of the peacekeeping operations, the Division identified the need for 14 evaluations or inspections per year for peacekeeping operations to provide adequate coverage (A/72/766, para. 29). The proposed reassignment of one post will enable the Division to further strengthen its field-focused assessment of actual results achieved by peacekeeping operations. The proposed reassignment of one P-3 post will enable the Division to create three evaluation teams of two staff each (1 P-4 and 1 P-3) to carry out inspection and evaluation assignments in peacekeeping operations.

Internal Audit Division

Conversion of 7 GTA positions to posts in MINUSCA and MINUSMA

<i>Location</i>	<i>Established</i>	<i>Positions</i>
MINUSCA	2014/15	3 Resident Auditors (P-4)
		2 Resident Auditors (P-3)
MINUSMA	2013/14	1 Resident Auditor (P-4)
		1 Resident Auditor (P-3)

339. The approved staffing establishment of the Internal Audit Division for MINUSCA and MINUSMA consists of two posts (1 P-5 and 1 P-4) and five GTA positions (3 P-4 and 2 P-3) in MINUSCA, and five posts (1 P-5, 3 P-4 and 1 P-3) and two GTA positions (1 P-4 and 1 P-3) in MINUSMA. The conversion of GTA positions in both Resident Audit Offices was proposed previously in the 2015/16 and 2019/20 periods.

340. In the 2015/16 period, the Advisory Committee on Administrative and Budgetary Questions noted that it saw the need for the existing capacity required for audit related activities in the two missions and had no objection to the proposed conversion of the six positions (1 P-5, 3 P-4 and 2 P-3) located in the Resident Audit Office of MINUSMA to posts. However, the Committee was of the view that the personnel requirements of MINUSCA were still evolving at that early stage of its existence and it therefore recommended that the six positions (1 P-5, 3 P-4 and 2 P-3) located in the Resident Audit Office of MINUSCA be continued as general temporary assistance positions for 2015/16 (A/69/860, para. 89). The General Assembly in its resolution 69/308 decided to convert only the P-5 posts in both missions.

341. In the 2019/20 period, the Advisory Committee recommended approval of the conversion of the seven positions that had been encumbered since 2014, and that the remaining three positions be continued under general temporary assistance

(A/73/849, para. 54). The General Assembly in its resolution 73/308 approved the conversion of three positions (2 P-4 and 1 P-3) in MINUSMA.

342. The seven GTA positions have been performing functions of a continuing nature in carrying out the annual risk-based workplans of their respective Resident Audit Offices. MINUSMA and MINUSCA are an integral part of the OIOS audit universe and, as such, the resident audit function needs to remain as an integral part of the mission until completion of the mission's mandate and liquidation to ensure continuous oversight of the stewardship of resources and implementation of the mandates. The annual Internal Audit Division risk assessment identified high-risk areas covering the substantive, logistical and administrative activities of the two missions, such as protection of civilians, disarmament, demobilization and reintegration, community violence reduction projects, situational awareness and information analysis, air operations, rations management, recruitment, and conduct and discipline, which call for continuous audit of the two missions. Based on the results of the risk assessment, the Division developed workplans that focus on assessing the adequacy of governance, risk management and control processes and on assessing effective, efficient and economic use of peacekeeping resources to achieve the missions' mandates and objectives. Audits of MINUSMA and MINUSCA have resulted in important and critical recommendations aimed at strengthening the internal control environment and accountability in the respective missions.

343. The proposed conversion of the seven GTA positions to posts for the MINUSMA and MINUSCA Resident Audit Offices would support effective long-term planning and carrying out of the audit requirements for the missions. This would ensure continued oversight of the stewardship of peacekeeping resources entrusted to the missions by assessing adequacy and effectiveness of these missions' governance, risk management and control processes. These posts will be dedicated to conducting at least seven audit assignments in each of the next three years, focusing on the higher risk areas identified in the respective workplans.

Investigations Division

Conversion of 12 GTA positions to posts located in Entebbe, UNMISS, MINUSCA, MINUSMA and MONUSCO

<i>Location</i>	<i>Established/redeployed</i>	<i>Positions</i>
Entebbe Regional Office	2013/14	1 Administrative Assistant (NGS)
UNMISS	2005/06	2 Resident Investigators (P-3) 1 Administrative Assistant (NGS)
MINUSMA	2016/17	1 Chief Resident Investigator (P-5) 1 Resident Investigator (P-4) 2 Resident Investigators (P-3) 1 Administrative Assistant (NGS)
MINUSCA	2016/17	2 Resident Investigators (P-3)
MONUSCO	2018/19	1 Resident Investigator (P-3)

344. The current staffing establishment of the Investigations Division consists of 42 posts (2 D-1, 5 P-5, 10 P-4, 16 P-3, 2 GS (PL), 4 GS (OL), 1 FS and 2 NGS) and 19 GTA positions (1 P-5, 3 P-4, 11 P-3, 1 GS (OL) and 3 NGS) funded from the support

account. Conversion of GTA positions located in field resident offices is proposed with the aim of continuing to enable the Division to effectively discharge its mandate and address priorities such as sexual exploitation and abuse and fraud and corruption.

345. The conversion of the 12 GTA positions (1 P-5, 1 P-4, 7 P-3 and 3 NGS) located in Entebbe, UNMISS, MINUSCA, MINUSMA and MONUSCO will enable a resident office structure composed of five posts (1 P-5, 1 P-4, 2 P-3 and 1 NGS) each that is required to provide adequate resource stewardship and accountability, and achieve greater efficiencies in peacekeeping operations.

346. The GTA positions in the missions were most recently proposed for conversion in the 2018/19 period. The Advisory Committee recommended against the proposal noting that it was not convinced that the continuous nature of the positions was a sufficiently rigorous justification in the absence of scalability considerations (A/72/857, para. 48). In response to recent mission closures, including the 2018/19 period, the Office has proposed the realignment of resources by closing its resident offices in UNMIL and MINUJUSTH as well as most of UNAMID, through abolishment, redeployment and reassignment, as approved by the General Assembly. Consequently, OIOS considers the condition for scalability has been met and is hereby resubmitting its proposal.

347. To effectively investigate possible violations of regulations or rules, mismanagement, misconduct, waste of resources or abuse of authority and to ensure the accountability of the Organization there is a profound need to ensure timely, high-quality, effective and efficient investigations. The conversion of 12 GTA positions will give certainty and stability.

348. The Entebbe Regional Office will continue to serve as a significant centre of operations that promotes and enables increased staff mobility to/from the mission environment as well as providing effective investigation capacity for the eastern portion of the Democratic Republic of the Congo, UNAMID, MONUSCO, MINUSCA and UNMISS and backstopping support for the entire East Africa region when investigative personnel is lacking.

349. Investigators deployed in peacekeeping operations in UNMISS, MINUSMA, MONUSCO and MINUSCA will continue to conduct investigative operations in their respective peacekeeping missions covering the entire area of operations of the missions.

Swapping two posts between New York and Vienna

Redeployment of one GS (PL) Senior Information Technology Assistant from Vienna to New York

Reassignment of one Information Technology Assistant (GS (OL)) from New York to Vienna as an Investigations Assistant (GS (OL))

350. The Investigations Division of OIOS currently manages its case management system from Vienna. The system has been handled by the Information Technology Assistant at the General Service (Principal level) level based in Vienna. The Division's case management system, GoCase, is becoming old and work is ongoing to develop a replacement system, the current development, implementation and management of which is planned to be handled in New York. Furthermore, GoCase is currently being transitioned from a Vienna-based server environment to a cloud-based solution removing the requirement for a Senior Information Technology Assistant in Vienna.

351. It is planned to use the redeployed post in New York to assist with the development of the new case management system and subsequently provide technical support as part of the investigation support function vested in the Operational Standards and Support Section based in New York. Moreover, it is proposed that the Information Technology Assistant (GS (OL)) will be reassigned to Vienna as an Investigations Assistant (GS (OL)),

which is a better use of the role and will satisfy the needs of the Division by providing support to the activity of the Vienna-based investigation teams.

(d) Justification of general temporary assistance positions

Investigations Division

Continuation of 7 GTA positions located in New York and Nairobi for sexual harassment investigation

<i>Location</i>	<i>Established/ redeployed</i>	<i>Positions</i>
New York	2018/19	1 Investigator (sexual harassment) (P-4) 2 Investigator (sexual harassment) (P-3) 1 Investigations Assistant (GS (OL))
Nairobi Regional Office	2018/19	1 Investigator (sexual harassment) (P-4) 2 Investigator (sexual harassment) (P-3)

352. The six GTA investigator positions (2 P-4 and 4 P-3) which will continue to address sexual harassment cases and one GTA position (GS (OL)) which will continue to provide support to related case management were initially approved in the 2018/19 period. In 2020, important progress was made, including implementation of the Secretary-General's bulletin addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/18](#)), the United Nations System Model Policy on Sexual Harassment and the Code of Conduct to Prevent Harassment, Including Sexual Harassment, at United Nations System Events. The number of reported cases dipped at the onset of the pandemic but subsequently rose to the 2019 level, clearly demonstrating the need to continue supporting the capacity for a specialized response.

353. To ensure accountability and to reinforce the zero-tolerance culture of the Organization towards sexual harassment there is a profound need to ensure timely, high quality, effective and efficient investigations. The continuation of the related seven GTA positions in New York and Nairobi will provide two balanced teams allowing a capacity to absorb the equivalent of 24 to 30 investigations at any one time, thereby enabling the Investigations Division to rapidly and thoroughly address reports of sexual harassment.

(e) Financial resource requirements

(Thousands of United States dollars)

<i>Category</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
				<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
I. Post resources	24 114.1	25 046.4	29 246.6	4 200.2	16.8
II. Non-post resources					
General temporary assistance	5 409.4	4 904.3	1 335.6	(3 568.7)	(72.8)
Consultants and consulting services	146.1	320.9	369.0	48.1	15.0
Official travel	421.1	836.1	811.2	(24.9)	(3.0)
Facilities and infrastructure	209.8	251.3	266.3	15.0	6.0

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
				(4)=(3)-(2)	(5)=(4)÷(2)
Ground transportation	5.4	8.5	8.8	0.3	3.5
Air operations	0.5	—	—	—	—
Communications and information technology	429.9	467.4	411.0	(56.4)	(12.1)
Medical	9.2	10.9	12.5	1.6	14.7
Other supplies, services and equipment	96.9	136.4	142.9	6.5	4.8
Subtotal	6 728.3	6 935.8	3 357.3	(3 578.5)	(51.6)
Total, I and II	30 842.4	31 982.2	32 603.9	621.7	1.9

(f) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$29 246.6	\$4 200.2	16.8%

354. The provision would cover the salaries, common staff costs and staff assessment for 145 posts, including the conversion of 19 GTA positions to posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above) and the conversion of 19 positions.

General temporary assistance	Cost estimates	Variance	
	\$1 335.6	(\$3 568.7)	(72.8%)

355. The provision would cover the salaries, common staff costs and staff assessment for the proposed continuation of seven GTA positions and the replacement of staff on maternity or sick leave (four person-months for staff in the Professional category and six person-months for staff in the General Service category). The variance is mainly due to the proposed conversion of 19 positions to posts.

Consultants and consulting services	Cost estimates	Variance	
	\$369.0	\$48.1	15.0%

356. In the Internal Audit Division, \$72,000 is proposed to engage ICT audit experts in the audit of cybersecurity as well as training in the areas of artificial intelligence systems, teambuilding, assessment of organizational culture and Power BI. Outside consultants are needed as the Internal Audit Division does not have in-house expertise.

357. In the Inspection and Evaluation Division, \$242,000 is proposed to prepare six in-depth thematic evaluation reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics. The Division relies on consultants for expertise in specific missions, regions and/or themes.

358. Following recommendations from both the Independent Audit Advisory Committee (A/72/295, para. 58, and A/73/304, para. 9 c–e) and the Advisory Committee on Administrative and Budgetary Questions, the General Assembly in its resolution 75/254 A approved the provision in the 2021 OIOS programme budget of \$50,000 towards an external quality assessment of the Investigations Division. This requirement is linked to the need to fund an independent qualified contractor to undertake the assessment by splitting the estimated total cost of \$100,000 at 50 per cent sharing between the support account and programme budgets. In addition to this

\$50,000, an amount of \$5,000 is proposed to bring in an outside specialist who has investigative skills not available in the Organization.

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$811.2	(\$24.9)	(3.0%)

359. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Inspection and Evaluation Division	75.9	—	—	—	27.0	102.9
Investigations Division	41.8	—	36.4	133.4	174.0	385.6
Internal Audit Division	164.8	32.0	4.2	—	121.7	322.7
Total	282.5	32.0	40.6	133.4	322.7	811.2

360. The decrease in requirements is due mainly to: (a) lower audit travel cost resulting from the expected closure of the Resident Audit Office in UNAMID; and (b) lower daily subsistence allowance costs in Entebbe.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$266.3	\$15.0	6.0%

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

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Acquisition of furniture and equipment in Entebbe	—	8.9
Common service costs in Entebbe	—	35.9
Rental of premises in Entebbe, Nairobi and Vienna	45	212.1
Standard stationery and supplies (\$200 per staff member in New York)	38	7.6
Other supplies for staff outside New York	—	1.8
Total		266.3

362. A standard rate of \$200 per staff member is used for staff in New York. The increased requirement is attributable to higher costs for rental of premises at UNOV for the Vienna Investigations Office.

	<i>Cost estimates</i>	<i>Variance</i>	
Ground transportation	\$8.8	\$0.3	3.5%

363. The provision would cover local transportation services to OIOS staff in Entebbe.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$411.0	(\$56.4)	(12.1%)

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	38	11.4
Standard desk phones (\$300 per staff member)	38	11.4
Standard OICT service-level agreement (\$1,565 per staff member)	38	59.5
Equipment replacement costs in Vienna and Nairobi	–	2.0
Communication costs in Vienna and Nairobi	–	2.7
ICT support service costs in Vienna and Nairobi	–	29.2
Managed output service (printer)	–	7.9
Other non-standard items	–	286.9
Total		411.0

365. The following items are included under other non-standard items in the table above.

Summary of non-standard communications and information technology items

<i>Item</i>	<i>Approved 2020/21</i>	<i>Proposed 2021/22</i>	<i>Variance</i>
Acquisition of ICT equipment	17.0	11.1	(5.9)
Spare parts	4.6	6.3	1.7
Software, licences and fees	30.2	19.2	(11.0)
Telecommunications and network services	43.3	42.1	(1.2)
Ongoing ICT support services	176.6	169.2	(7.4)
Public information and publication services	58.0	39.0	(19.0)
Total	329.7	286.9	(42.8)

366. Standard costs for equipment and communication are applied to staff in New York. The reduced requirements are related to: (a) a reduction under the new service level agreement with UNOV administration for provision of hosting and maintenance of ICT resources in the Vienna office; (b) a reduction in transcription services for investigations based on the past year trend; and (c) lower costs for digital forensic hardware and software requirements in the Investigations Division.

	<i>Cost estimates</i>	<i>Variance</i>	
Medical	\$12.5	\$1.6	14.7%

367. The provision would cover medical services in the regional investigations offices in Entebbe, Nairobi and Vienna, on the basis of the standard rate charged to their tenants. The increased requirement is due to the higher provision for medical

services and supplies for evidence collection, DNA analysis and drug tests required by the Investigations Division.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$142.9	\$6.5	4.8%

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

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	44.5
Audit-related external study	9.5
Other freight and related costs	1.0
Common cost administrative services in Entebbe, Vienna and Nairobi	87.9
Total	142.9

369. The increased requirement is mainly due to higher costs of UNOV common services (human resources, finance, general and procurement services) in the Vienna office, reflected under common cost administrative services.

G. Executive Office of the Secretary-General

370. The Executive Office of the Secretary-General, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

371. The Office assists the Secretary-General in guiding policy development and providing direction in relation to the work of peacekeeping operations. The Office works closely with the relevant line departments in providing situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work.

372. Reports of the Secretary-General relating to peacekeeping operations, both to the General Assembly and the Security Council, are reviewed and cleared by the Executive Office, as are statements and talking points pertaining to peacekeeping-related matters for the Secretary-General, the Deputy Secretary-General and the Chef de Cabinet. In addition, the Executive Office continues to support the Secretary-General on issues related to the Action for Peacekeeping initiative.

(a) Results-based budgeting framework

373. The Executive Office of the Secretary-General will, during the budget period, contribute to a number of expected accomplishments established by the General Assembly by delivering related key outputs, shown in the frameworks below.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 95 per cent of reports to the Security Council and 95 per cent of reports to the General Assembly and other bodies on peacekeeping issues submitted by the due date	Target	95	95	95	95
		Estimate		95	95	95
		Actual			92	76
	(ii) All documents (e.g., talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days	Target	4	4	4	4
		Estimate		4	4	4
		Actual			4	4
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) 95 per cent of queries from DPO are handled within 5 business days	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95

External factors

374. Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis and advice from intergovernmental bodies on peacekeeping issues is requested.

Outputs

375. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>Security Council and General Assembly</i>	
1. Preparation of advice for approximately 125 reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues	125
2. Provision of advice for approximately 1,600 talking points of the Secretary-General related to Security Council topics	1 600
3. Preparation of 12 presentations by the Secretary-General to the Security Council	12
4. Provision of advice for 150 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	150

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					Subtotal	Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal		
Total, EOSG	Approved 2020/21	–	1	2	–	–	–	3	–	2	–	–	2	5	
	Proposed 2021/22	–	1	2	–	–	–	3	–	2	–	–	2	5	
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 044.7	1 127.5	1 130.4	2.9	0.3
II. Non-post resources					
General temporary assistance	3.8	52.8	52.8	–	–
Facilities and infrastructure	–	2.5	2.5	–	–
Communications and information technology	31.3	28.9	28.9	–	–
Subtotal	35.1	84.2	84.2	–	–
Total, I and II	1 079.8	1 211.7	1 214.6	2.9	0.2

(d) Analysis of financial resource requirements¹

	Cost estimates	Variance
Posts	\$1 130.4	\$2.9 0.3%

376. The provision would cover the salaries, common staff costs and staff assessment for the five posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

	Cost estimates	Variance
General temporary assistance	\$52.8	– –

377. The provision would cover three person-months at the General Service (Other level) level to support the Executive Office during peak workload periods and for three person-months at the General Service (Other level) level for sick/maternity leave replacement.

	Cost estimates	Variance
Facilities and infrastructure	\$2.5	– –

378. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Standard stationery and supplies (\$200 per staff member)	5	1.0
Other items	–	1.5
Total		2.5

	Cost estimates	Variance
Communications and information technology	\$28.9	– –

379. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	5	1.5
Standard desk phones (\$300 per staff member)	5	1.5
Standard OICT service-level agreement (\$1,565 per staff member)	5	7.8
Managed output service (printer)	–	3.3
Software, licences and fees	–	1.2
Public information and publication services	–	0.9
Other items	–	12.7
Total		28.9

380. Other items include additional costs for ICT equipment and communications, network and support services.

H. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

<i>Category</i>	<i>Expenditure (2019/20)</i>	<i>Apportionment (2020/21)</i>	<i>Cost estimates (2021/22)</i>	<i>Variance</i>	
				<i>Amount</i>	<i>Percentage</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)=(3)-(2)</i>	<i>(5)=(4)÷(2)</i>
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	1 745.2	985.0	546.1	(438.9)	(44.6)
Subtotal	1 745.2	985.0	546.1	(438.9)	(44.6)
Total, I and II	1 745.2	985.0	546.1	(438.9)	(44.6)

381. Pursuant to General Assembly resolution [75/254](#) A-C, the net amount of \$546,100 represents the share of costs to be funded from the support account, in accordance with Assembly resolution [62/228](#). The cost of the following elements of administration of justice are shared: the Office of Administration of Justice, which includes OSLA and UNOMS; and the costs for interpretation, meetings servicing and translation. The support account-funded staffing element of the administration of justice, including the resource requirements funded from the support account for OSLA and UNOMS, are included in sections 2 and 3 below. The provisions for these two Offices under the support account are deducted from the overall share approved for the administration of justice from the support account, as outlined in the table below.

Net amount of support account share of the costs for the administration of justice for 2021/22

(Thousands of United States dollars)

Total share of peacekeeping operations to be funded from the support account	3 433.6
<i>Less: OSLA^a</i>	(2 653.7)
<i>Less: UNOMS^b</i>	(233.8)
Net amount of support account share for the administration of justice	546.1

^a Based on the budget proposal for the 2021/22 period (sect. 2 below).^b Based on the budget proposal for the 2021/22 period (sect. 3 below).**2. Office of Staff Legal Assistance**

382. OSLA was established by the General Assembly in its resolution [62/228](#) to provide legal assistance and representation to United Nations staff members at all stages of the internal justice system, including in proceedings before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal (see [ST/SGB/2010/3](#)). Approximately 75,000 United Nations staff members, together with former staff members, have access to OSLA.

383. Staff members serving in peacekeeping missions rely more on OSLA for legal advice and representation than other United Nations staff members, as their options for obtaining professional and independent legal advice are more limited. OSLA continues to extend outreach to staff in peacekeeping missions to encourage the timely and efficient resolution of disputes.

(a) Results-based budgeting framework

384. From its inception in July 2009 to 30 June 2020, OSLA has handled 17,943 requests for assistance. Of this number, 4,031 requests were from peacekeeping staff (field missions and Headquarters), which represents 22 per cent of the Office's overall caseload. Staff members in peacekeeping missions in the field constitute the Office's largest client group.

385. During the 2019/20 reporting period, OSLA received 366 new requests for assistance from peacekeeping staff. In addition, OSLA handled 127 cases which were carried forward from the previous period.

386. The new cases received during the period from peacekeeping staff represent a decrease of 11 per cent compared with 411 new cases received in 2018/19 but remains higher than the 317 cases received in 2017/18. The decrease is mainly attributable to a large group of new cases from staff in MONUSCO and UNAMID received in the 2018/19 period as a result of downsizing exercises at those missions.

387. It should also be noted that in situations in which OSLA advises clients that they do not have a reasonable prospect of success before the formal mechanisms, those staff members may still commence litigation themselves. OSLA continues to explore ways in which to increase representation without pursuing frivolous or unmeritorious litigation.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Workplace conflicts prevented or resolved in a timely and efficient manner through the employment of OSLA services in cases brought by staff in peacekeeping missions (percentage)	Target	65	65	60	60
		Estimate		65	65	60
		Actual			63	70

External factors

388. The security situation in peacekeeping operations will have an impact on plans for outreach.

Outputs

389. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Other services	
1. Legal advice and/or representation provided in peacekeeping-related cases received (number of cases)	200
2. Provision of legal advice in peacekeeping-related cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	150
3. Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, including through the dissemination of electronic and written materials	10
4. Reports of statistics and other information, including any systemic issues identified	3

(b) Human resources requirements

Posts		Professional and higher categories							General Service and related categories					Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	
Total, OSLA	Approved 2020/21	—	—	—	—	1	—	1	—	—	—	—	—	1
	Proposed 2021/22	—	—	—	—	1	—	1	—	—	—	—	—	1
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	182.7	225.7	231.4	5.7	2.5
II. Non-post resources					
Facilities and infrastructure	—	0.2	0.2	—	—
Communications and information technology	—	2.1	2.2	0.1	4.8
Subtotal	—	2.3	2.4	0.1	4.3
Total, I and II	182.7	228.0	233.8	5.8	2.5

(d) Analysis of financial resource requirements¹

	Cost estimates	Variance
Posts	\$231.4	\$5.7 2.5%

390. The provision would cover the salary, common staff costs and staff assessment for one post. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

	Cost estimates	Variance
Facilities and infrastructure	\$0.2	— —

391. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

Item	Number of staff	Total
Stationery and office supplies	1	0.2
Total		0.2

	Cost estimates	Variance
Communications and information technology	\$2.2	\$0.1 4.8%

392. The following table provides a breakdown of the requirements under this budget class, which remain at a similar level as that approved for the 2020/21 period.

Communications and information technology, by item

Item	Number of staff	Total
Standard equipment replacement (\$1,200 per staff member per 4 years)	1	0.3
Standard desk phones (\$300 per staff member)	1	0.3
Standard OICT service-level agreement (\$1,565 per staff member)	1	1.6
Total		2.2

3. Office of the United Nations Ombudsman and Mediation Services

393. The mandate of UNOMS derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/238](#) and [56/253](#). The Office was further strengthened by the Assembly pursuant to its resolutions [61/261](#) and [62/228](#). The functions of the Office are set out in the Secretary-General's bulletin on the terms of reference for the Office of the United Nations Ombudsman and Mediation Services ([ST/SGB/2016/7](#)). In addition, in paragraph 16 of its resolution [73/276](#), the Assembly requested the Secretary-General to establish, within existing resources, the pilot project to offer access to informal dispute-resolution services to non-staff personnel. That project was extended most recently by the Assembly in its resolution [75/248](#).

(a) Results-based budgeting framework

394. During the 2021/22 period, UNOMS will continue to provide conflict resolution services to staff in peacekeeping missions in three core areas: (a) case intervention to address grievances from staff; (b) systemic feedback for improvements in the peacekeeping workplace; and (c) capacity-building to enhance the ability of peacekeeping personnel to address workplace conflict effectively. In order to enhance its service for peacekeeping operations, the Office is proposing the relocation of one GTA position (P-4) currently located in Entebbe to Bamako, to be housed within MINUSMA. This would diversify the presence of the Office on the African continent and allow better access to peacekeeping personnel in West Africa. This relocation would also achieve cost-efficiency under travel resources by reducing visits to MINUSMA.

395. The Office will continue to play a key role in creating a healthy and enabling workplace for staff in peacekeeping missions through its civility initiative, which emphasizes the importance of civil behaviour in the workplace in order to prevent perceived and real situations of harassment so as to ensure the full productivity of staff. In the wake of the COVID-19 pandemic, some areas of concern observed during the 2019/20 period have been exacerbated owing to uncertainties caused by the pandemic, which in turn has translated into an increase in poor behaviour and incidents of incivility. Although the Office quickly put in place a virtual mission programme, it experienced severe limitations in conducting informal conflict resolution in the virtual space, both in terms of connectivity challenges and in the comfort level of staff reaching out to the office online. In the 2021/22 period, the Office will continue its concerted efforts to provide in-person conflict resolution services to peacekeeping personnel.

Expected accomplishment and indicator of achievement

Expected accomplishment of the Secretariat	Indicator of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Informal conflict resolution services provided to 5 per cent of eligible staff in peacekeeping operations	Target	5	5	3	3
		Estimate		5	5	4
		Actual			4	10

External factors

396. The security situation in peacekeeping operations may have an impact on plans for visits and the delivery of service. In addition, in the wake of the COVID-19

pandemic, travel restrictions may continue to interrupt delivery of in-person conflict resolution services.

Outputs

397. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Parliamentary documentation	
Report of the Secretary-General	
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1
Other services	
2. Services in at least 1,040 ombudsmen and mediation cases including through on-call ombudsmen and mediators	1 040
3. Awareness-raising and skill-building activities to enhance conflict competence and civility in the workplace. Other outreach activities include videoconferencing and online communications, and bimonthly updates to the Office's website	40
4. Production and distribution of electronic and print informational material (including 2,000 brochures, 300 folders and 200 posters)	5 500
Other substantive activities	
Good offices, fact-finding and other special missions	
5. Regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	9
6. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	10
7. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (MINUSCA, UNMISS, UNISFA, MINURSO)	9
Technical material	
8. Cross-cutting tracking and analysis of 1,040 cases to identify contributing factors to conflict and systemic issues for regular feedback with a view to organizational improvement (number of reports)	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts	Approved 2020/21	–	–	3	1	2	–	6	–	1	2	–	3	9
	Proposed 2021/22	–	–	3	1	2	–	6	–	1	2	–	3	9
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2020/21	–	–	–	2	–	–	2	–	–	–	–	–	2
	Proposed 2021/22	–	–	–	2	–	–	2	–	–	–	–	–	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, UNOMS	Approved 2020/21	–	–	3	3	2	–	8	–	1	2	–	3	11
	Proposed 2021/22	–	–	3	3	2	–	8	–	1	2	–	3	11
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions**Regional Ombudsman's Office***1 Conflict Resolution Officer (P-4) (continuation in Entebbe)**1 Conflict Resolution Officer (P-4) (continuation with redeployment to Bamako)*

398. Under the support account, UNOMS currently has six staff members in the Professional category in three locations: two in the Regional Ombudsman's Office in Entebbe (1 P-5 and 1 P-3), two in the Regional Ombudsman's Office in Goma, Democratic Republic of the Congo (1 P-5 and 1 P-3) and two at Headquarters in New York (1 P-5 and 1 P-4). The two regional offices in Entebbe and Goma currently serve staff in MONUSCO, UNAMID, UNMISS, UNISFA, MINUSMA, MINUSCA, MINURSO, RSCE and other field operations in Africa. Given a sustained increase in case numbers from staff in peacekeeping missions, two GTA positions of Conflict Resolution Officer (P-4) in Entebbe were initially approved in the 2016/17 period. Since then, those positions have been instrumental in offsetting the continued increase in the number of cases from peacekeeping missions.

399. Service efficiency and cost-effective access for peacekeeping personnel have been the primary considerations in deciding on the location and the number of conflict resolution officers in each regional office. Over the years, UNOMS has been able to align its operations with the evolving nature of peacekeeping as evidenced by the move of the regional branch from Khartoum to Entebbe in 2012, and from Kinshasa to Goma in 2014. In the 2021/22 period, in alignment with the level of peacekeeping activities, UNOMS is proposing the redeployment of one GTA position (P-4) from Entebbe to Bamako to diversify its presence on the African continent and allow better access to peacekeeping personnel in West Africa.

400. In the meantime, the volume of the caseload is not expected to subside, but rather to increase given more upcoming downsizing of peacekeeping missions. Experience has shown that in periods of downsizing and closure of missions, staff anxiety levels tend to significantly increase owing to fear of loss of employment, and that often translates into increases in the number of workplace conflicts. The pandemic further exacerbated staff anxiety owing to concerns such as health issues, family care, travel restrictions and arrangements with managers regarding remote/flexible working arrangements. The workload projection takes into account all these factors and the expectation that workplace conflicts will remain at the same level despite the downsizing.

401. Continuation of the two GTA positions will ensure the Office has the capacity to provide timely responses to staff requests for assistance, including delivery of civility workshops in peacekeeping missions, to mitigate litigation risks for the Organization. The continuation of the GTA positions will allow the Office to redeploy resources as quickly as possible to the regions where they are needed and has proved to be an effective approach over the years.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 571.8	1 994.3	2 034.4	40.1	2.0
II. Non-post resources					
General temporary assistance	227.9	380.8	396.1	15.3	4.0
Consultants and consulting services	52.8	51.8	51.8	—	—
Official travel	40.4	125.0	91.9	(33.1)	(26.5)
Facilities and infrastructure	17.9	15.0	35.0	20.0	133.3
Ground transportation	3.0	—	—	—	—
Communications and information technology	29.0	39.9	35.5	(4.4)	(11.0)
Medical	0.2	—	—	—	—
Other supplies, services and equipment	1.4	9.0	9.0	—	—
Subtotal	372.6	621.5	619.3	(2.2)	(0.4)
Total, I and II	1 944.4	2 615.8	2 653.7	37.9	1.4

(e) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$2 034.4	\$40.1	2.0%

402. The provision would cover the salaries, common staff costs and staff assessment for the nine posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

General temporary assistance	Cost estimates	Variance	
	\$396.1	\$15.3	4.0%

403. The provision would cover the salaries, common staff costs and staff assessment for the continuation of two GTA positions. The variance is due to the proposed redeployment of one GTA position, offset in part by updated salary costs (see paras. 26 and 56–61 above).

Consultants and consulting services	Cost estimates	Variance	
	\$51.8	—	—

404. The provision would cover the engagement of a pool of standby consultants with technical expertise for five person-months in order to continue providing on-call ombudsman and mediation services to peacekeeping personnel. Based on the number of requests from peacekeeping personnel during the past years, as well as anxieties caused by COVID-19 and the downsizing of peacekeeping missions, the Office estimates that the case numbers will increase during the 2021/22 period.

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$91.9	(\$33.1)	(26.5%)

405. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
UNOMS	73.9	–	–	–	18.0	91.9

406. The provision would cover regional on-site conflict resolution services for peacekeeping personnel and enhance conflict competence through outreach and awareness initiatives through planned and ad hoc visits.

407. Under training travel, staff will travel from the regional ombudsman branch offices to attend training programmes provided by ombudsman associations.

408. The decreased requirement is related to the reduction in mission travel costs for MINUSMA, taking into account the proposed redeployment of the GTA position to Bamako.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$35.0	\$20.0	133.3%

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

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Rental of premises and service costs in Entebbe and Bamako	5	35.0
Total		35.0

410. The provision would cover the rental of office premises and costs of common services for the Regional Ombudsman's Office in Entebbe.

411. The increased requirement is related to the facility cost for proposed redeployment of a position to be co-located with MINUSMA in Bamako.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$35.5	(\$4.4)	(11.0%)

412. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	3	0.9
Standard desk phones (\$300 per staff member)	3	0.9
Standard OICT service-level agreement (\$1,565 per staff member)	3	4.7
Public information and publication services	–	5.4
Other items	–	23.6
Total		35.5

413. Standard costs for equipment and communication are applied to staff in New York. Other items include the costs of commercial communications services associated with mobile devices and videoconferencing for the ombudsman branch offices and the maintenance of the website and the case database.

414. The reduced requirements are related to the reduction in costs for replacement of laptops and public information production services.

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$9.0	–

415. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	9.0
Total	9.0

416. The provision covers the training fees related to the upgrade of substantive skills.

I. Ethics Office

417. The mandate of the Ethics Office was established by the General Assembly in its resolution [60/254](#). The terms of reference of the Office are contained in Secretary-General's bulletin [ST/SGB/2005/22](#). In its resolution [63/250](#), the Assembly welcomed the creation of the now Ethics Panel of the United Nations to establish and ensure the coherent application of a unified set of ethical standards and policies and to consult on complex issues that have system-wide implications. Its terms of reference are contained in [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#).

418. Through its five mandated activities, the Ethics Office will: (a) provide confidential ethics advisory services; (b) administer protection against retaliation through its enhanced policy ([ST/SGB/2017/2/Rev.1](#)); (c) implement the financial disclosure programme; (d) continue ethics training and outreach; and (e) provide functional leadership in the area of ethics to the United Nations field missions and separately administered organs and programmes.

(a) Results-based budgeting framework

419. During the 2021/22 period, the Office will continue to contribute towards fostering an organizational culture of ethics and integrity, including in peacekeeping operations and field missions, issuing reminders of ethical conduct standards for United Nations personnel and strengthening the critical capability of staff to identify, disclose and seek to mitigate personal conflicts of interest and report wrongdoing, such as fraud and sexual misconduct, in delivering peacekeeping mandates. The Ethics Office will continue to support the Organization in setting standards and updating policies relating to ethics and integrity, including by providing guidance and policy advice. In particular, the Office will highlight the policy on protection against retaliation for reporting misconduct or cooperating with duly authorized audits and investigations. It will continue to ensure that peacekeeping staff are familiar with the Organization's established mechanisms to protect staff and encourage a speak-up culture. The Office will also highlight the need to identify and mitigate risks of conflict of interest at the personal and organizational levels and practical measures to prevent and manage them. The proposed outreach and communication activities will facilitate the ability of field staff to consult and use the services of the Ethics Office and to comply with the standards of conduct expected of international civil servants.

420. The Office aims to achieve full compliance with the submission requirements of the financial disclosure programme and enhanced conflict of interest vetting and management and application of the provisions of the strengthened protection against retaliation policy. The Office envisages that the enhanced outreach and communication efforts targeted at field staff will allow these aims to be achieved. The Office also aims to provide a vigorous review and timely advice on issues relating to institutional integrity, which have gained increasing attention and importance owing to the impact on the credibility of United Nations operations, including peacekeeping missions. These include issues ranging from ensuring the Organization's ability to conduct business in an independent, impartial, objective and fair manner, to preventing conflicts of interest or mitigating reputational risks arising from the way the Organization interacts with other stakeholders. The Office also aims to provide due diligence advice and reviews for corporate compliance in connection with procurement issues as well as on initiatives with private sector individuals or entities. This advisory service aims to protect the Organization, including peacekeeping missions, from possible adverse reputational risk. Given that the Ethics Office is located only in New York, providing in-person advisory services can best be achieved by undertaking visits to field missions.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (number of requests)	Target	100	100	100	110
		Estimate		110	110	110
		Actual			220	267
	(ii) Full compliance with the financial disclosure programme (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) Increased number of outreach and briefing sessions	Target	30	30	30	30
		Estimate		40	40	40
		Actual			31	82

Expected accomplishment of the Secretariat	Indicators of achievement	Performance measures			
		2021/22	2020/21	2019/20	2018/19
	(iv) Requests for protection against retaliation are evaluated within 30 days of having received complete documentation from claimants, based on provisions of Secretary-General's bulletin ST/SGB/2017/2/Rev.1 (percentage)	Target 100	100	100	100
		Estimate	100	100	100
		Actual		100	100

External factors

421. Staff avail themselves of the services provided by the Ethics Office; submissions of financial disclosure statements from staff are received in a timely manner; all necessary documentation is provided by staff when seeking protection against retaliation; the security situation in peacekeeping missions will allow for visits; and the operating environment will return to normalcy with solutions to the ongoing COVID-19 pandemic.

Outputs

422. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Other substantive activities	
Good offices, fact-finding and other special missions	
1. Responses to inquiries from field missions	100
2. Financial disclosure filings or declaration of interests from peacekeeping-funded personnel	1 200
3. Official visits to peacekeeping missions (UNMIK, MONUSCO, UNDOF and UNLB)	4
4. Annual Leadership Dialogue project deployed in field missions	1

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Total, Ethics Office	Approved 2020/21	—	—	1	—	1	—	2	—	1	—	—	1	3
	Proposed 2021/22	—	—	1	—	1	—	2	—	1	—	—	1	3
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	469.4	600.6	607.1	6.5	1.1
II. Non-post resources					
Consultants and consulting services	504.6	463.5	429.0	(34.5)	(7.4)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
				(4)=(3)-(2)	(5)=(4)÷(2)
Official travel	37.7	47.3	47.3	—	—
Facilities and infrastructure	—	0.6	0.6	—	—
Communications and information technology	15.8	19.6	19.0	(0.6)	(3.1)
Other supplies, services and equipment	6.8	0.9	0.9	—	—
Subtotal	564.9	531.9	496.8	(35.1)	(6.6)
Total, I and II	1 034.3	1 132.5	1 103.9	(28.6)	(2.5)

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$607.1	\$6.5	1.1%

423. The provision would cover the salaries, common staff costs and staff assessment for the three posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

Consultants and consulting services	Cost estimates	Variance	
	\$429.0	(\$34.5)	(7.4%)

424. An amount of \$414,000 is proposed for the engagement of a consulting firm with expertise to continue the independent review of staff files in connection with the financial disclosure programme, as mandated by the General Assembly in its resolution 66/234. It is expected that 1,200 peacekeeping staff will be required to participate in the financial disclosure programme in the 2021/22 period. The provision is based on the expected unit price of \$345 per statement per person, which is based on projected per-person, per-filing costs to be incurred to maintain the system and the level of service for the period.

425. An amount of \$15,000 is proposed for the engagement of a consultant to develop materials for a new module for the annual Leadership Dialogue training programme. The purpose of the programme is to bring supervisors and supervisees together to discuss matters related to integrity. The development of a new programme guidebook is required each year.

426. The reduction is due mainly to the lower estimated number of filers in the financial disclosure programme, from 1,300 for the 2020/21 period to 1,200 for the 2021/22 period, in view of the closing of missions during the forthcoming budget period.

Official travel	Cost estimates	Variance	
	\$47.3	—	—

427. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
Ethics Office	47.3	–	–	–	–	47.3

428. The provision is made for travel to undertake workshops in MONUSCO, UNDOF, UNMIK and UNLB to raise awareness of ethics issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities, learn about ethics issues particular to specific missions and address financial disclosure matters.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$0.6	–

429. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	3	0.6
Total		0.6

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$19.0	(\$0.6) (3.1%)

430. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	3	0.9
Standard desk phones (\$300 per staff member)	3	0.9
Standard OICT service-level agreement (\$1,565 per staff member)	3	4.7
Managed output service (printer)	–	1.0
Public information and publication services	–	10.4
Other items	–	1.1
Total		19.0

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$0.9	–

431. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Translation of outreach materials	0.9
Total	0.9

J. Office of Legal Affairs

432. The General Assembly established OLA through its resolution 13 (I) of 13 February 1946 as the central legal service for the Secretary-General, the Secretariat and United Nations organs. The organization of the Office is set out in Secretary-General's bulletin [ST/SGB/2021/1](#). OLA provides centralized legal support and assistance in order to facilitate the implementation of substantive mandates and protect the legal interests and minimize the legal liabilities of the United Nations. In relation to peacekeeping activities, requests for OLA services originate from principal and subsidiary organs of the United Nations, including departments at Headquarters (predominantly DPO and DOS), as well as peacekeeping operations in the field.

(a) Results-based budgeting framework

433. In the 2021/22 period, OLA will continue to provide legal advice and assistance on a wide range of operational and support matters, including: advice on the interpretation and implementation of mandates, including the application of rules of engagement and other directives on the use of force; questions relating to human rights, humanitarian law and international criminal law; legal arrangements with host Governments and contributing Governments, including privileges and immunities; legal arrangements with other international organizations and partners; the interpretation and application of United Nations rules, regulations and policies; commercial procurement activities and other logistical support arrangements; the resolution of disputes and claims; the implementation and enhancement of the Organization's accountability measures; advice on legal aspects of reform initiatives; and defence of the Secretary-General and of the Organization's interests in the system of administration of justice.

Expected accomplishment and indicators of achievement

<i>Expected accomplishment of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>			
			<i>2021/22</i>	<i>2020/21</i>	<i>2019/20</i>	<i>2018/19</i>
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Target	40	40	40	40
		Estimate		40	40	40
		Actual			39.8	24
	(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Target	0	0	0	0
		Estimate		0	0	0
		Actual			0	0

External factors

434. The achievement of the expected accomplishment is dependent on a number of factors, including recognition by Member States of the status and privileges and immunities of the Organization in their legal systems; that organizational units will seek legal advice in a timely manner; and that such organizational units will provide sufficient information for legal analyses to be conducted and, thereafter, will be guided by the advice provided.

Outputs

435. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Administrative support services	
Overall management	
Instances of provision of legal support and assistance for the following areas	
1. Legislative aspects of peacekeeping missions, including mandates, governance, institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements), as well as general questions of public international law, rules of engagement and measures to counter piracy, including negotiation, interpretation and implementation of agreements with Governments, international organizations and other partners concerning such arrangements	395
2. Advice on logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50
3. Advice on cooperation with ad hoc international criminal tribunals and other tribunals of an international character or of a hybrid nature in connection with their activities arising from or relating to peacekeeping operations, as well as on truth and other commissions in the context of peacekeeping operations, including investigative mechanisms into allegations of widespread and systematic violations of humanitarian and human rights law	120
4. Commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	595
5. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90
6. Financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15
7. Number of arbitration or litigation matters being handled by OLA for the period	3
8. Maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65
9. Advice on accountability and conduct and discipline of United Nations and associated personnel, including with respect to sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	76
10. Advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	175
11. Cases representing the Secretary-General before the United Nations Appeals Tribunal	20
12. Advice on matters and cases under the system for the administration of justice	240
13. Legal aspects of security, including the application of the Security Policy Manual and related guidance	50
14. Participation in peacekeeping-related standing committees, boards, special investigations and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements, guidelines and operating procedures	120
15. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20
16. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	50

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Total, OLA	Approved 2020/21	–	–	5	9	2	1	17	–	2	–	–	2	19
	Proposed 2021/22	–	–	5	9	2	1	17	–	2	–	–	2	19
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	3 294.6	3 872.1	4 447.8	575.7	14.9
II. Non-post resources					
General temporary assistance	47.9	58.9	58.9	—	—
Consultants and consulting services	13.1	35.9	35.9	—	—
Official travel	8.2	23.5	23.5	—	—
Facilities and infrastructure	0.7	3.8	3.8	—	—
Communications and information technology	79.1	82.4	95.5	13.1	15.9
Other supplies, services and equipment	3.7	3.6	3.6	—	—
Subtotal	152.7	208.1	221.2	13.1	6.3
Total, I and II	3 447.3	4 080.2	4 669.0	588.8	14.4

(d) Analysis of financial resource requirements¹

	Cost estimates	Variance
Posts	\$4 447.8	\$575.7 14.9%

436. The provision would cover the salaries, common staff costs and staff assessment for the 19 posts. The variance is due to updated salary costs and in particular lower vacancy rates (see paras. 26 and 56–61 above).

	Cost estimates	Variance
General temporary assistance	\$58.9	– –

437. The proposed requirements would provide for the replacement of staff on maternity or sick leave (three person-months for staff in the Professional category).

	Cost estimates	Variance
Consultants and consulting services	\$35.9	– –

438. An amount of \$35,900, which remains at the level approved for the 2020/21 period, is proposed for the short-term engagement of an outside legal counsel for advice and assistance in peacekeeping-related legal matters requiring special

expertise that is not available in OLA, such as the interpretation of national law and representation before national courts or administrative bodies.

	<i>Cost estimates</i>	<i>Variance</i>	
Official travel	\$23.5	–	–

439. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
OLA	15.0	–	8.5	–	–	23.5

440. The provision is made for travel of the Legal Counsel to visit peacekeeping missions to get a better understanding of the main challenges that the visited peacekeeping missions are currently facing on the ground, so that OLA can optimally target its legal advice in the area of peacekeeping.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$3.8	–	–

441. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	19	3.8
Total		3.8

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$95.5	\$13.1	15.9%

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	19	5.7
Standard desk phones (\$300 per staff member)	19	5.7
Standard OICT service-level agreement (\$1,565 per staff member)	19	29.7
Managed output service (scanner and printer)	–	8.4
Software, licences and fees	–	13.7
Public information and publication services, including subscriptions	–	8.3
Other items	–	24.0
Total		95.5

443. Standard costs for equipment and communication are applied to all staff. Other items include the provision for OICT hosting to support the common case management system, the common archiving system and the shared storage and backup server space, as well as the maintenance of the case management system.

444. The increased requirement is related to the provisions for a new case management system as the current version of the software is no longer supported.

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$3.6	—

445. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	3.6
Total	3.6

K. Department of Global Communications

446. The mandate of the Department of Global Communications (the former Department of Public Information) was established by the General Assembly in its resolution 13 (I). The organization and functions of the Department are set out in Secretary-General's bulletin [ST/SGB/1999/10](#).

(a) Results-based budgeting framework

447. During the 2021/22 period, the Department of Global Communications will continue to provide strategic communications advice, guidance and backstopping support to United Nations peacekeeping missions, including through field visits and training. The Department will continue to conduct outreach to troop- and police-contributing countries, showcasing the service and sacrifice of their personnel and the impact of peace operations. The Department will continue to support United Nations peacekeeping platforms, including the multilingual website. In addition, the Department will seek to provide communications support to peacekeeping missions in the COVID-19 response and recovery.

Expected accomplishment and indicators of achievement

<i>Expected accomplishment of the Secretariat</i>	<i>Indicators of achievement</i>		<i>Performance measures</i>			
			2021/22	2020/21	2019/20	2018/19
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping operations indicate overall satisfaction with the quality of strategic communications and public information support provided to them (percentage)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			100	100
	(ii) Stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Target	60	60	60	60
		Estimate		60	60	60
		Actual			60	60

External factors

448. United Nations peacekeeping, external partners and other stakeholders will continue to work together in a timely manner with DGC on public information issues.

Outputs

449. During the 2021/22 period, the following outputs will be delivered:

<i>Outputs</i>	<i>Quantity</i>
Substantive services	
1. Strategic advice and backstopping support to peacekeeping operations in collaboration with DPO	10
2. Field visits to peacekeeping operations to provide communications advice and support in situ	1
3. Organization and facilitation of a one-week specialized training course, in cooperation with DPO and DOS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	1
4. Hosting, updating and maintenance, in collaboration with DPO, of approximately 100 web pages on the peacekeeping website in English	100
5. Coordination of maintenance of the peacekeeping website in the other official languages of the United Nations	5
6. Serving as mission focal point, in conjunction with DPO and OICT, for the local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance costs for missions	10
7. Outreach to troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to the participation of individual countries in specific peacekeeping operations	45
Technical material	
8. Broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed, United Nations News and social media platforms	30
9. Monthly uploading and hosting of peacekeeping-related web videos on United Nations Web TV and on the United Nations channel on YouTube	8
10. Feature stories per year on peacekeeping topics for the UN In Action series and distribution to broadcasters worldwide	5
11. Video for non-broadcast purposes highlighting the work of troop- and police-contributing countries	2

(b) Human resources requirements

		<i>Professional and higher categories</i>							<i>General Service and related categories</i>					<i>Total</i>
		<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>Field Service</i>	<i>NGS</i>	<i>Subtotal</i>	
Total, DGC	Approved 2020/21	–	–	–	2	–	1	3	–	1	–	–	1	4
	Proposed 2021/22	–	–	–	2	–	1	3	–	1	–	–	1	4
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	648.6	756.6	765.6	9.0	1.2
II. Non-post resources					
General temporary assistance	—	37.8	37.8	—	—
Official travel	5.1	34.6	40.4	5.8	16.8
Facilities and infrastructure	—	2.0	2.0	—	—
Communications and information technology	41.1	41.1	41.3	0.2	0.5
Other supplies, services and equipment	1.5	0.9	0.9	—	—
Subtotal	47.7	116.4	122.4	6.0	5.2
Total, I and II	696.3	873.0	888.0	15.0	1.7

(d) Analysis of financial resource requirements¹

	Cost estimates	Variance	
Posts	\$765.6	\$9.0	1.2%

450. The provision would cover the salaries, common staff costs and staff assessment for the four posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

	Cost estimates	Variance	
General temporary assistance	\$37.8	—	—

451. The provision would cover the replacement of staff on maternity or sick leave (1.5 person-months for staff in the Professional category and 1.5 person-months for staff in the General Service category).

	Cost estimates	Variance	
Official travel	\$40.4	\$5.8	16.8%

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

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
DGC	9.4	—	—	—	31.0	40.4

453. The Department plans to travel to MINUSCA to work with mission personnel on the development and improvement of communications strategies and to ensure the effective implementation of its public information plan of action. In addition, DGC

plans to continue the annual one-week specialized training course in Entebbe for global communications staff in peacekeeping operations. The increased requirement is based on the actual planned location, number of staff and duration of trips.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$2.0	—

454. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	4	0.8
Other items	—	1.2
Total		2.0

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$41.3	\$0.2 0.5%

455. The following table provides a breakdown of the requirements under this budget class, which remain at a similar level as that approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	4	1.2
Standard desk phones (\$300 per staff member)	4	1.2
Standard OICT service-level agreement (\$1,565 per staff member)	4	6.3
Software, licences and fees	—	32.6
Total		41.3

	<i>Cost estimates</i>	<i>Variance</i>
Other supplies, services and equipment	\$0.9	—

456. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Training fees, supplies and services	0.9
Total	0.9

L. Department of Safety and Security

457. The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate of DSS was established by the General Assembly in its resolution [59/276](#).

458. The Department enables implementation of peacekeeping mandates through the provision of professional and risk-based security services, including advice, policy frameworks, field staff training, crisis support, standard-setting and operations, within the framework of the United Nations security management system. Notwithstanding the significant progress achieved in strengthening the security management system, carrying out United Nations operations in the increasingly complex security environment remains challenging. The Department has worked strategically to programme an effective response to the changing global security environment, while striving for the most effective and efficient use of safety and security resources. By leading the United Nations in an approach to security that focuses on the identification and mitigation of risk, the Department enables staff in peacekeeping operations to stay and deliver, even in increasingly complex environments in which the United Nations is a target.

459. Based on the delegation of authority for the primary management and coordination of security personnel and assets across peacekeeping operations, the Department is responsible for providing advice and the establishment of benchmarks and standards for missions on the security-related aspects of policy, budget and finance, human resources, training, logistics and procurement. This authority has strengthened the budget process in missions, ensuring that mission start-ups are managed in a coordinated manner consistent with the established safety and security standards. The Department facilitates the managed reassignment of security personnel, provides support in human resources planning, classification and operational workforce planning, including analysis of supply and demand, and forecasts requirements and projects future trends for the integrated security workforce.

(a) Results-based budgeting framework

460. In the 2021/22 period, DSS will continue to lead the Secretariat's integrated security workforce in coordination with key counterparts, such as DPO and DOS. The Department will focus in particular on providing appropriate guidance and tools required to strengthen the security risk management process across peacekeeping missions globally. The process includes managing security risks to United Nations personnel, premises and assets, as well as enabling implementation of the United Nations mandate and programme activities in the most secure environment. In the COVID-19 pandemic environment, the Department experienced significant security incidents transpiring in high-risk United Nations peacekeeping locations, impacting the mandate implementation of missions as well as programme activities of other United Nations organizations and humanitarian partners. In response, the Department will focus its support to those high-risk missions to enable mandate and programme delivery. While it is early to assess the impact of COVID-19, initial lessons learned has shown that there are no alternatives to face-to-face/in-person interaction when it comes to essential physical verifications of the security management programmes and policies implemented on the ground, and access to senior management, field managers/staff and host country representatives. The Department will also work with the United Nations security management system entities in all peacekeeping mission locations to strengthen security response mechanisms by providing security crisis training to the leadership of peacekeeping missions.

461. In addition, the Department will work on addressing the most critical gaps in firearms instructor assessment, certification and recertification caused by the COVID-19 pandemic and related travel restrictions. The focus will be on strengthening in-mission internal training capacities through instructor-level training, while continuing to provide training in thematic areas where peacekeeping missions lack internal training capacities.

462. In view of the increasing number of critical incidents in peacekeeping environments, the Department will continue supporting peacekeeping missions with effective psychosocial response systems through training and technical support, including the deployment of counsellors in crisis situations where and when possible. Should the COVID-19 pandemic continue, the Department will continue to fill in the gaps in the field, providing direct psychosocial support services online and coordinating crisis response related to the impact of the global pandemic on United Nations staff and dependants.

463. Finally, the Department will also focus on United Nations close protection operations worldwide, as there remain a large number of Close Protection Officers in peacekeeping operations who have not completed the Department's new certification programme. There are currently 85 Close Protection Officers in peacekeeping missions, with only 39 officers certified, 36 officers requiring certification, and 10 officers to be recertified. The Department will seek to arrange certification programmes in coordination with peacekeeping missions.

Expected accomplishment and indicator of achievement

Expected accomplishment of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Implementation in all peacekeeping missions of security risk management process and up-to-date security plans (percentage)	Target	90	90	90	90
		Estimate		80	90	90
		Actual			100	90

External factors

464. United Nations peacekeeping partners and local institutions will cooperate on security matters.

Outputs

465. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Administrative support services	
Overall management	
1. Coordination of the managed reassignment programme for security personnel	1
2. Support for the development of rosters for the security job family for immediate selection against mission vacancies (number of missions)	11
Other substantive activities	
Good offices, fact-finding and other special missions	
3. Visits to 11 field missions and 2 support bases (UNLB and RSCE) to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats (number of visits)	19

<i>Outputs</i>	<i>Quantity</i>
4. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports)	4
5. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits)	5
6. Stress counsellors deployed in peacekeeping missions in response to crises and emergencies (number of counsellors)	4
7. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports)	3
Technical material	
8. Security risk management process of 11 field missions and 2 support bases (UNLB and RSCE) continually reviewed, and advice and guidance on mandate-enabling security risk management measures provided to senior mission officials	13
9. Consultation on security budgets of 11 field missions and 2 support bases (UNLB and RSCE)	13
10. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs)	261
11. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of training modules)	7
12. Lessons on the analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of lessons)	29
Seminars	
13. "Designated official" training for newly appointed heads and deputy heads of missions (number of training sessions)	10
14. Annual workshops for senior security personnel from field missions, UNLB and RSCE (number of personnel trained)	20
15. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2
16. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40
17. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10
18. Peer helper training workshops (number of workshops)	3
19. Peer helpers trained and certified (number of personnel trained and certified)	30
20. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use-of-force policies and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection (number of personnel trained)	140
21. Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	14
22. Close Protection Officers in peacekeeping missions certified	36
23. Close Protection Officers in peacekeeping missions recertified	34
International cooperation and inter-agency coordination and liaison	
Other services	
24. Technical standard operating procedures relevant to the acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed and/or updated (number of chapters)	9
25. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10
26. Technical consultation and support provided to DPO/DOS Headquarters managers on psychosocial issues, including on strategies on emergency response and downsizing (number of issues/cases addressed)	8

(b) Human resources requirements

		Professional and higher categories						General Service and related categories						
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Security Service	NGS	Subtotal	Total
Posts and temporary positions														
Posts	Approved 2020/21	–	–	1	5	5	–	11	–	2	3	–	5	16
	Proposed 2021/22	–	–	1	5	5	–	11	–	2	3	–	5	16
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2020/21	–	–	–	–	1	–	1	–	1	–	–	1	2
	Proposed 2021/22	–	–	–	–	1	–	1	–	1	–	–	1	2
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, DSS	Approved 2020/21	–	–	1	5	6	–	12	–	3	3	–	6	18
	Proposed 2021/22	–	–	1	5	6	–	12	–	3	3	–	6	18
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of general temporary assistance positions**Office of the Under-Secretary-General****Executive Office***1 Administrative Officer (P-3) (continuation)**1 Administrative Assistant (GS (OL)) (continuation)*

466. The Executive Office has two GTA positions (1 P-3 and 1 GS (OL)) approved under the support account since the 2019/20 period. These positions support the Office in undertaking interdepartmental and intradepartmental coordination on issues relating to human resources, budgetary, logistics and general administrative matters as they relate to the area of safety and security. In addition, the Office coordinates with DOS, DPO and peacekeeping missions on the administration and support provided to security staff located in field missions and to ensure consistency in the administrative practice of the local security and safety services.

467. The geographical focus of peacekeeping operations is expected to remain in difficult and volatile regional, political, operational and complex security environments, which will require high-intensity engagement. Within this complex global context, there have been increased demands for security management support to enable the United Nations to “stay and deliver” on mandated activities, particularly in high risk areas. This necessitates the continued need to have a well-managed integrated security workforce. The proposed continuation of the two GTA positions (1 P-3 and 1 GS (OL)) is instrumental in enabling DSS to carry out key activities related to the integrated security workforce.

468. The Administrative Officer (P-3), inter-alia: (a) provides human resources guidance and policy support to DSS field operations, including peacekeeping operations, to ensure consistency and parity in the application of human resources rules and policies within the integrated security workforce; (b) takes the lead in coordinating with peacekeeping missions and DSS substantive offices on vacancy management reduction strategies/activities; (c) oversees and supports the roll-out of annual mobility programmes for the integrated security workforce; (d) provides support and guidance for the development of an annual plan for the issuance of generic job openings through workforce planning; (e) conducts analysis of supply and

demand, forecasts requirements and projects future trends; (f) provides guidance on the conduct of the substantive assessments by subject matter expert staff members; (g) monitors incumbency rates in the field missions for positions in the security job family; (h) facilitates and supports the managed reassignment programme for field security personnel; (i) provides necessary process and procedural guidance to field recruiters and hiring managers on roster management, the Inspira recruitment platform and related recruitment processes; (j) provides oversight, policy and Umoja transactional advice to human resources/administrative assistants; and (k) liaises in budget preparation and administration of DSS resources under the support account for peacekeeping operations.

469. The Administrative Assistant (GS (OL)) supports the administration of entitlements for DSS staff within the integrated security workforce in the mission setting, and coordinates with peacekeeping missions and RSCE to ensure consistency with regard to actions pertaining to onboarding, separation, field movements, reporting, danger pay and entitlements related to rest and recuperation. The incumbent also provides technical and operational support for activities related to recruitment and mobility.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 543.3	2 658.0	2 933.1	275.1	10.3
II. Non-post resources					
General temporary assistance	183.9	275.4	269.5	(5.9)	(2.1)
Official travel	171.9	506.3	506.3	—	—
Facilities and infrastructure	0.3	3.6	3.6	—	—
Communications and information technology	54.7	63.7	64.2	0.5	0.8
Other supplies, services and equipment	0.3	4.5	8.2	3.7	82.2
Subtotal	411.1	853.5	851.8	(1.7)	(0.2)
Total, I and II	2 954.4	3 511.5	3 784.9	273.4	7.8

(e) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance	
	\$2 933.1	\$275.1	10.3%

470. The provision would cover the salaries, common staff costs and staff assessment for the 16 posts. The variance is due to updated salary costs, particularly lower vacancy rates (see paras. 26 and 56–61 above).

General temporary assistance	Cost estimates	Variance	
	\$269.5	(\$5.9)	(2.1%)

471. The provision would cover the salaries, common staff costs and staff assessment for the continuation of two positions. The variance is due to updated salary costs (see paras. 26 and 56–61 above).

	<i>Cost estimates</i>	<i>Variance</i>
Official travel	\$506.3	–

472. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Official travel, by type of travel

<i>Organizational unit</i>	<i>Mission planning/ assessments/ consultation</i>	<i>Technical support</i>	<i>Seminars/ conferences/ workshops</i>	<i>Other</i>	<i>Training travel</i>	<i>Total</i>
DSS	\$179.8	\$33.8	\$41.7	–	\$251.0	506.3

473. Provisions are made to continue reviewing security management arrangements, assessing crisis preparedness and producing recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats. A provision is made also to deploy stress counsellors to the field in response to crises and emergencies.

474. Under training travel, the provision includes training on safety and security policies and procedures for field security personnel, including on use-of-force policies and tactics, the use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection.

	<i>Cost estimates</i>	<i>Variance</i>
Facilities and infrastructure	\$3.6	–

475. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	18	3.6
Total		3.6

	<i>Cost estimates</i>	<i>Variance</i>
Communications and information technology	\$64.2	\$0.5 0.8%

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	18	5.4
Standard desk phones (\$300 per staff member)	18	5.4
Standard OICT service-level agreement (\$1,565 per staff member)	18	28.2
Other communication and ICT service costs	–	25.2
Total		64.2

477. The increased requirements are related to the slightly higher cost of the standard OICT service-level agreement.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$8.2	\$3.7	82.2%

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

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total amount</i>
Training fees, supplies and services	8.2
Total	8.2

479. The increased requirement is due to the provision for management and leadership training for the two temporary positions in the Executive Office.

M. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

480. The mandate of the Advisory Committee on Administrative and Budgetary Questions was established by the General Assembly in its resolutions [14 \(I\)](#) and [32/103](#) and rules 155, 156 and 157 of its rules of procedure. Priorities of the secretariat of the Advisory Committee are determined by the resolutions and decisions of the General Assembly and the Security Council, as guided by OPPFB and the Fifth Committee of the General Assembly.

481. The activities of the secretariat of the Advisory Committee include the provision of advice and technical support to the Committee on issues of policy and/or procedure, which includes the examination and analysis of the proposals contained in the reports of the Secretary-General, as well as all relevant supplementary and background documentation, in order to determine their compliance with legislative mandates, definitions of issues and administrative and financial regulations and rules. The secretariat is also responsible for drafting the reports of the Advisory Committee, which contain its conclusions and recommendations to the Assembly.

482. Additional activities include the scheduling of Advisory Committee meetings with DPO, DOS, DMSPC, the Board of Auditors, the Independent Audit Advisory Committee and other relevant entities, including the coordination of the appearance of senior officials from these entities and others, as required. The secretariat carries

out its activities in close cooperation with the secretariat of the Fifth Committee and other departments and offices of the Secretariat. This collaboration and cooperation includes the examination, substantive analysis and clarification required for the preparation of the Advisory Committee's reports and the sharing of information and experience.

(a) Results-based budgeting framework

483. In support of peacekeeping operations, the Advisory Committee expects to examine and issue reports on 16 proposed budgets, 20 performance reports and two policy related issues submitted by the Secretary-General to the General Assembly, as well as three audit-related reports. In addition, the Committee usually considers approximately six additional ad hoc requests from the Secretary-General for commitment authority as well as reports on specific thematic areas related to peacekeeping. In addition, the secretariat will need to schedule an estimated 120 meetings of the Advisory Committee on peacekeeping matters.

484. The primary challenge faced by the secretariat of the Advisory Committee is the short-time frame allotted to produce the Committee's reports reflecting its expert opinions on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. Further challenges will be the capacity of the secretariat to meet the continuing and emerging requirements.

Expected accomplishment and indicators of achievement

Expected accomplishment of the Secretariat	Indicators of achievement	Performance measures				
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of reports of ACABQ are submitted within the deadline	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) 100 per cent of the reports of ACABQ are free of error	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

485. External factors include the priorities as determined by the resolutions and decisions of the General Assembly and the Security Council, and the timely submission of documents to the Advisory Committee, as well as the potential impact of the COVID-19 pandemic.

Outputs

486. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
<i>General Assembly</i>	
<i>Advisory Committee on Administrative and Budgetary Questions</i>	
Substantive servicing of meetings	
1. Provision of substantive and technical advice and support to the meetings of ACABQ	120
2. Provision of timely and accurate support to ACABQ	1

Outputs

Quantity

Parliamentary documentation

Reports of the Advisory Committee on Administrative and Budgetary Questions

3. Production of well-documented and technically accurate reports that fully reflect the views of ACABQ 45

Other services

4. Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports to produce timely documentation 120

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					Total
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	
Posts and temporary positions														
Total, secretariat of ACABQ	Approved 2020/21	—	—	1	2	—	—	3	—	—	—	—	—	3
	Proposed 2021/22	—	—	1	2	—	—	3	—	—	—	—	—	3
	Net change	—	—	—	—	—	—	—	—	—	—	—	—	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	458.5	650.9	778.7	127.8	19.6
II. Non-post resources					
Facilities and infrastructure	—	0.6	0.6	—	—
Communications and information technology	3.1	8.4	7.4	(1.0)	(11.9)
Subtotal	3.1	9.0	8.0	(1.0)	(11.1)
Total, I and II	461.6	659.9	786.7	126.8	19.2

(d) Analysis of financial resource requirements¹

Posts	Cost estimates	Variance
	\$778.7	\$127.8 19.6%

487. The provision would cover the salaries, common staff costs and staff assessment for the continuation of three posts. The variance is due to updated salary costs (see paras. 26 and 56–61 above) and lower vacancy rates applied to a post established in the 2020/21 period.

Facilities and infrastructure	Cost estimates	Variance
	\$0.6	—

488. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	3	0.6
Total		0.6

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$7.4	(\$1.0)	(11.9%)

489. The following table provides a breakdown of the requirements under this budget class, which are below the level approved for the 2020/21 period.

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard equipment replacement (\$1,200 per staff member per 4 years)	3	0.9
Standard desk phones (\$300 per staff member)	3	0.9
Standard OICT service-level agreement (\$1,565 per staff member)	3	4.7
Managed output service (printer)	–	0.9
Total		7.4

490. The reduced requirement is mainly due to the one-time provision of standard equipment for the new post approved in the 2020/21 period not being required for the 2021/22 period.

N. Office of the United Nations High Commissioner for Human Rights

491. The mandate of OHCHR derives from Articles 1, 13 and 55 of the Charter of the United Nations and the Vienna Declaration and Programme of Action and was established by the General Assembly in its resolution [48/141](#). The functions of OHCHR are set out in Secretary-General's bulletin [ST/SGB/1997/10](#). The Office comprises the Office of the Under-Secretary-General; the Field Operations and Technical Cooperation Division; the Thematic Engagement, Special Procedures and Right to Development Division; and the Human Rights Council and Treaty Mechanisms Division.

(a) Results-based budgeting framework

492. The proposal for the 2021/22 period aims to respond to DPO and DOS priorities, as well as the most urgent demands of Member States, troop- and police-contributing countries, peacekeeping operations and regional organizations for human rights support, training and guidance and shared commitments of the Action for Peacekeeping initiative on improving peacekeeping partnerships, most notably with the African Union. In this regard, the Field Operations and Technical Cooperation Division will prioritize providing human rights planning expertise and analysis to DPO and DOS in support of African Union and regional peacekeeping operations and continuing dedicated backstopping to MINUSCA, MINUSMA and MONUSCO to ensure effective human rights protection by peacekeeping operations, complemented

with support for nationally led efforts to hold perpetrators accountable, and providing strategic planning support and advice to United Nations peacekeeping operations on the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces. The Thematic Engagement, Special Procedures and Right to Development Division will prioritize supporting DPO and DOS and peacekeeping operations in monitoring, investigating and reporting on sexual exploitation and abuse, particularly by non-United Nations forces operating under a Security Council mandate; and increasing human rights support to DPO and DOS and training in regional peacekeeping centres for uniformed personnel and senior mission leaders in United Nations and African Union peacekeeping operations.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2021/22	2020/21	2019/20	2018/19
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions on peacekeeping operations incorporate human rights dimensions (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Member States are provided regular briefings and documented reports on human rights	Target	35	35	35	35
		Estimate		35	35	35
		Actual			35	35
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) New or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Target	8	8	8	8
		Estimate		8	8	8
		Actual			8	8
	(ii) Peacekeeping policies and training for mission personnel, including military and police, integrate human rights content, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with human rights-related policies	Target	25	25	20	20
		Estimate		25	20	20
		Actual			25	42

External factors

493. External factors that may have an impact on the delivery of performance targets and outputs include Security Council mandates for new and existing peacekeeping operations; continued impact of the COVID-19 pandemic on mandate implementation; reviews of existing peacekeeping operations and their reconfiguration, transition or drawdown; changes in the priorities of the Secretary-General; and operationalization of the United Nations-African Union peacekeeping partnership.

Outputs

494. During the 2021/22 period, the following outputs will be delivered:

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Parliamentary documentation	
Reports of the Secretary-General	
1. OHCHR input to and human rights information and recommendations included in regular country and thematic reports of the Secretary-General to the Security Council and General Assembly	10

<i>Outputs</i>	<i>Quantity</i>
2. OHCHR input to the annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse relating to sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate, and input to quarterly reports	1
Other substantive activities	
Other services	
3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations	25
4. Strategic and technical advice on the inclusion of human rights analysis and priorities in planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown	8
5. Monthly advice to human rights components of peacekeeping operations on the integration of human rights in peacekeeping operations that responds to developments in the respective mission areas	12
6. Technical review and clearance provided for public human rights reports drafted by human rights components of peacekeeping operations	8
7. Monthly support to human rights components of peacekeeping operations to provide guidance on conducting risk assessments in accordance with the human rights due diligence policy	12
8. Standard operating procedures for the implementation of the human rights due diligence policy updated	2
9. Monthly advice to relevant peacekeeping teams in the regional structure, the Police Division and the Office of Military Affairs on strengthening the implementation of the human rights due diligence policy	12
10. Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations	12
11. Human rights content integrated in DPO policies and guidance documents for uniformed personnel, including on implementing protection of civilians mandates, and sexual exploitation and abuse guidance documents applicable to peacekeeping operations	8
12. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components of peacekeeping operations	4
13. Planning, methodological and operational advice to DPO and DOS on the integration of human rights in the development of human rights compliance frameworks as part of DPO and DOS support packages to African Union and regional peace operations	2
14. Briefings and training sessions on human rights integration in peacekeeping as part of induction and training to senior mission leaders	2
15. Specialized human rights courses/sessions on human rights roles and responsibilities of military and police peacekeeping personnel, including dedicated training of trainers from troop- and police-contributing countries on human rights roles and responsibilities of military and police components	12
16. Support to the DPO Integrated Training Service and peacekeeping training centres in troop- and police-contributing countries in developing and enhancing human rights training modules and material for predeployment and in-mission training courses	3
17. Monthly advice provided to peacekeeping operations and mission personnel on handling and reporting on allegations of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate	12
18. Briefings on prevention and response to sexual exploitation and abuse delivered to United Nations personnel and Member States and regional organizations deploying non-United Nations forces operating under a Security Council mandate	3
Good offices, fact-finding and other special missions	
19. Predeployment mission to contribute to planning for a human rights component for a new peacekeeping operation or surge capacity deployment of staff to assist human rights components in a crisis situation	1
20. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations	9

(b) Human resources requirements

		Professional and higher categories							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	NGS	Subtotal	Total
Posts and temporary positions														
Posts	Approved 2020/21	–	–	1	4	2	–	7	–	1	–	–	1	8
	Proposed 2021/22	–	–	1	4	3	–	8	–	1	–	–	1	9
	Net change	–	–	–	–	1	–	1	–	–	–	–	–	1
Temporary positions	Approved 2020/21	–	–	–	1	1	–	2	–	–	–	–	–	2
	Proposed 2021/22	–	–	–	1	–	–	1	–	–	–	–	–	1
	Net change	–	–	–	–	(1)	–	(1)	–	–	–	–	–	(1)
Total, OHCHR	Approved 2020/21	–	–	1	5	3	–	9	–	1	–	–	1	10
	Proposed 2021/22	–	–	1	5	3	–	9	–	1	–	–	1	10
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts**Field Engagement Division****Peace Missions Support Section (Addis Ababa)***Conversion of 1 GTA position of Human Rights Officer (P-3) to post*

495. The conversion of one GTA position of Human Rights Officer (P-3), which was established in the 2016/17 period and is co-located with UNOAU in Addis Ababa, is proposed for the 2021/22 period.

496. The Security Council continues to mandate United Nations and regional peace operations to promote and protect human rights through specific provisions on core human rights functions, as well as in specialized areas, including support for the implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces, and cross-cutting, multidimensional mandates for the protection of civilians. The joint United Nations-African Union peacekeeping partnership demands specialized human rights support from OHCHR beyond the current capacity of DPO, DOS and UNOAU, with the aim of allowing for the integration of human rights in the partnership framework and the development of safeguards for the United Nations as regional organizations are designated to implement Security Council mandates.

497. In response to increasing and continuing demands, OHCHR proposes the conversion to a post of the GTA position of Human Rights Officer (P-3) co-located in UNOAU, which for five years has continued to undertake functions of a continuing nature. This proposal is in line with the report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa (S/2018/678) and his focus on strengthening regional peacekeeping and developing the United Nations-African Union peacekeeping partnership, which was confirmed and complemented by the Security Council's adoption of resolutions 2320 (2016) and 2378 (2017) and the Joint Declaration by the Secretary-General and the Chairperson of the African Union Commission of December 2018. The proposal aims to solidify OHCHR support for the integration of human rights into the United Nations-African Union partnership framework and provide expertise and operational guidance to DPO and DOS on the

integration of human rights in the development of human rights compliance frameworks for African Union and regional peace operations.

498. Furthermore, at its last meeting, in October 2020, the United Nations-African Union Joint Task Force on Peace and Security highlighted the considerable progress achieved by the United Nations-African Union partnership, specifically highlighting the sustained collaboration on support for African Union peace operations and coordinated support for national authorities on the promotion and protection of human rights. The conclusions of the Joint Task Force are consistent with the increasing demands that are being made on the United Nations to strengthen human rights in the partnership, which have continued to grow since this GTA position was established. In support of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the African Union requires continuing United Nations support on integrating human rights and protection analysis in the planning for and deployment of its peacekeeping or of United Nations-African Union joint operations and on ensuring the mission readiness of its troops, including in integrating United Nations standards and policies. OHCHR will thus continue to be required to support the United Nations-African Union partnership in peacekeeping and strengthen the human rights framework for African Union peace support operations..

499. Conversion of this GTA position will allow OHCHR to continue to build the human rights capacity of relevant African Union counterparts in their translation of human rights priorities into concepts of operations and rules of engagement to implement Security Council mandates, and the incumbent will continue to support UNOAU in assessing appropriate programmes of work, staffing structures, and budget resources for the integration of human rights in such operations.

(d) Justification of general temporary assistance positions

Thematic Engagement, Special Procedures and Right to Development Division

Methodology, Education and Training Section (New York)

1 Human Rights Officer (P-4) (continuation)

500. The continuation of one GTA position of Human Rights Officer (P-4), which was established in the 2017/18 period in New York, is proposed for the 2021/22 period. The continuation is requested owing to the continuing need to support DPO, DOS and peacekeeping operations in addressing and reporting on allegations of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate, as requested by the General Assembly in its resolution [70/286](#). In addition to contributing information on allegations against non-United Nations forces for the annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse, OHCHR is also required to provide quarterly reports to the Secretary-General on new allegations of sexual exploitation and abuse received and on the status of investigations into previously reported allegations.

501. The experience of recent years has shown that such reporting requires the coordination of OHCHR contributions to the annual and quarterly reports. The Human Rights Officer also ensures that the data presented are obtained on the basis of sound methodologies and documentation practices, while preserving the principle of confidentiality and the protection of victims. Demands for guidance and expert advice to human rights personnel of peacekeeping operations in relation to monitoring, investigation, reporting and follow-up of allegations of sexual exploitation and abuse involving non-United Nations forces have also continued. In the 2021/22 period, the incumbent will contribute to: strengthening OHCHR strategies, systems and actions to prevent and respond to sexual exploitation and

abuse through awareness-raising of OHCHR internal procedure on handling allegations of sexual exploitation and abuse and support for its implementation; provision of support and advice to human rights staff on addressing sexual exploitation and abuse and on follow-up with Member States on allegations against non-United Nations forces; and provision of advice on human rights issues to Headquarters entities in their response to allegations against United Nations personnel. The incumbent will also provide advice to the African Union on the establishment of policies and procedures to deal with misconduct, including sexual exploitation and abuse, and human rights violations; and on case management. Sustained support in these areas is crucial to ensure systematic and constructive engagement with Member States based on well-documented data and allegations, as well as the consistent integration of victim protection and human rights principles in United Nations responses to sexual exploitation and abuse.

502. In addition to reporting on allegations in line with the General Assembly mandate, the continuation of this temporary position will allow for progress in key areas of implementation that fall under the lead responsibility of OHCHR under the Secretary-General's strategy on protection from sexual exploitation and abuse (see [A/71/818](#) and [A/71/818/Corr.1](#)). One of those key areas is engagement with Member States and regional organizations for the harmonization of preventive and response measures to address sexual exploitation and abuse applicable to non-United Nations forces with those established for United Nations forces, and working alongside Member States, including the Security Council, to have such measures reflected in the authorization or renewal of mandates for non-United Nations forces, as well as being implemented in practice. To that effect, suggestions for the expansion of language on protection from sexual exploitation and abuse in relevant resolutions have been adopted by the Council in relation to non-United Nations forces, for instance when renewing the mandate of AMISOM.

503. To date, the position has contributed to the development of nine policy and guidance documents that have had a significant impact on the quality of the responses of peacekeeping operations to sexual exploitation and abuse and in the assistance and support provided to victims. Recently, for instance, the incumbent carried out extensive consultations and sought validation of the United Nations guidance on the policy on a human rights approach to sexual exploitation and abuse by members of the system-wide working group on sexual exploitation and abuse led by the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. The continuation of this temporary position will also ensure the continuation of OHCHR representation in inter-agency coordination meetings led by the Special Coordinator and the Victims' Rights Advocate, as well as in quarterly meetings of the High-level Steering Group on preventing sexual exploitation and abuse.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 491.4	1 791.0	1 987.7	196.7	11.0
II. Non-post resources					
General temporary assistance	159.7	353.7	198.2	(155.5)	(44.0)
Official travel	78.4	209.5	209.8	0.3	0.1
Facilities and infrastructure	0.3	3.5	3.2	(0.3)	(8.6)

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
				(4)=(3)-(2)	(5)=(4)÷(2)
Communications and information technology	8.8	11.0	13.0	2.0	18.2
Other supplies, services and equipment	—	5.5	5.5	—	—
Subtotal	247.2	583.2	429.7	(153.5)	(26.3)
Total, I and II	1 738.6	2 374.2	2 417.4	43.2	1.8

(f) **Analysis of financial resource requirements¹**

Posts	Cost estimates	Variance	
	\$1 987.7	\$196.7	11.0%

504. The provision would cover the salaries, common staff costs and staff assessment for the nine posts, including the proposed conversion of one GTA position to a post. The variance is due to updated salary costs (see paras. 26 and 56-61 above) and the proposed conversion of a GTA position to post.

General temporary assistance	Cost estimates	Variance	
	\$198.2	(\$155.5)	(44.0%)

505. The provision would cover the salaries, common staff costs and staff assessment for the continuation of one position. The variance is mainly due to the proposed conversion of one position to a post.

Official travel	Cost estimates	Variance	
	\$209.8	\$0.3	0.1%

506. The following table provides a breakdown of the requirements under this budget class, which remain at a similar level as that approved for the 2020/21 period.

Official travel, by type of travel

Organizational unit	Mission planning/ assessments/ consultation	Technical support	Seminars/ conferences/ workshops	Other	Training travel	Total
OHCHR	113.8	35.6	18.8	—	41.6	209.8

507. Resources are proposed for the undertaking of strategic and technical assessment missions to peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations, including for: further implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces; quarterly consultations on developments to establish strategic human rights priorities; and briefings on human rights developments, including on the human rights due diligence policy on United Nations support to non-United Nations security forces and regional peacekeeping cooperation, to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations.

508. The training travel will facilitate specialized training-of-trainers courses on human rights for police and military personnel and specialized training sessions on human rights in DPO courses for peacekeeping personnel.

	<i>Cost estimates</i>	<i>Variance</i>	
Facilities and infrastructure	\$3.2	(\$0.3)	(8.6%)

509. The following table provides a breakdown of the requirements under this budget class, which are slightly below the level approved for the 2020/21 period.

Facilities and infrastructure, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard stationery and supplies (\$200 per staff member)	6	1.2
Additional office supplies	—	2.0
Total		3.2

510. The provision covers the cost of stationery and supplies for staff in New York at the standard level of requirement, as well as additional office supplies for staff outside New York.

	<i>Cost estimates</i>	<i>Variance</i>	
Communications and information technology	\$13.0	\$2.0	18.2%

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

Communications and information technology, by item

<i>Item</i>	<i>Number of staff</i>	<i>Total</i>
Standard desk phones (\$300 per staff member)	6	1.8
Standard OICT service-level agreement (\$1,565 per staff member)	6	9.4
Software, licenses, fees	—	1.8
Total		13.0

512. Standard costs for equipment and communication are applied to staff in New York. No standard provisions are made for staff in Geneva and Addis Ababa.

513. The increased requirement is mainly due to the purchase of additional software licences.

	<i>Cost estimates</i>	<i>Variance</i>	
Other supplies, services and equipment	\$5.5	—	—

514. The following table provides a breakdown of the requirements under this budget class, which remain at the level approved for the 2020/21 period.

Other supplies, services and equipment, by item

<i>Item</i>	<i>Total</i>
Other services	5.5
Total	5.5

515. The provision would cover the design, layout and printing of guidance materials on the establishment of human rights components in peacekeeping operations and materials on the integration of human rights into United Nations peacekeeping and the contributions of peacekeeping operations to furthering human rights, which will be used in briefings and consultations, including to Member States and regional organizations.

IV. Action to be taken by the General Assembly

516. The action proposed to be taken by the General Assembly is as follows:

(a) To approve the support account requirements in the amount of \$361,740,500 for the 12-month period from 1 July 2021 to 30 June 2022;

(b) To apply the unencumbered balance of \$600 in respect of the financial period from 1 July 2019 to 30 June 2020 to the support account requirements for the period from 1 July 2021 to 30 June 2022;

(c) To apply the total amount of other revenue amounting to \$2,793,700, comprising investment revenue (\$1,211,100) and other miscellaneous revenue (\$560,500) and cancellation of prior-period obligations (\$1,022,100) in respect of the period from 1 July 2019 to 30 June 2020, to the support account requirements for the period from 1 July 2021 to 30 June 2022;

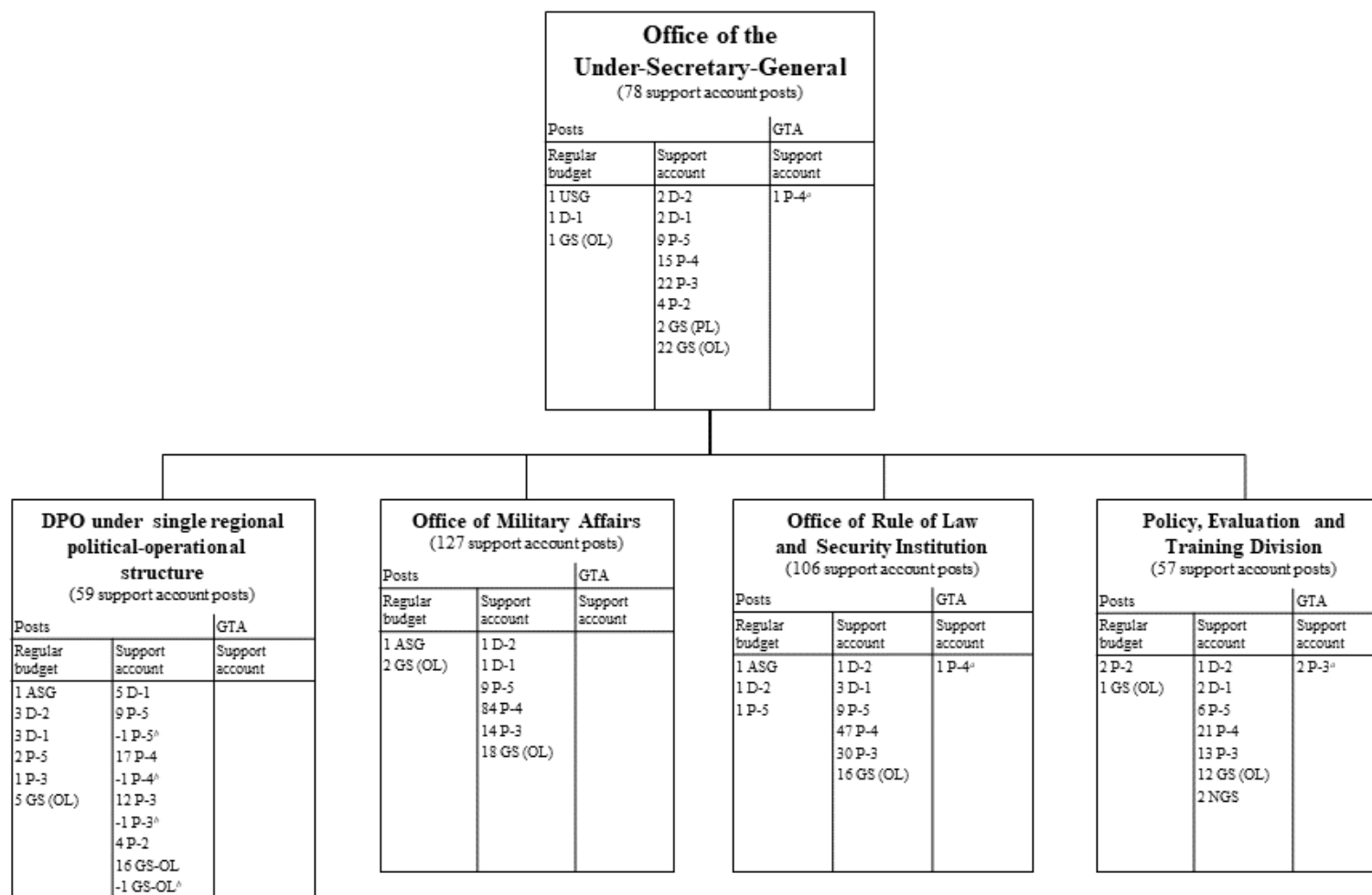
(d) To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2020, in the amount of \$3,738,600, to the support account requirements for the period from 1 July 2021 to 30 June 2022;

(e) To prorate the balance of \$355,207,600 among the budgets of the active peacekeeping operations for the financial period from 1 July 2021 to 30 June 2022.

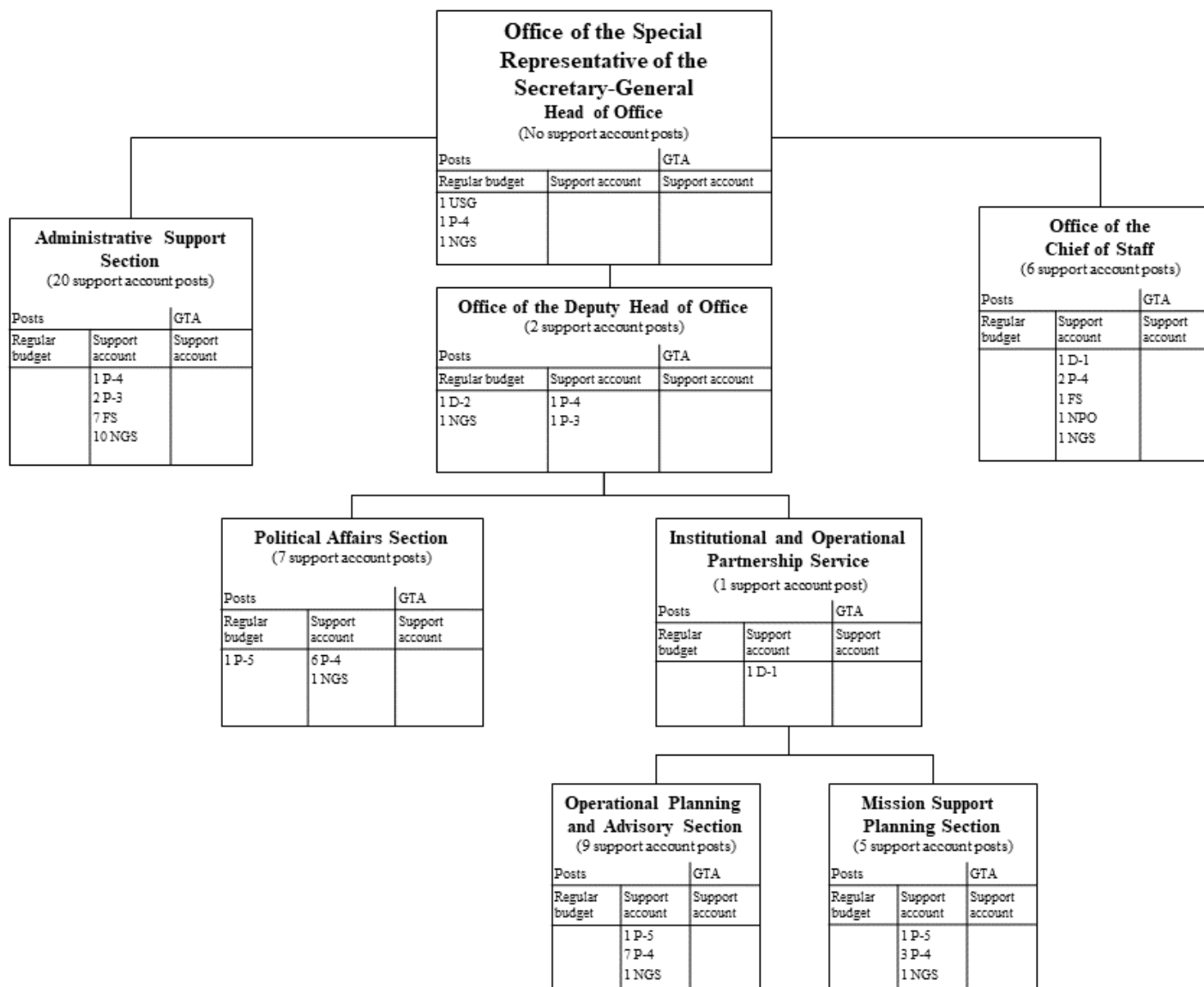
Annex I

Proposed staffing by entity for the period from 1 July 2021 to 30 June 2022

A. Department of Peace Operations

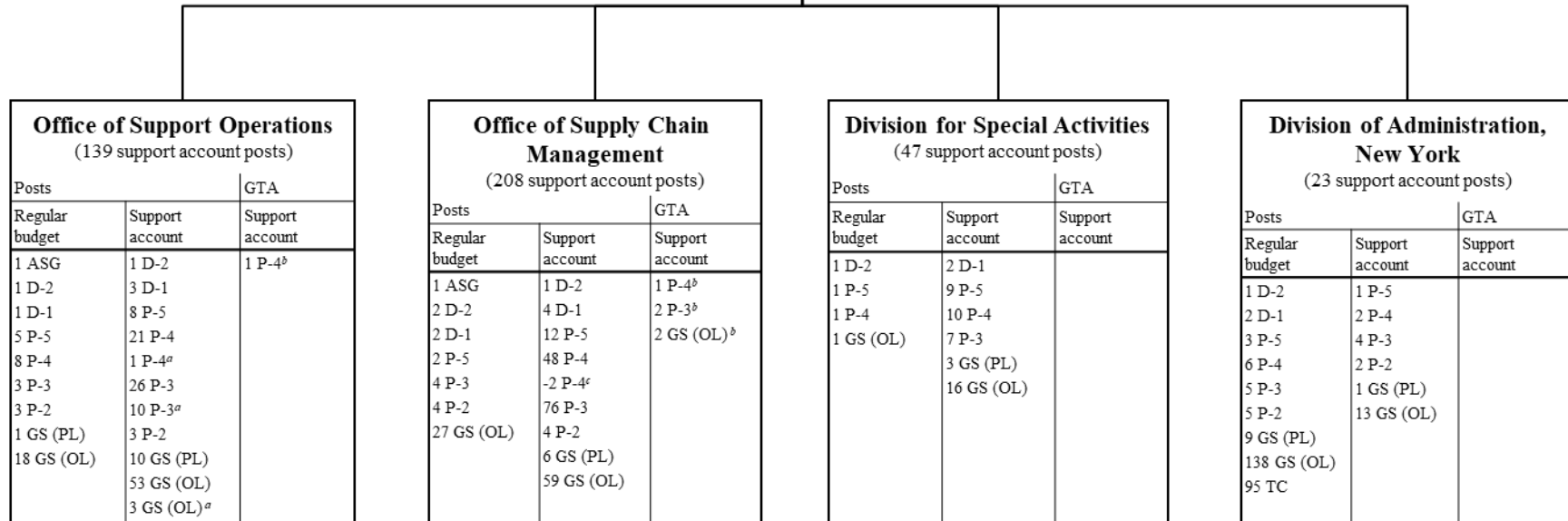
^a Continuation of GTA positions.^b Abolishment.

B. United Nations Office to the African Union



C. Department of Operational Support

Office of the Under-Secretary-General (27 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1	3 P-5 7 P-4 8 P-3 9 GS (OL)	

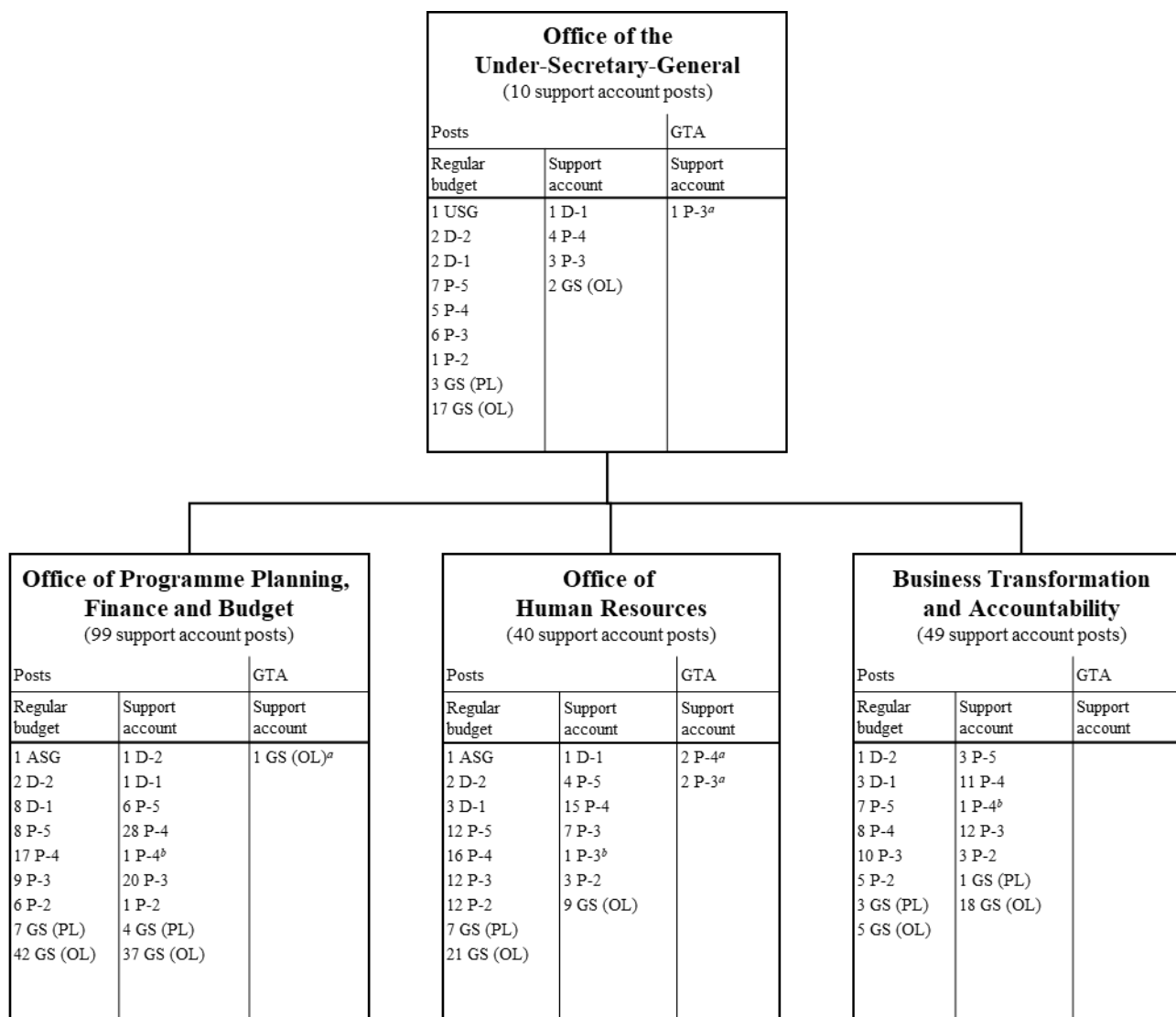


^a Conversion.

^b Continuation of GTA positions.

^c Transfer. Abolishment of posts in the support account and re-establishment under RSCE.

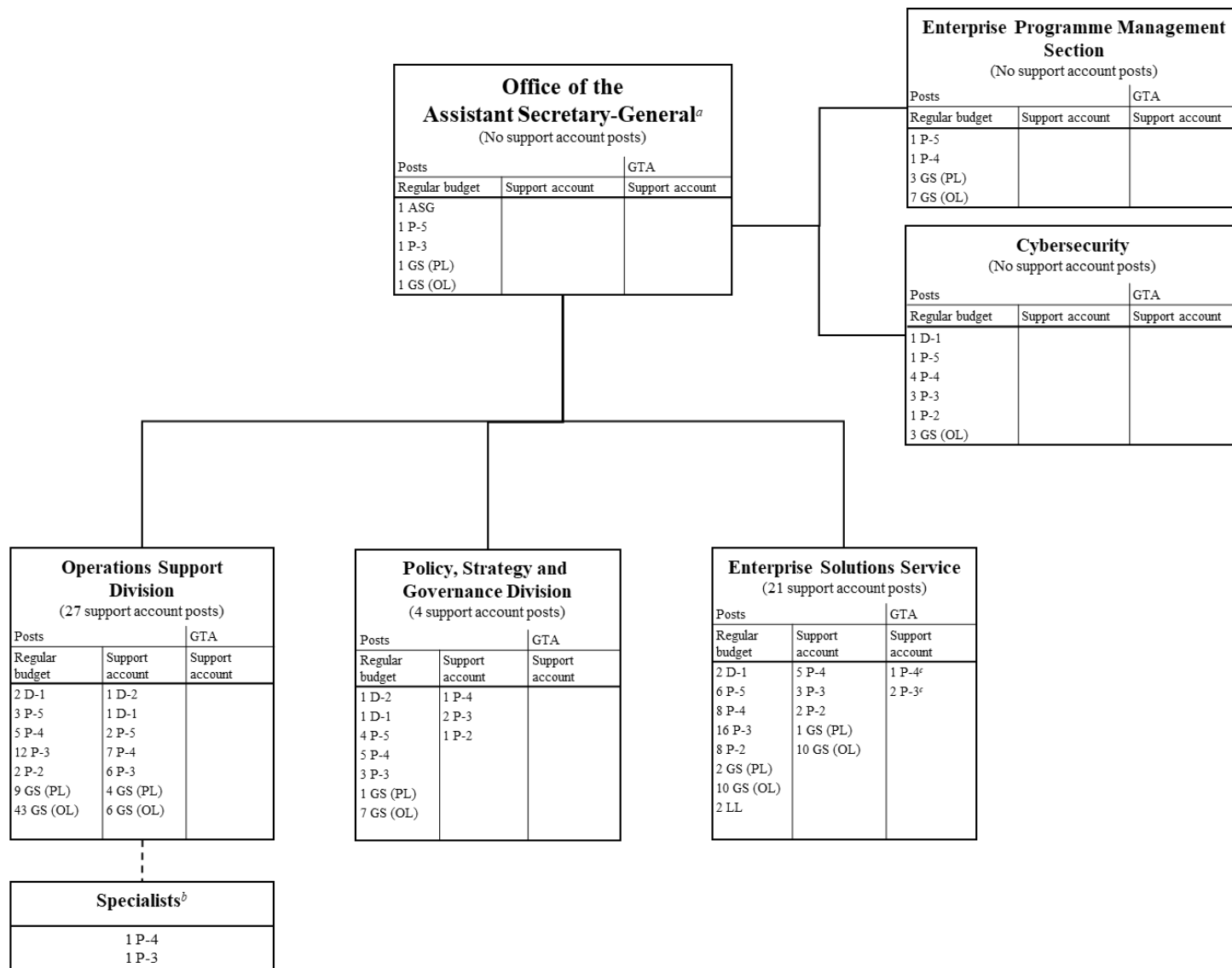
D. Department of Management Strategy, Policy and Compliance



^a Continuation of GTA positions.

^b Conversion.

E. Office of Information and Communications Technology



^a Dual reporting line to USG DMSPC and USG DOS.

^b Specialists are included in the respective office department/office staffing table authorization.

^c Continuation of GTA positions.

F. Office of Internal Oversight Services

Office of the Under-Secretary-General (4 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 P-5 2 P-4 2 P-3 2 GS (PL) 5 GS (OL)	1 P-3 1 GS (PL) 2 GS (OL)	

Internal Audit Division (76 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 10 P-4 10 P-3 6 P-2 4 GS (PL) 6 GS (OL)	1 D-1 9 P-5 30 P-4 4 P-4 ^a 16 P-3 3 P-3 ^a -1 P-3 ^b 4 GS (OL) 8 FS 2 NGS	

Investigations Division (54 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 6 P-3 3 P-2 2 GS (PL) 5 GS (OL) 1 LL	2 D-1 5 P-5 1 P-5 ^a 10 P-4 1 P-4 ^a 16 P-3 7 P-3 ^a 2 GS (PL) 4 GS (OL) 1 FS 2 NGS 3 NGS ^a	2 P-4 ^c 4 P-3 ^c 1 GS (OL) ^c

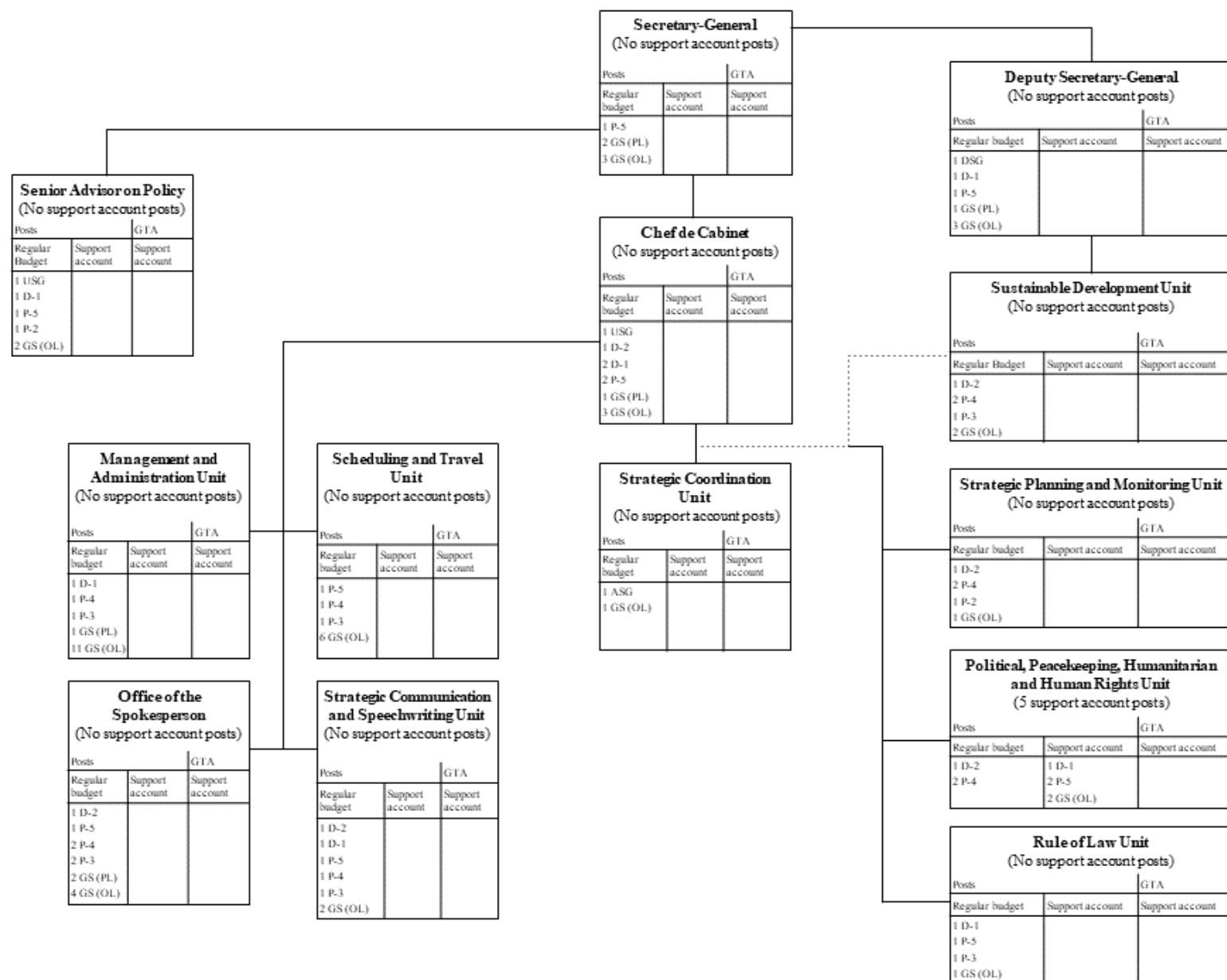
Inspection and Evaluation Division (11 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 P-5 5 P-4 4 P-3 5 P-2 4 GS (OL)	1 P-5 5 P-4 3 P-3 1 P-3 ^b 1 NGS	

^a Conversion.

^b Reassignment.

^c Continuation of GTA positions.

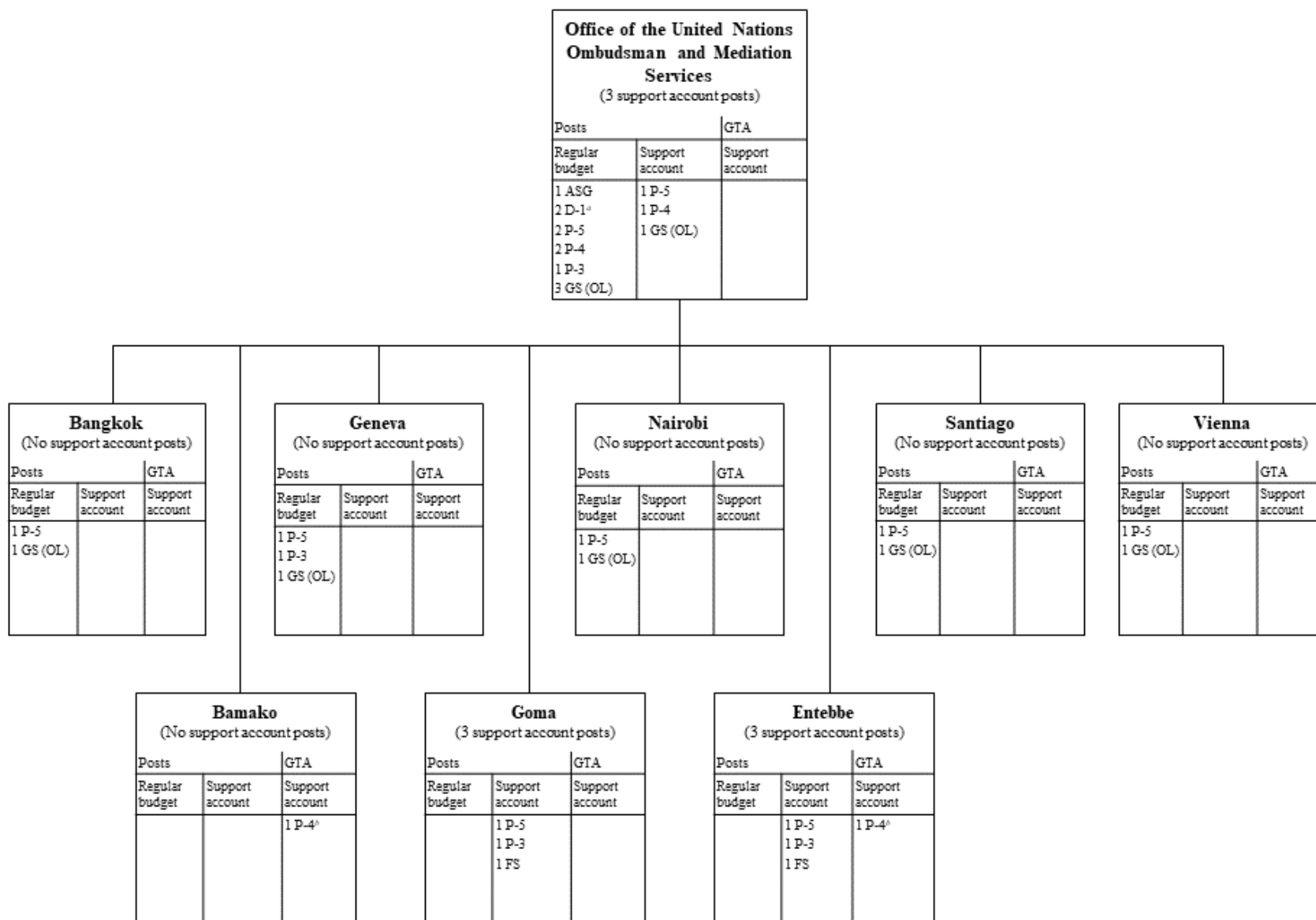
G. Executive Office of the Secretary-General



H. Office of Staff Legal Assistance

Office of Staff Legal Assistance (1 support account post)		
Posts		GTA
Regular budget	Support account	Support account
New York	Nairobi	
1 P-5	1 P-3	
1 P-3		
1 P-2		
3 GS (OL)		
Geneva		
1 P-3		
Nairobi		
1 P-3		
Beirut		
1 P-3		
Addis Ababa		
1 P-3		

I. Office of the United Nations Ombudsman and Mediation Services



^a 1 D-1 post of Chief of Mediation Office has been approved by the General Assembly for abolishment as from October 2021.

^b Continuation of GTA positions.

J. Ethics Office

Ethics Office (3 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
1 P-5	1 P-3	
2 P-4	1 GS (OL)	
2 P-3		
1 P-2		
1 GS (PL)		
1 GS (OL)		

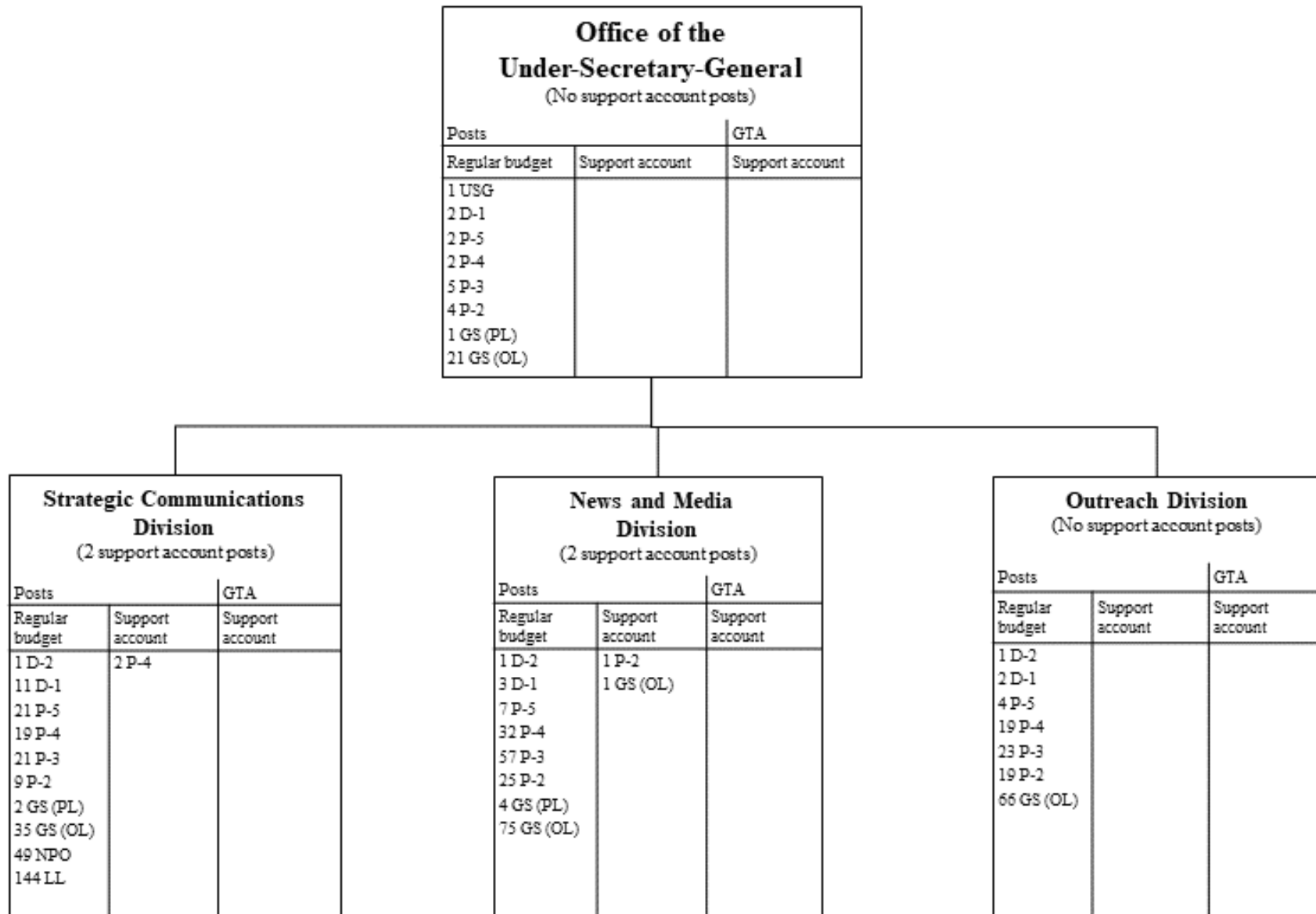
K. Office of Legal Affairs

Office of Under-Secretary-General (No support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG		
2 P-5		
1 P-4		
1 P-3		
1 GS (PL)		
6 GS (OL)		

Treaty Section (No support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 P-5		
2 P-4		
5 P-3		
4 P-2		
7 GS (PL)		
6 GS (OL)		

Office of the Legal Counsel (6 support account posts)			General Legal Division (13 support account posts)			Codification Division (no support account posts)			Division for Ocean Affairs and the Law of the Sea (no support account posts)			International Trade Law Division (Vienna) (no support account posts)		
Posts		GTA	Posts		GTA	Posts		GTA	Posts		GTA	Posts		GTA
Regular budget	Support account	Support account	Regular budget	Support account	Support account	Regular budget	Support account	Support account	Regular budget	Support account	Support account	Regular budget	Support account	Support account
1 ASG	1 P-5		1 D-2	4 P-5		1 D-2			1 D-2			1 D-2		
1 D-1	3 P-4		1 D-1	6 P-4		2 D-1			2 D-1			1 D-1		
2 P-5	1 P-2		4 P-5	2 P-3		2 P-5			2 P-5			3 P-5		
1 P-4	1 GS (OL)		5 P-4	1 GS (OL)		3 P-4			5 P-5			5 P-4		
1 P-3			4 P-3			3 P-3			5 P-4			3 P-3		
1 P-2			1 P-2			3 P-2			7 P-3			1 P-2		
1 GS (PL)			5 GS (OL)			1 GS (PL)			3 P-2			5 GS (OL)		
3 GS (OL)						6 GS (OL)			1 GS (PL)					
									8 GS (OL)					

L. Department of Global Communications



M. Department of Safety and Security

Office of the Under-Secretary-General (No support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 D-1 3 P-5 4 P-4 4 P-3 2 P-2 3 GS (PL) 11 GS (OL)		1 P-3 ^a 1 GS (OL) ^a

Division of Headquarters Security and Safety Services (4 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 10 P-4 10 P-3 5 P-2 6 GS (PL) 150 GS (OL) 460 SS 512 LL	1 P-3 3 SS	

Division of Regional Operations (11 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 8 D-1 25 P-5 183 P-4 105 P-3 13 P-2 1 GS (PL) 20 GS (OL) 408 LL	1 P-5 4 P-4 4 P-3 2 GS (OL)	

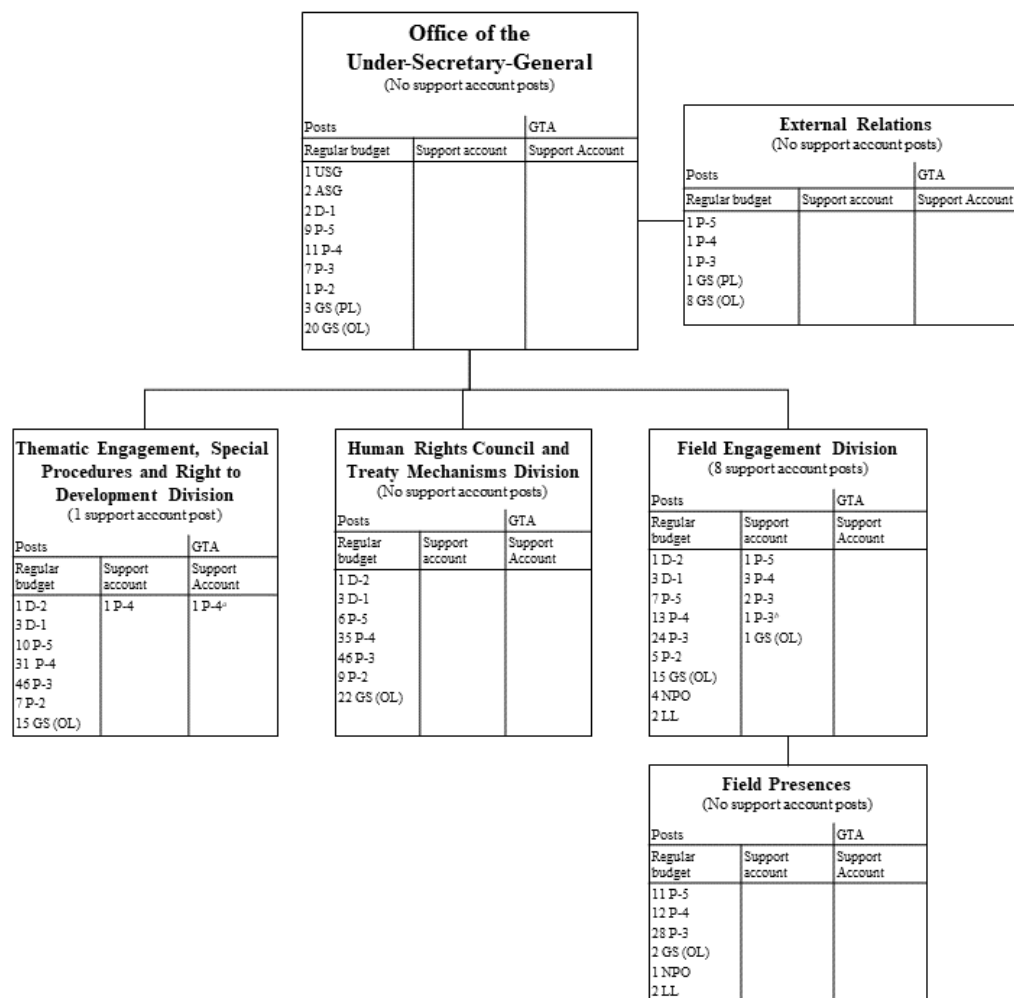
Division of Specialized Operational Support (1 support account post)		
Posts		GTA
Regular budget	Support account	Support account
1 D-1 3 P-5 16 P-4 12 P-3 2 GS (PL) 7 GS (OL) 2 LL	1 P-4	

^a Continuation of GTA positions.

N. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

Secretariat of the Advisory Committee on Administrative and Budgetary Questions (3 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 P-3 1 GS (PL) 3 GS (OL)	1 P-5 2 P-4	

O. Office of the United Nations High Commissioner for Human Rights



^a Continuation of GTA positions.

^b Conversion.

Abbreviations: ASG, Assistant Secretary-General; DMSPC, Department of Management Strategy, Policy and Compliance; DOS, Department of Operational Support; DPO, Department of Peace Operations; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; LL, Local level; NGS, national General Service; NPO, National Professional Officer; RSCE, Regional Service Centre in Entebbe, Uganda; SS, Security Service; TC, Trades and Crafts; USG, Under-Secretary-General.

Annex II

Review of resources under the support account

1. As part of the budget submission, a review of the support account resources was undertaken by all concerned entities to determine the possible impact of the closure of the African Union-United Nations Hybrid Operation in Darfur (UNAMID), as well as the recent closures of the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Mission in Liberia (UNMIL), the United Nations Stabilization Mission in Haiti (MINUSTAH) and the United Nations Mission for Justice Support in Haiti (MINUJUSTH), in terms of workload and human and operational resources, by:

- (a) Identifying, in general, the factors that determine the workload and level of resources for specific functions/areas;
- (b) Assessing the impact of the closure of UNAMID, as well as UNOCI, UNMIL, MINUSTAH and MINUJUSTH, on the workload factors identified;
- (c) Determining what happened to the capacity released if there was a decrease in workload;
- (d) Identifying the additional mandates/functions added since the 2014/15 period.

Department of Peace Operations (431 posts/general temporary assistance positions)

2. Backstopping positions are needed from start-up through to final mission transition. The backstopping requirements are reviewed as part of the budget process, and the Department of Peace Operations (DPO) has over the years discontinued general temporary assistance (GTA) positions or abolished posts owing to mission closure or change.

3. For substantive backstopping activities, the work can change over time, including as a result of the need for a smooth transition from peacekeeping to peacebuilding or development. That may include enhanced coordination work with development or peacebuilding partners in and outside the United Nations system, sometimes through integrated programmatic planning. DPO has worked with United Nations agencies, funds and programmes in transition settings such as Darfur, Haiti and Liberia to set up joint programmes, ensure the coherent vision, planning and continuity of United Nations support and avoid possible gaps. Heightened Headquarters-level coordination with development partners, including to mobilize extrabudgetary resources, is needed to ensure that gains made are not reversed by a lack of partners. All of this needs to occur while operational capacity on the ground is being reduced, putting the strategic and coordination burden on the backstopping capacity at Headquarters. Finally, one important Headquarters task during and after closure is the collection of best practices and lessons learned, which provide valuable insights on policy and guidance development applicable to other missions. Downsizing missions require additional support from Headquarters, such as in fostering peacebuilding initiatives that facilitate the drawdown and transfer of security and other responsibilities to reconstituted or reformed and redeployed defence and internal security forces. These are no posts that can be gradually reduced while missions are downsizing.

Workload drivers

4. In DPO, each thematic pillar has different workload drivers, including size, complexity, number of missions and military, police and government-provided corrections personnel deployed, as well as emerging policy issues.

5. For example, in the area of training, there are two primary factors that drive the workload for training for troop- and police-contributing countries and missions. The first is the number of such countries contributing to peacekeeping operations. Over a 10-year period from June 2010, the average number was 121. It remained relatively static (between a low of 114 and a high of 127), but the composition changes as countries enter or leave peacekeeping and increase or decrease their contribution. For example, since January 2019, nine troop-contributing countries pledged to join peacekeeping for the first time or to return to it. Eight new police-contributing countries joined peacekeeping and 15 Member States expressed a wish to develop the processes to become police-contributing countries. Each troop- or police-contributing country requires support ranging from predeployment visits to participation in courses. Additional pledges from countries joining peacekeeping for the first time add to the workload because targeted support needs to be provided to them in order to build self-sustaining peacekeeping training capacity and continued support is needed for existing troop- and police-contributing countries. The second primary factor is new guidance that flows from operational requirements, evaluations and training needs assessments. Each new element of significant guidance results in a training course. For example, the Strategic Guidance Framework for International Policing has led to the development of seven new police courses, which, in turn, will need to be rolled out to all police-contributing countries.

6. However, in the light of the Secretary General's emphasis on performance, in particular for troop- and police-contributing countries, Member States have increased both backstopping and related, cross-cutting tasks. Furthermore, the focus on performance for the military component has driven increased efforts, greater coordination and a higher workload in the area of validation and evaluation.

7. An additional factor is the anticipated turnover rates of senior leadership personnel and the requirement to ensure that all leaders remain up-to-date with policies such as delegation of authority. Troop-contributing countries require constant, dedicated support, in particular with the regular rotation of national military trainers and others involved in national force generation processes and the increased response of some Member States to contribute military units to peacekeeping for the first time.

8. The Office of Military Affairs, in addition to regular Headquarters backstopping responsibilities, has provided support for mission start-up and surge requirements to 10 active peacekeeping operations, the United Nations Truce Supervision Organization (UNTSO) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP), as well as assistance to the Office of the United Nations High Commissioner for Human Rights (OHCHR), and a total of 66 staff members were deployed. During the past 10 years, the special political mission support and backstopping workload has significantly increased, with the continuous deployment of seconded military personnel to fill capability gaps for mission start-up. In addition, the Office of Military Affairs directly supports all African Union missions. It also provides support for the United Nations strategic partnership with the African Union through a military liaison officer in the Department of Political and Peacebuilding Affairs (DPPA) and DPO. The Force Generation Service of the Office is also responsible for generating military personnel for special political missions and peacekeeping operations. The Office's mandated tasks and responsibilities cover a number of aspects that are non-scalable and directly linked to the complexity of peacekeeping and regional missions, the Action for Peacekeeping initiative, the Declaration of Shared Commitments on United Nations Peacekeeping Operations and other peacekeeping initiatives of the Secretary-General. Regardless of the number of currently deployed missions, the strategic- and political-level engagement, interactions, guidance and coordination of efforts leading to the registration of

pledges require consistency, responsiveness and long-term continuity by the Secretariat as a whole. Strategic-level advisory and assessment visits, senior leader engagements and the establishment of a credible pool of units pledged at different levels of readiness and preparedness are required to meet the needs of current and future field missions, including a rapid deployment capability. There is also a regular ongoing requirement to develop and communicate long-term uniformed capability requirements and emerging needs to troop- and police-contributing countries.

9. The Office of Rule of Law and Security Institutions is composed of five distinct thematic components, each acting as specialized capacities of DPO in their respective thematic areas. Their workload is driven less by the number and size of missions, but rather more significantly by the complexity of issues and the scope of mandates and cross-cutting tasks that they are supporting. For example, the number of emerging thematic issues overseen by the Office on the basis of Security Council mandates has grown significantly over the years to include the illicit exploitation of natural resources, corruption, trafficking in arms, accountability for serious crimes that fuel conflict, transitional justice, community violence reduction, prevention of violent extremism and counterterrorism, sexual and gender-based violence, defence sector reform, improvised explosive devices and weapons and ammunition management, all of which require technical expertise as well as advanced policy and coordination efforts with various stakeholders. Additional cross-cutting functions absorbed by the Office using existing resources are listed below.

Impact of recent mission closure on workload

10. The Office of Military Affairs is not currently resourced to maintain a one-to-one ratio of personnel for mission backstopping, given that most officers manage and support more than one mission and engage in other thematic areas. The Office has remained fiscally responsible by leading scalability exercises and being responsive in abolishing posts. For the past 10 years, it has not requested additional posts or new structures and has accomplished additional tasks within existing resources. With the closures of UNOCI, UNMIL and MINUSTAH, in the 2018/19 period, the Office abolished three posts: one Senior Military Liaison Officer (P-5), one Military Liaison Officer (P-4) and one Military Planning Officer (P-4). In addition, the Board of Auditors recommended that the Administration give the military performance evaluation task force a higher priority and consequently reallocate posts (see [A/74/5 \(Vol. II\)](#), para. 116), and the General Assembly, in its resolution [74/249 B](#), requested full implementation thereof. Accordingly, the Office is proposing to establish the Military Performance Evaluation Team within existing resources. This means that the functions currently performed by the military officers must be absorbed by the remaining officers in respective services and teams.

11. In the Office of Rule of Law and Security Institutions, the workload is driven less by the number and size of missions, but rather by the complexity of issues and the scope of mandates and cross-cutting tasks that they are supporting. The resources approved for the Office are also not commensurate with the number and size of missions, given that most officers cover more than one mission in addition to special political mission backstopping, policy and other cross-cutting issues. As such, the recent closure of some peacekeeping missions has had no real impact on the actual workload of the Office. Nevertheless, eight Police Division posts have been abolished or reassigned outside the Office.

12. The DPO Policy and Best Practice Service has 24 positions supporting a wide range of policy and thematic functions in missions, including policy and research, guidance development, knowledge management, thematic expertise on protection and civil affairs, and partnerships. Since 2014/15, the Service has been asked to implement the following mandates and functions: (a) implementation of the Action

for Peacekeeping initiative; (b) implementation of the safety and security agenda; (c) implementation of the Integrated Peacekeeping Performance and Accountability Framework; (d) support for women's protection advisers; (e) backstopping support for child protection and protection of civilians mandates in peacekeeping operations; (f) backstopping support for special political missions; and (g) the Strategic Force Generation Cell. The Service continues to be underresourced to support missions, with a ratio of 1 staff member for 5,300 deployed personnel, since not all of the above-mentioned areas have dedicated full-time positions and the remaining areas are covered, at best, by only two substantive positions (at the P-4 and P-3 levels).

Capacity released from recent mission closure

13. The posts directly related to backstopping UNOCI, UNMIL and MINUSTAH/MINUJUSTH were abolished and an additional four posts are proposed for abolishment with the closure of UNAMID in the 2021/22 period. Overall, 28 posts and GTA positions have been abolished since 2014/15 in the Department of Peacekeeping Operations/DPO.

14. Other capacities that were partially released by ending the backstopping of the above-mentioned missions have been absorbed by the overall body of thematic, policy and backstopping responsibilities of the already overstretched Office.

Additional mandates

15. Since 2014/15, DPO has been asked to implement the following additional mandates and functions: (a) implementation of the Action for Peacekeeping initiative; (b) implementation of the safety and security agenda; (c) implementation of the Integrated Peacekeeping Performance and Accountability Framework; (d) implementation of the Comprehensive Performance Assessment System; (e) support for women's protection advisers; (f) backstopping support for child protection and protection of civilians mandates in peacekeeping operations; (g) gender parity, including within uniformed components; (h) implementation of the peacekeeping intelligence; (i) coordination of peacekeeping budgets; (j) establishment of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA); (k) establishment of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA); (l) implementation of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere; (m) the Strategic Force Generation Cell; (n) the light coordination mechanism; and (o) support for improvised explosive device threat mitigation (Mine Action Service). These additional mandates and functions are being supported with extrabudgetary resources, existing assessed funding resources and a total of 18 posts and GTAs that have been established since 2014/15 in DPO under the support account.

16. Since 2014/15, two missions – MINUSMA and MINUSCA – have been established, which involved setting up the relevant integrated operational teams in the support account. In addition, the regional pillar is responsible for implementing the following mandates and functions: (a) implementation of the Action for Peacekeeping initiative; (b) implementation of the safety and security agenda; (c) implementation of the Integrated Peacekeeping Performance and Accountability Framework; and (d) establishment of MINUSMA and MINUSCA.

17. Since 2014/15, the Office of Military Affairs has been asked to implement the following additional mandates and functions: (a) implementation of the Action for Peacekeeping initiative; (b) implementation of the safety and security agenda; (c) implementation of the Integrated Peacekeeping Performance and Accountability Framework; (d) gender parity, including within uniformed components; (e) implementation of the peacekeeping intelligence; (f) coordination of peacekeeping

budgets; (g) establishment of MINUSMA; (h) establishment of MINUSCA; (i) the Strategic Force Generation Cell; (j) support for improvised explosive device threat mitigation (Office of Military Affairs/Mine Action Service); (k) management of the Peacekeeping Capability Readiness System and establishment and maintenance of rapid deployment capabilities as part of the vanguard brigade; (l) support for system-wide accountability initiatives for serious crimes against peacekeepers; and (m) implementation of the Secretary-General's prevention agenda. In addition, since 2018, in order to directly respond to Security Council resolution [2436 \(2018\)](#) and the request in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, as part of the Action for Peacekeeping initiative, to improve the performance of military components in peacekeeping, the Office is working to develop a military performance evaluation management system that provides data-driven analysis, supports the conduct of military skills validation during predeployment visits, enhances force commanders' in-mission evaluation of subordinate units and individual uniformed personnel and will provide a force and sector headquarters evaluation process. The ability to improve performance is underpinned by the doctrine and requires the Office to develop, draft, update and improve military doctrine and guidance and administer operationally and tactically focused training courses, targeting key military leadership in critical positions to increase capacity, effectiveness and performance in discharging duties and responsibilities.

18. Since 2014/15, the Office of Rule of Law and Security Institutions has been asked to implement the following additional mandates and functions: (a) implementation of the Action for Peacekeeping initiative; (b) implementation of the safety and security agenda; (c) development and implementation of the Integrated Peacekeeping Performance and Accountability Framework and contribution to the Comprehensive Performance Assessment System; (d) gender parity, including implementation of the DPO gender parity strategy for uniformed components (police and corrections); (e) establishment of MINUSMA; (f) establishment of MINUSCA; (g) support for improvised explosive device threat mitigation (Mine Action Service); (h) support for system-wide accountability initiatives for serious crimes against peacekeepers; (i) co-chairing of the Global Focal Point for the Rule of Law (police, justice and corrections, and security sector reform); (j) implementation of the Secretary-General's prevention agenda, including by serving as a system-wide provider for mission and non-mission settings; (k) implementation of thematic decisions of the Executive Committee established by the Secretary-General, including on corruption and incarceration; and (l) enhanced support for the police, justice and corrections sectors, as requested in Security Council resolution [2447 \(2018\)](#). In addition, since 2019, the Police Division has established a performance task force in response to the request to improve the performance of police components in peacekeeping, which oversees the development and review of related guidance, analysis of performance assessment and evaluation reports and performance improvement plans, as well as visits to evaluate formed police unit performance.

United Nations Office to the African Union (50 posts)

19. The resource requirements for the United Nations Office to the African Union (UNOAU) are commensurate with the partnership with the African Union in the area of peace and security and providing coordinated and consistent United Nations support to the African Union in relation to both long-term institutional capacity-building and short-term operational support matters. The Security Council, in its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#) and [2320 \(2016\)](#), called upon the United Nations to continue to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation and capacity-building.

20. More recently, in his report of July 2018 on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of UNOAU (S/2018/678), the Secretary-General noted that UNOAU was the conduit and main interlocutor between the United Nations and the African Union, and that engagements between UNOAU and African Union officials were essential to efforts to strengthen the partnership between the two organizations. He reiterated the need to review and strengthen the Office in line with the growing demands of the partnership and expressed his intention to conduct the assessment requested by the Security Council in resolution 2320 (2016) and to report on the findings of the assessment in his next report to the Council. The assessment of the African Union-United Nations partnership and activities of UNOAU was, in fact, conducted in November and December 2019. In June 2020, the report was transmitted to the Secretary-General, who subsequently shared its findings with the Council and the Chairperson of the African Union, and it was also discussed by the Executive Committee established by the Secretary-General. It is envisaged that any result will be reflected in future reports of the Secretary-General.

Department of Operational Support (450 posts/general temporary assistance positions)

21. Under the management reform approved by the General Assembly in its resolution 72/266, the Department of Operational Support (DOS) does not have resources that were approved under the support account to backstop specific missions. It has resources dedicated more broadly to support general mission activities, which include closure, drawdown and start-up as part of the expected ebb and flow of such demands across the portfolio of missions. These include coordination of memorandums of understanding, periodic financial review and reporting requirements, operational reviews of contingent-owned equipment departure and an increase in disposal actions during drawdown, and the provision of advice and guidance to missions on human resources matters related to drawdown and closing. A higher number of sick leave requests may be received as a result of increased case management activities that include separation, reassignment for medical reasons and disability as well as drawdown. Closing missions also contributes to an increase in requirements for managing and preserving the records and archives of closed missions. DOS will continue to provide support and guidance based on evolving operational requirements.

Workload drivers

22. The Office of the Under-Secretary-General provides executive management support to the Under-Secretary-General with regard to strategic direction and through analytics and management governance. While the majority of the work within the Office is not directly linked to the number of missions or staffing levels, during liquidation the authority that is usually delegated to a head of entity can be delegated to the Under-Secretary-General for Operational Support, adding to the workload of the Office. In addition, mission closures will always generate additional work for the Environment Section related to the mission's environmental footprint upon closure and ensuring the environmentally safe disposal of certain assets.

23. Under the Office of Support Operations, the areas of medical and occupational safety fulfil oversight and monitoring functions in medico-administrative entitlements; clinical governance functions, including the development of hospital standards, health-care quality and patient safety standards; and the provision of public health guidance to all peacekeeping missions. Work is not related to the opening or closure of missions, but rather to the continuity of their operations. Such medical and occupational safety support is delivered independently from a number of missions or duty stations or staffing levels. In the areas of human resources services and training,

activities are cross-cutting in nature, and functional activities are neither directly linked to specific missions nor highly dependent on the size of the mission or overall staffing levels. The workload in rostering is driven by the number of individual generic job opening processes that need to be undertaken to maintain the rosters across job families. In addition, it is also driven by the diversity of staffing profiles required for the field (peace operations and Development Coordination Office) rather than the number or size of field entities.

24. In the Office of Supply Chain Management, the business process of the integrated supply chain starts with the development and management of a consolidated global demand plan for all entities, followed by a cross-functional team working together to identify and develop global sourcing solutions to satisfy the global demand of various missions, conducting strategic sourcing so as to benefit from economies of scale and consolidating delivery. The Office provides guidance to client entities on all aspects of the end-to-end supply chain and measures performance of the supply chain on the basis of five main attributes: responsiveness (time taken to provide support), reliability (quality and timeliness), agility (adaptability to external forces), cost and asset efficiency. It also leads the mandated quadrennial survey of reimbursement rates for contingent personnel, supports the mandated triennial meetings of the contingent-owned equipment working group and processes payment reimbursements for formed units along with myriad other support functions. This new business model and functionality is not directly linked to any specific mission or client. It is therefore not feasible to assign a specific scalability factor to the changes in one client or even in a number of clients.

25. In the Division of Special Activities, a large part of the responsibilities is to support start-up, surge, transition and liquidation requirements and to exercise authority on behalf of entities to which authority has not been granted owing to a lack of capacity or from which authority has been temporarily withdrawn. The specific requirements for different clients will be met through dedicated staffing resources or, in particular for start-up and surge requirements, through the formation of temporary teams with subject matter experts drawn from the other parts of DOS and the Office of Information and Communications Technology (OICT). Most of the activities are cross-cutting in nature, and those functional activities are not highly dependent on the size of the mission or overall staffing levels. In general, the drivers are the number of entities and complexity of the operational support requirements from the requesting entities.

26. In the Division of Administration, the workload driver is the specific areas of support services requested by clients, such as facility management, advisory services for records and information management, transferring, processing, cataloguing and preserving records of peace operations and making them accessible to Member States, volume of travel authorizations, travel lump-sum requests, requests for visas, travel documents (United Nations laissez-passer) and host country registrations.

Impact of recent mission closure on workload

27. Generally, there are no direct impacts from the closure of the five missions on the majority of the functions of the Office of the Under-Secretary-General, given the strategic and cross-cutting nature of its work. However, as referenced above, exceptions include an additional increased workload for the Environmental Section in ensuring environmentally responsible processes for the disposal or transfer of assets and, most recently in MINUJUSTH, when authorities usually delegated to a head of entity have been delegated to the Under-Secretary-General for Operational Support, with a concomitant increase in the work of the Strategic Support Team in the Office.

28. In the Operational Support and Advisory Service of the Office of Support Operations, there may be a moderate increase in the number of requests for advisory

and support services in the short to medium term, depending on the capacity of the missions to address individual cases locally. In the longer term, the reduction of a single mission would have a marginal impact on the number of requests received from the more than 200 client entities served. Resources are allocated to support a pool of client entities and are therefore not earmarked for a specific mission or entity.

29. In addition, the identification of capacity-building requirements to strengthen the ability of entities to exercise their delegated authority is a cross-cutting function in the Office of Support Operations that is not dependent on the number of missions served or the overall staffing levels. For human resources management, for instance, the closure of missions adds to the workload, with increasing requests for support by entities to help in managing complex situations involving separations and frequently resulting in cases before the justice administration system. In the areas of human resources services, the closure of those missions does not have any significant impact on the diversity of staffing profiles required by the remaining pool of missions. The target for candidates added to the roster remains the same as before the closure of the missions in question. Other cross-cutting core capacity functions that are not affected by the closure of one or several missions include providing guidance on cross-cutting human resources management issues and support for the development of entity-specific human resources strategies and associated implementation plans, providing feedback on and identifying requirements for continuous process improvements in human resources management and adaptation to policies and processes on the basis of operational requirements and observed trends, as well as identifying areas in which further simplification or additional policies are required for the field. Closing a number of missions has little impact on the delivery of training for the global Secretariat staff. Furthermore, as missions downsize, there remain a significant number of staff in peacekeeping missions who still need to be consistently trained in operational skills. However, following the closure or drawdown of a number of offices, as well as some advances in technology that have enabled more streamlined and digital processes, the Capacity Development and Operational Training Service abolished one General Service (Other level) post in the Records Management Unit during the 2020/21 period, in line with the overall reduced workload in support functions stemming from the reduction in the number of international staff in field missions supported by the Department.

30. In the Office of Supply Chain Management, the integrated supply chain approach addresses client needs horizontally on the basis of the holistic requirements of clients through the development and management of the global demand and acquisition plan, the development and implementation of approximately 40 individual category strategies, the establishment, renewal, extension, management and administration of approximately 100 global systems contracts and 33 turnkey contracts, and performance management based on the quality and timeliness of support and efficiency (the five attributes mentioned above). This is complemented by continuous efforts to modernize the United Nations supply chain so as to provide excellent operational support and guidance to clients. In addition to the mandated quadrennial survey and the triennial contingent-owned equipment working group, reimbursement for uniformed personnel and contingent-owned equipment deployed in formed units must be made on a quarterly basis. There are additional payments related to, inter alia, death and disability, loss or damage, letters of assist and other ad hoc claims. The closure of a number of missions will have little or no impact on overall support provided by the Office. However, the Office keeps its staffing complement under continuous review to align with changes in mandates and functions.

31. The Division of Special Activities abolished one Administrative Officer post at the P-4 level in the 2020/21 period following the closure of MINUJUSTH in 2019 and continued contraction in UNAMID operations. In the case of UNMIL, UNOCI and MINUSTAH, there was no impact on the work of the Division as the closures

predate the management reform and the creation of the Division. In the case of MINUJUSTH, the authority that is usually delegated to a head of entity was delegated to the Under-Secretary-General for Operational Support on 16 October 2019, when the mandate for MINUJUSTH ended, in order to facilitate closure operations of the Mission. As the final step in DOS support for the closure of MINUJUSTH, residual administrative liquidation activities were handed over to DOS through the Division as from 1 January 2020 after the departure of the field closure team. In coordination with United Nations Logistics Base in Brindisi, the Kuwait Joint Support Office and other partners in DOS, the Division is overseeing residual liquidation matters for MINUJUSTH related to the disposal of assets and property, administration of separated staff, environmental restoration of mission sites, archiving of records and accounts reconciliation. The handover of residual activities from the MINUJUSTH liquidation team included a significant number of unresolved administrative issues for the preceding mission, MINUSTAH. The Division, through the Resource Planning and Analysis Section, is coordinating with other partners in DOS, such as the Kuwait Joint Support Office, the Office of Legal Affairs and the Department of Management Strategy, Policy and Compliance (DMSPC), to resolve these matters. While the Section handles the residual administrative matters, the other sections and services in the Division are actively engaged with missions in other aspects. The Division takes on delegated authority for missions in a range of transitions from start-up to liquidation, as in the case of the United Nations Integrated Transition Assistance Mission in the Sudan. The work of the Division after liquidation includes supporting the preparation of final performance reports, year-end financial statements, coordination for audits of closed missions and resolution of open legal and administrative matters. Similar to MINUJUSTH, the closure of UNAMID will involve the participation of all aspects of the Division to address emerging needs throughout the different stages of the drawdown and liquidation. In recognition of the scale of UNAMID and the strategic risks that its closure poses to the United Nations, DOS will establish a dedicated team from existing resources in its relevant divisions to work exclusively (and operationally) on supporting the drawdown of UNAMID.

32. In the Division of Administration, there are generally limited impacts from the closure of the five missions. In the area of facilities management, the workload is unchanged at Headquarters as the number of staff funded under the support account has remained stable in the past few years. In the area of archives and records management, the impact of the closure of UNOCI, UNMIL, MINUSTAH and MINUJUSTH has been an increase in workload. However, one GTA position at the P-4 level for 10 months, to streamline digital processes and build capacity for digital preservation, was discontinued. Some 13,000 boxes (linear feet) of paper records are being processed, catalogued, stored and preserved for the missions. In addition, the Administration and Records Management Section had to provide access to records to support audits and investigations by the Board of Auditors and Office of Internal Oversight Services (OIOS), as well as requests from other parts of DOS. For digital records, the Section has received 25 terabytes of data from UNOCI, UNMIL, MINUSTAH and MINUJUSTH, including records from the legacy shared drives and database systems (e.g., Cosmos). These records need to be transferred to secure repositories supported by OICT and processed before they can be preserved. The Section has to protect the integrity of the data during the transfer process, so that the data are trustworthy and accessible for future generations. UNAMID is expected to ship approximately 4,000 boxes of paper records for storage and preservation by December 2021. For digital records, the exact volume is yet to be determined, but is expected to be in the range of 4–5 terabytes. In addition to the new records received each year, the Division continues to store and manage the cumulative paper and digital records transferred from field missions in previous years. In the area of mail and pouch services, the closure of the five missions would potentially reduce mail and

pouch volumes. However, the impact should not be significant as the missions accounted only for 0.1 percent of total mail and pouch workload volume in 2019/20. In the area of travel services, there is no direct impact from the closure of the missions as the services are provided to individual staff across all peacekeeping missions as opposed to being mission-specific. That is demonstrated by the fact that the overall volume of travel services has remained relatively steady over the past few years.

Capacity released from recent mission closure

33. There was no capacity established or directly linked to specifically backstop UNMIL, UNOCI, MINUSTAH/MINUJUSTH and UNAMID. However, DOS abolished five posts in the 2020/21 period in line with the anticipated contraction of the peacekeeping portfolio. These include one post in the Capacity Development and Operational Training Service, three in the Office of Supply Chain Management and one in the Division of Special Activities, as detailed above.

Additional mandates

34. When the Department was established through the management reform, it was given many new mandates that did not exist in the Secretariat prior to the reform. These included dedicated human resources advisory services and support for management of non-staff categories, increased operational capabilities and skills, business process improvement, integrated procurement and logistics functions, centralized support for troop- and police-contributing countries, client support in special situations and support for specialized and cross-cutting operational capacities such as entities in various stages of transition from surge to liquidation, in order to maintain continuity in exercising delegated authority.

Department of Management Strategy, Policy and Compliance (204 posts/general temporary assistance positions)

35. DMSPC was established on 1 January 2019 following the reorganization of the resources of the Department of Management and the Department of Field Support to carry out new and additional functions that were approved by the General Assembly in its resolution [72/266 B](#). The level of resources was approved by the Assembly on the basis of the mandates reflected in the proposal of the Secretary-General in his report on the management reform ([A/72/492/Add.2](#)), which becomes the baseline for future resource requirements. DMSPC has a mandate to support the global Secretariat and its resources for strategy, and policy matters are not tied to specific missions.

Workload drivers

36. For the Office of Programme Planning, Finance and Budget (OPPFB), the scalability factor for the Field Operations Finance Division was established in the comprehensive review of the support account for peacekeeping operations ([A/72/814](#)) as the number, size and complexity of missions and reporting requirements with respect to legislative bodies. In this regard, the scalability factor for the Division has not changed because reporting requirements to legislative bodies for the recently closed missions (UNOCI, UNMIL and MINUSTAH/MINUJUSTH) as well as for UNAMID continue. In the Division, the level of resources is determined by financial standards requirements, rules and regulations such as the International Public Sector Accounting Standards (IPSAS), with which the Division is required to comply, and the number and size of missions.

37. The Business Transformation and Accountability Division provides support to all entities under the delegation of authority framework in terms of both policy and monitoring of the use of delegation through key performance indicators. The policy

and oversight coordination components as well as the provision of corporate tools, dashboards and other data services and products are not directly scalable. Support for entities is related to the number and types of entities and the complexity and diversity of issues. In several areas, however, where the Division is directly supporting each entity in, for example, establishing a risk register, managing the compact or delegating the authority of heads of entities, the volume of work dedicated to entity-specific support may be affected by the number of entities.

38. The Office of Human Resources (OHR) provides support to all peacekeeping operations by providing guidance on human resources policy and developing strategies and initiatives to build a diverse workforce, including establishing talent pools and innovative outreach initiatives. It ensures that accountability is strengthened through a robust performance management system and supports strategies on gender parity, geographical diversity strategy and the global mental health strategy in the global Secretariat. It continues to process disciplinary cases involving field staff, defends the Secretary-General against legal claims brought by field staff before the United Nations Dispute Tribunal, provides guidance and advisory support to Headquarters leadership and peacekeeping operations in all aspects of the prevention of misconduct, enforcement of the standards of conduct, and support and assistance for victims as well as management and oversight of critical incidents.

Impact of recent mission closures on workload

39. There is no direct workload impact from the closure of the five missions on the Office of the Under-Secretary-General and functions under the Office (Fifth Committee and secretariats of the Headquarters Committee on Contracts and Headquarters Property Survey Board, as well as the Management Evaluation Unit), as the minimum approved support account staffing resource is allocated to support the entire peacekeeping operation, not to one peacekeeping mission or a pool of peacekeeping missions.

40. In OPPFB, under the Field Operations Finance Division, with respect to UNOCI, UNMIL, MINUJUSTH and MINUSTAH, and following the internal reorganization of the Division, staff who already have a portfolio of active missions also carry out the remaining functions for each of those missions. The remaining work includes not only the preparation of reports to committees and responding to their questions, but also liaising with various parties to ensure that the open account balances are closed out as much as possible and debts are collected or written off as appropriate, and liaising with Member States that have a keen interest in the closing missions. Once the missions are fully closed operationally and financially, they will be formally included in the report on closed missions, so the workload will not disappear. In terms of property management, the closure of the missions will require an additional workload for the Global Asset Management Policy Service owing to the residual activities associated with the final disposition of assets reports and ensuing lessons learned, which will be incorporated into future policy guidance. A significant additional workload is envisioned with regard to the drawdown and closure of UNAMID, related to the forthcoming final disposition of assets report. In terms of policy guidance, the impact of mission closures is minimal given that policies, procedures, guidance and coordination efforts are still needed regardless of the number of missions supported or the number of personnel in the field. In terms of financial statements, the closure of the missions will have no major impact, as the Division will still have to produce IPSAS-compliant consolidated financial statements and provide financial guidance on accounting policies and procedures. In the Division, the closure of UNAMID, UNOCI, UNMIL, MINUSTAH and MINUJUSTH will still require the Contributions Section to interact with Member States to settle outstanding balances due to the operations, which can last for several periods. After the closure of a peacekeeping operation, the

General Assembly may decide to return unspent balances to Member States. In the case of the Contributions Section, the process mimics that of issuing an assessment as it still requires calculations and formal notification to Member States of their portion of the unspent balance. It is worth noting that the credit return process may be repeated several times, pursuant to any decision of the Assembly. Under the agenda item related to closed peacekeeping operations, the Contributions Section provides analytical support on the treatment of any cash balances in response to scenarios that arise during deliberations of legislative bodies. The Contributions Section also provides inputs for the report of the Secretary General on the updated financial position of closed peacekeeping missions. The closure of UNAMID, UNOCI, UNMIL, MINUSTAH and MINUJUSTH will still require the Payroll and Payments Section to process what could be a large number of separations for staff who are affected as a result of the closure. Some separation cases may be complex in nature and require thorough review and analysis. Furthermore, there will be a continuation of payments to Member States related to troops, contingent-owned equipment, letters of agreement and death and disability. This is also the case for services provided by financial risk management and financial policy and internal controls. The services and their respective sections will continue to provide support for the remaining peacekeeping operations, such as insurance coverage, payments, banking services, investments, internal controls issues, financial policies topics and data management.

41. For the Business Transformation and Accountability Division, while there may be a low scalability impact in some of the sections, it should be noted that mission closures have also resulted in the need for additional support in the area of delegation of authority during the liquidation period.

42. For OHR, there is no anticipated impact on the effort level. As the central strategic authority for all matters on human resources management, OHR provides guidance to field operations in all aspects of human resources policy; continues to engage entities, including peacekeeping operations; and ensures that the Organization has the strategies, policies, frameworks and tools to attract, develop and support a talented and diverse global workforce, including Organization-wide mobility and appropriate duty of care, for all staff. In support of the Action for Peacekeeping initiative, OHR continues to develop strategies and initiatives to build a diverse workforce in peacekeeping operations, including establishing talent pools and innovative outreach initiatives. It delivers strategic workforce planning methods and tools to identify and address future workforce needs and gaps in the context of evolving peacekeeping operations. It also provides analytical data to Member States as a basis for understanding staffing trends and developments in peacekeeping operations. It ensures that accountability is strengthened through a robust performance management system. With its focus on promoting a diverse and inclusive workforce, OHR supports the implementation of gender parity, the geographical diversity strategy and the global mental health strategy in the global Secretariat. It provides strategic guidance in creating an all-inclusive workplace through strategies and programmes that engage and attract persons with disabilities and inclusion to achieve greater diversity in the workforce and offers critical tools and targeted resources to the field missions. OHR does not provide support directly related to the process of the closure or downsizing of missions. Staff members whose contracts are not renewed owing to downsizing or restructuring may choose to appeal that decision by filing a request for management evaluation, and if they are not satisfied with the results of that request, they may then file a formal appeal with the Dispute Tribunal. In that situation, OHR would handle the appeal before the Dispute Tribunal.

Capacity released from recent mission closures

43. In OPPFB, with respect to UNOCI, UNMIL, MINUSTAH and MINUJUSTH, and following the internal reorganization of the Field Operations Finance Division, staff who already have a portfolio of active missions also carry out the remaining functions for each of those missions. With respect to UNAMID, the reporting requirements continue. Resources in the Division are allocated across all peacekeeping operations irrespective of mission status.

44. In the Business Transformation and Accountability Division, it is noted that no staff were fully dedicated to backstopping those entities within the Division, but several staff had those entities in their portfolio of responsibility.

45. In OHR, owing to the nature of the work, the mission closure will not have an impact on the staffing level. OHR will continue to require support for peacekeeping operations by providing guidance on human resources policy and developing policies, strategies and initiatives to build a diverse workforce and innovative outreach initiatives. It will continue to ensure that accountability is strengthened through a robust performance management system. OHR support for peacekeeping operations remains paramount in the implementation of gender parity, the geographical diversity strategy and the global mental health strategy in the global Secretariat. OHR provides critical legal services that constitute core capacity, extending over several years and missions. The number of appeals filed by field staff before the Dispute Tribunal remains stable at a high level; and disciplinary cases continue to grow in terms of scope and complexity, in particular given the efforts of the Secretary-General to achieve accountability more generally and the Organization's emphasis on reporting cases of fraud, sexual exploitation and abuse, and sexual harassment in particular. For these reasons, positions funded under the support account constitute core capacity and are not directly scalable to the size, number and scope of peacekeeping operations. On the contrary, in the light of the Organization's efforts to hold all of its staff accountable, disciplinary cases are not expected to decrease. Similarly, given anticipated staff reductions and the implementation of further human resources reforms in peacekeeping operations, the handling of staff appeals related to the field may expand. Maintaining strong oversight of conduct and discipline, as well as the development and implementation of policies and guidance materials, are relevant to and for the benefit of all peacekeeping operations and are therefore not directly linked to the specific number of peacekeeping operations.

Additional mandates

46. In OPPFB, under the management reform, the additional mandates that the Field Operations Finance Division now performs include: (a) monitoring cash and reporting on liquidity and liabilities to troop- and police-contributing countries; (b) supporting additional corporate initiatives such as Umoja maintenance and implementation at Headquarters and reform initiatives; (c) addressing inquiries arising from the increased scrutiny of legislative bodies of the overview report as well as individual peacekeeping mission reports; and (d) addressing the increased number of audit observations by the Board of Auditors related to the disposition of assets, as part of its mandate to provide policy guidance and monitor ongoing property management performance in peacekeeping operations. With regard to the Division, the General Assembly adopted resolution [73/307](#) in July 2019, in which it requested the Secretary-General to issue assessment letters for peacekeeping operations for the full budget period approved by the Assembly and further requested that the assessment letters include the estimated budget for the period for which the mandate has not yet been approved by the Security Council. To implement the mandate, the Contributions

Section made changes to relevant systems and interfaces to properly reflect the requirements of the mandate.

47. The Business Transformation and Accountability Division was created as part of the management reform in 2019.

Office of Information and Communications Technology (55 posts/general temporary assistance positions)

48. Operational resources for OICT under the support account have steadily declined for the past four budget periods under the support account (excluding Umoja maintenance and support costs), from the 2016/17 to the 2019/20 period.

Workload drivers

49. The level of resources is linked to the global activities serving peacekeeping, among other things. Procurement and contracts (e.g., computers, radios and software), are examples of the same workload even with a reduced number of missions. The level of required resources is also linked to the number of technologies deployed, which have increased without additional resources. OICT now deals with many technologies that were not used in peacekeeping five years ago. It also designs software solutions for the field missions and provides support after implementation. The current ratio of support resources is less than one person per mission for each large solution software programme, such as fuel management, rations management, troop contribution management, Inspira and identity management.

Impact of recent mission closures on workload

50. The impact of a slightly reduced number of peacekeeping operations is only on fixed costs, which must now be reallocated to the remaining missions. In some service areas, including licences and satellite capacity, the level of requirement will be scalable in nature. However, sustaining other activities will mean higher costs per user for the remaining missions. In terms of the number of staff in OICT, since currently there is not even one support staff member for each mission, the closure of UNAMID would not significantly change the level of staff resources required for the Office. The reduction of support from the closure of UNOCI, UNMIL, MINUSTAH and MINUJUSTH was neutralized by the increase in workload due to the development and migration of systems from Motorola to Android technologies in order to ensure the sustainability of the solutions.

Capacity released from recent mission closure

51. None of the closed missions have dedicated resources in OICT. Considering the ratio of support staff per system, there are no dedicated resources for each mission.

Additional mandates

52. OICT supported many new operations, which were addressed by supplementing staff with contractual services. Since the 2014/15 period, the Office has been developing and implementing new releases of applications to peacekeeping operations. The closure of certain missions does not reduce the work on solution development that is common to all missions. The implementation of the solutions usually takes several financial cycles to complete across all missions, and a new release is always ready to begin implementation as soon as the previous one is completed.

Office of Internal Oversight Services (152 posts/general temporary assistance positions)

Internal Audit Division

53. The Internal Audit Division has demonstrated scalability in proposing adjustments to audit resources. The number of resident auditors has gradually fallen from 97 posts and positions in the 2016/17 budget to 76 posts and positions in the proposed 2021/22 budget, a reduction of 22 per cent over the past five budget periods. This is because the Division uses a prudent approach in considering the impact that the closure or downsizing of missions has on its resource requirements. For example, with the closure of UNOCI and the downsizing of UNMIL in 2017, the number of audit posts decreased by seven, and similarly, in 2018/19, the number was reduced by five, owing to the closure of UNMIL, the reconfiguration of UNAMID and the transition from MINUSTAH to MINUJUSTH. Further reductions in posts were made in 2019/20 for the closure of MINUJUSTH, bringing down the number of posts and positions to 81. Similarly, the Division reduced the number of posts and positions to 77 in 2020/21 and 76 in the 2021/22 budget proposal, owing to the closure of UNAMID.

Inspection and Evaluation Division

54. The Peacekeeping Evaluation Section of the Inspection and Evaluation Division is mandated to provide evaluation oversight coverage for all peacekeeping operations. Relative to the evaluation oversight needs to cover the 10 active peacekeeping operations, under peacekeeping financing, as well as UNTSO and UNMOGIP, the Division has been historically underresourced. On the basis of a modified risk analysis of peacekeeping operations utilizing an approach to identify suitable topics amenable to outcome evaluation at the subprogramme or component level, the Division identified the need for six evaluation or inspection outputs per year for peacekeeping operations to provide adequate coverage of all topics within an eight-year cycle. With the current nine posts (1 P-5, 5 P-4 and 3 P-3) available under the support account, the Division is able to produce up to four evaluation or inspection outputs annually, leaving many high-risk topics unaddressed. The recent increase in resources under the Division, despite the overall decrease in peacekeeping operations, should be seen as an adjustment necessary to the earlier underresourced baseline, which has been repeatedly recognized by the Independent Audit Advisory Committee in the observations and recommendations contained in its reports ([A/73/768](#), [A/72/766](#) and [A/70/759](#)).

Investigations Division

55. The trend in workload under the responsibility of the Investigations Division is not downwards, and scalability simply does not apply. There has been a 30 to 40 per cent yearly increase in workload for the Division. The Division has always recognized scalability as an issue and has sought, where continuance cannot be justified, the abolishment or redeployment of posts or positions to other locations within the Division or reassignment to other divisions where the requirement is needed on the basis of risk assessment and analysis. In this connection, in 2017/18, two GTA positions at UNMIL were discontinued, one MINUSCA post was abolished and two posts were redeployed to Entebbe and MINUSCA, respectively. In 2018/19, six new GTA positions were established for sexual harassment investigations, one new GTA position was established in New York, one MINUSJUTH post was redeployed to MINUSCA, one GTA position in MINUSMA was redeployed to MONUSCO, one GTA position in UNMIL was discontinued; one post in the Division in UNAMID and one in the Division in UNMIL were reassigned to the Division in New York; and 18 GTA positions were converted to posts. In 2019/20, one MINUSJUTH post was

reassigned to the Inspection and Evaluation Division and two MINUSJUTH posts were redeployed to MINUSCA.

Workload drivers

56. The driving factor in determining the appropriate level and composition of resources is the risk-based work planning that the Internal Audit Division uses to analyse the number and complexity of assignments on the basis of the changing or anticipated risk profile of its audit universe. For the 2020/21 period, it is primarily affected by the increasing complexity of mission mandates and increased delegation of authority to peacekeeping missions. The Division's key focus areas will be procurement, culture, reforms, addressing performance elements (economy, efficiency and effectiveness), gender-related issues and downsizing as well as liquidation of missions. Another factor affecting the scalability, is that the downsizing or closure of peacekeeping missions does not immediately translate into a reduced audit workload, as there are critical areas to be audited during the actual liquidation or downsizing process. The Division always proposes to maintain a team of auditors until the end of the liquidation period. In addition, the complexity of information technology and communications systems in addition to the complexity of the mandate, stage of the mission life cycle and level of risk in missions determine the workload.

57. In the Inspection and Evaluation Division, of the 10 active peacekeeping missions, UNTSO and UNMOGIP, 4 are considered high-risk given their multidimensional mandates (except UNAMID); 6 have a protection of civilians mandate; 5 have sexual violence in conflict and children and armed conflict mandates; and 6 have complex mandates fraught with severe operational challenges. In addition, missions preparing for drawdown, exit and transition in the medium term have an elevated risk profile, necessitating sustained focus of the Division's oversight. Moreover, the adoption of a new approach to evaluating outcomes at the subprogramme or component level has contributed to an increase in the risk universe of peacekeeping evaluation.

Impact of recent mission closures on workload

58. There is no impact on the work of the Inspection and Evaluation Division due to the closure of missions since the Division did not have dedicated staff for those missions. As such, it was already deficient in staffing with respect to its peacekeeping oversight mandate, and therefore the closures did not result in a corresponding reduction in its overall evaluation risk universe.

59. In the Investigations Division, owing to the nature of work, the impact of closures cannot be qualified or quantified in terms of current functions or workload.

Capacity released from recent mission closures

60. In the Internal Audit Division, 21 posts funded from the support account have been abolished or reassigned since 2014/15. The backstopping capacity (responsible for planning and guiding risk assessments, work planning and horizontal audits of systemic cross-cutting issues, providing quality assurance, assisting with recruitment actions and other management and administrative support for peacekeeping auditors) is not established specifically to support the five missions. As there is a similar level of requirements to support the peacekeeping auditors in the field, which is not materially affected by the closure of the five missions, the capacity continues to have the same level of staffing resources.

61. No capacity was released in the Inspection and Evaluation Division as a result of the closure of the missions, as staff were not specifically backstopping those missions. However, with the closure of UNOCI and UNMIL as well as during the

drawdown of UNAMID, the Peacekeeping Section of the Division was augmented with seven additional posts redeployed from other divisions to fill the existing deficiency in the staffing level. These comprised one P-4 post from UNOCI; one P-4 and one P-3 post from UNMIL; and one P-4, two P-3 and one national General Service post from UNAMID. In its most recent risk assessment, the Division identified the need to cover 14 high-priority assignments annually to ensure adequate inspection and evaluation coverage of the peacekeeping domain. From the 2020/21 period onwards, the Division has adopted a new approach to its inspection and evaluation work, focusing on assessing outcomes at the subprogramme or component level. With the new approach, the capacity gap is significantly reduced, along with the universe of topics. It is now estimated that 12 staff members are required to ensure full coverage of the peacekeeping universe in an eight-year cycle, by producing an annual output of six assignments each year.

62. In the Investigations Division, some of the capacities have been abolished and others have been reallocated to new mission locations, mostly in the Central African Republic and Mali.

Additional mandates

63. In the Inspection and Evaluation Division, while the number of peacekeeping entities to be evaluated decreased over time, the scope and focus of the evaluation topics evolved with the adoption of the new approach of evaluating outcomes at the subprogramme or component level, necessitating additional staffing resources to provide credible and timely evaluation support in the peacekeeping domain.

64. In the Investigations Division, a new mandate is the investigation of cases of sexual harassment, in the context of the Secretary-General's zero-tolerance policy on sexual exploitation and abuse. The Division has dedicated six support account resources to the investigation of such cases, supplemented by three GTA positions from the regular budget.

Executive Office of the Secretary-General (5 posts)

65. The Executive Office of the Secretary-General assists the Secretary-General in establishing general policy and exercising executive direction in relation to the work of the Secretariat, and is not associated with specific missions or temporary mandates. The level of resources of the Executive Office under the support account has remained steady over the years, and any increase in workload is absorbed within the existing capacity.

Office of Staff Legal Assistance (1 post)

66. The Office of Staff Legal Assistance provides legal advice and representation to United Nations staff members (and former staff or affected dependants) in pursuing employment-related grievances and disciplinary matters in the United Nations internal justice system. From its inception in July 2009 to 30 June 2020, the Office handled 17,943 requests for assistance. Of that number, 4,031 were from staff in peacekeeping operations (field missions and Headquarters), which represents 22 per cent of the Office's overall caseload. Staff members in peacekeeping missions in the field constitute the largest client group of the Office. Those serving in peacekeeping operations rely on the Office for legal advice and representation more than other staff members, as their options for obtaining professional and independent legal advice are more limited.

Office of the United Nations Ombudsman and Mediation Services (11 posts/general temporary assistance positions)

67. In the case of the Office of the United Nations Ombudsman and Mediation Services, the downsizing of peacekeeping missions naturally presents an increased

risk for workplace disputes, including litigation. In a downsizing context, mission staff experience increased levels of stress and anxiety, which often translate into escalation of issues. Over the past years, the Office has been able to develop expertise in providing support to staff and managers affected by downsizing. The two Regional Ombudsman branches, in Entebbe and Goma, dispatch teams to missions affected by downsizing in order to provide a safe space in which international and national staff and managers can raise concerns, understand their options and request the facilitation of dialogue or, as needed, mediation to identify mutually acceptable solutions. In addition, the Office has over the years analysed root causes of conflict during times of downsizing and provided systemic feedback to stakeholders to be reflected in guidelines and practices for downsizing processes. Consequently, a smaller number of staff in the missions does not necessarily minimize the number of workplace issues or the volume of work for the Office. It is rather the overall dynamics in the workplace that dictate the number of cases that it receives.

68. Experience has shown that, in periods of downsizing and closure of missions, staff anxiety levels tend to increase significantly owing to fear of loss of employment, and that often translates into increases in the number of workplace conflicts. As a result of recent closures, an increase in the number of cases is anticipated as a result of staff worries about job security. The capacity released from cases emanating from those missions is used to focus on conflict prevention activities that could not be fully addressed before owing to the lack of adequate capacity. In terms of additional mandates, the General Assembly, in its resolution [73/276](#), requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute-resolution services for non-staff personnel.

Ethics Office (3 posts)

69. The Ethics Office has been serving an increasing number of staff of peacekeeping missions over the years. The number of instances of ethics advice, following requests from staff in peacekeeping missions, has increased from 148 during the 2016/17 period to 220 during the 2019/20 period.

70. Regarding the financial disclosure programme, in the past five filing cycles, an average of 1,472 staff members financed by peacekeeping filed annually. These figures are indicative of the growing awareness among heads of entities, who are responsible for determining staff required to file, of the need to detect and manage the risk of conflicts of interest, as well as the complexity of United Nations operations worldwide. Despite the downsizing of missions, the 2019 management reform and delegation of authority, which resulted in greater decentralization, may ultimately contribute to an increased number of staff performing functions that require the filing of a disclosure under Staff Regulation 1.2 (n) and [ST/SGB/2006/6](#). Therefore, the reduction in the number of filing staff has been slower, and caution must be maintained in forecasting the number of staff required to file. Owing to the suspension of planned travel from March 2020 resulting from the ongoing coronavirus disease (COVID-19) pandemic, the number of outreach sessions temporally declined in 2020, while the Office promptly devised alternative outreach methods, such as virtual outreach sessions for peacekeeping missions. The Office has continued remote outreach in 2020 and 2021, and thus the number of outreach sessions is returning to earlier levels and is expected to increase continuously, as in previous years. In both 2019 and 2020, more than 10,000 participants in peacekeeping missions were trained each year on ethics standards through the Leadership Dialogue prepared by the Ethics Office.

Workload drivers

71. An increase in the number of cases is anticipated as a result of staff concerns about job security. In general, the workload is driven by the number of requests for

ethics advice; the number of staff submitting statements for the financial disclosure programme; the number of outreach sessions on ethics matters; and the number of requests for protection against retaliation in closing and closed missions during operations.

Impact of recent mission closures on workload

72. Upon the closure of missions, the Office sees a gradual decline in the number of staff in closing missions who are required to participate in the financial disclosure programme; an increase in the number of requests for advice on ethics matters that may arise after mission closure; and an increase in the number of claims related to protection against retaliation arising from the mission downsizing exercise.

Office of Legal Affairs (19 posts)

73. The fact that a mission is downsizing or closing has no impact on the need for legal advice. In fact, experience has shown that disputes with personnel engaged by a United Nations peace operation or claims by vendors or contractors often increase when a mission has started to downsize or close. Even if the grievances are filed prior to the liquidation of a mission, the time required for the resolution of disputes or claims regularly exceeds the downsizing or liquidation period.

Department of Global Communications (4 posts)

74. The Department of Global Communications comprises four staff members under the support account who support all active peacekeeping operations and the United Nations Support Office in Somalia (UNSOS). Its workload has not decreased with the generally lower level of financing for peacekeeping operations compared with the 2014/15 period.

Department of Safety and Security (18 posts/general temporary assistance positions)

75. The Department of Safety and Security (DSS) is mindful of the scalability of the support account to overall peacekeeping operations. Reductions in peacekeeping operations do not immediately translate into a reduced workload for backstopping functions. On the contrary, the closure and downsizing of missions require transition planning (to a political mission or country team) and entail a sustained workload during the transition. Depending on the risk and threat assessments during the closure and downsizing of missions, security requirements and infrastructure must be adjusted accordingly on the basis of the assessments.

76. Peacekeeping missions have continued to broaden in scope, dimension and complexity owing to the establishment of large, complex and multidimensional peacekeeping missions. Peacekeeping operations continue to be tasked with difficult, multidimensional mandates, from protection of civilians and the monitoring of elections to early peacebuilding activities and the promotion of human rights. Moreover, they do so in environments that are politically complex, faced with ever-changing security threats and beset with logistical challenges such as limited infrastructure and unreliable supply lines.

77. The role of DSS has become more complex and challenging in peacekeeping missions, while providing leadership, professional and risk-based security services, management and coordination for the safety and security resources of the Secretariat. The Department ensures the implementation of the security risk management process throughout peacekeeping operations. Security risk management identifies the risk level of threats that may affect United Nations personnel, assets, premises and operations, on the basis of which security management decisions are made and mitigation measures

are recommended. The Department also provides training on safety and security policies and procedures for security personnel in peacekeeping operations. In 2016, the Secretary-General granted the Under-Secretary-General for Safety and Security authority to unify management of the Secretariat's safety and security resources under one department, DSS. This was to enable the provision of better support to United Nations programmes globally in the current and evolving security environment. DSS provides leadership, management and coordination for the safety and security resources of the Secretariat, ensuring a professional, mobile and flexible security workforce.

Workload drivers

78. The activities of the Peacekeeping Operations Support Section in the Division of Regional Operations are cross-cutting in nature, reflecting security, operational, planning and administrative requirements. These functional tasks are not specifically dependent on the size or number of missions. In this regard, the drivers are the daily required interaction with each mission and Headquarters counterparts, the complexity of the support needed and the related operational tempo of the missions.

79. The worsening threat environment and increase in operational tempo of the peacekeeping missions is driving the need for enhanced and increased analytical support. DPO has seen both the need and the requirement to enhance its information management platforms and analytical systems, making it necessary for a third party, namely the Threat and Risk Service within the Division of Regional Operations, to evaluate and provide functional oversight and guidance on existing information management and analytical procedures. To that end, the Service conducts security analysis process and practice courses, training DPO mission participants to function effectively through all the steps of the security threat information cycle. In addition, the Service conducts security threat information liaison visits with the aim of developing strategic-level information-sharing networks between the missions and DSS.

80. The Critical Incident Stress Management Unit in the Division of Specialized Operational Support is mandated to coordinate the management of stress and critical incident stress activities throughout the United Nations system. In this capacity, the Unit: (a) coordinates the global counselling response during emergencies to ensure that all United Nations staff members and their families in peacekeeping missions are reached, including through the deployment of surge counsellors; (b) conducts needs assessments, consultation and technical support for senior and line managers and field counsellors, and provides recommendations on the most adequate mitigation measures to build staff resilience and improve the psychosocial well-being of DPO staff; and (c) builds the institutional capacity of peacekeeping missions to implement and operationalize Critical Incident Stress Intervention Cells at duty stations through training and certification of counsellors followed by extended technical supervision and coaching, and support with training peer helpers. As the working environment becomes more volatile, the need for counselling services increases, while the types and quality of counselling services to be provided become more sophisticated. Field counsellors now require additional technical support, coaching and coordination from the Unit-based counsellor funded under the support account in order to perform their daily work effectively.

81. The Mission Support Unit in the Division of Headquarters Security and Safety Services conducts training needs assessments, reports on assistance required by security training units in peacekeeping missions and provides specialized security training for peacekeeping mission security professionals. The workload of the Unit is directly linked to the number of requests for firearms instructor certifications and other specific security training needs of the missions identified through the assessments.

Impact of recent mission closures on workload

82. The Peacekeeping Operations Support Section has been supporting peacekeeping missions since 2008 without any increase in its strength. Despite the addition of large and complex peacekeeping missions such as MINUSMA and MINUSCA, the increased workload has been absorbed by effectively distributing mission responsibilities evenly throughout the Section, to the extent possible. In 2018/19, a Security Coordination Officer (P-4) post was abolished, adding to the workload of the Section in its day-to-day security coordination, support and security contingency arising from the increasing complexity in the United Nations peacekeeping environment, such as in MONUSCO, MINUSMA, MINUSCA, UNMISS, UNDOF and UNIFIL. Despite the planned closure of UNAMID, there are still 11 field missions, including UNSOS, in complex security environments, and two support offices that require backstopping from the Section, which include an interface with relevant United Nations and host government elements.

83. The Mission Support Unit is the only entity within the United Nations responsible for providing firearms instructor certifications to enable missions to have armed security personnel who are trained in accordance with the regulations of the United Nations and host Governments. The demand for specialized training for peacekeeping mission security professionals provided by the Unit is not solely determined by the number and size of the missions but rather is driven by their specific training needs. The continuous deterioration of the security environment in which the United Nations operates has increased the demand for firearms instructor certifications and other use-of-force-related training exclusively provided by the Unit for the missions. The closure of UNAMID, UNOCI, UNMIL, MINUSTAH and MINUJUSTH is not expected to have an impact on the workload or human and operational resources of the Unit beyond the abolishment of one Associate Training Officer (P-2) post in 2018/19.

84. With regard to the backstopping functions provided by the Threat and Risk Service, the anticipated closure of UNAMID and the closure of other missions have no impact on its deliverables. There is an increasing requirement and demand for security analysis process and practice training in current missions, and an ongoing need for security threat information liaison visits in all peacekeeping missions. The Service has one Security Information Analyst (P-4) post funded under the support account to provide such support to all peacekeeping missions.

Capacity released from recent mission closures

85. After the anticipated closure of UNAMID, there are still 11 field missions, including UNSOS, and two support offices within the responsibilities of DSS. The Department is not structured to adjust its human resources on the basis of the closure or introduction of one or two new peacekeeping missions, as mission coverage is clustered and staff are not assigned to specific missions. The current staffing in DSS funded under the support account is the bare minimum strength established to support the complex strategic and operational requirements of DPO and DOS entities at Headquarters and in the field. Currently established capacity within the Department is not specifically linked to the five missions recently closed or being closed.

Additional mandates

86. Additional mandates given to the Department by the General Assembly since 2014/15 include: (a) additional security coordination and support for the Security Council Affairs Division of DPPA, which oversees more than 40 panels of experts established by sanctions committee deployed to peacekeeping missions; (b) security training for senior leadership in high-conflict peacekeeping missions to build crisis

management capacities; (c) physical security compliance and monitoring in response to increasing threats and risks of non-State actors in high-conflict peacekeeping missions; and (d) consultation and guidance for the security portion of peacekeeping missions and DOS field location budgets.

Secretariat of the Advisory Committee for Administrative and Budgetary Questions (3 posts)

87. The secretariat of the Advisory Committee for Administrative and Budgetary Questions comprises three staff members under the support account to support all active peacekeeping operations and UNSOS. The secretariat's workload has not decreased with the generally lower level of financing for peacekeeping operations compared with previous periods. Its activities have not diminished given the expansion in the membership of the Committee and the number of session weeks, and include the provision of advice and technical support to the Committee on issues of policy or procedure related to peacekeeping, including specific thematic areas, and the drafting of reports of the Committee.

Office of the High Commissioner for Human Rights (10 posts/general temporary assistance positions)

88. OHCHR currently has eight posts and two positions under the support account to provide human rights backstopping, operational support, training and guidance and advice to six peacekeeping operations with integrated human rights components and DPO more broadly on policy for all peacekeeping operations, as well as support for the integration of human rights in African Union regional peacekeeping operations mandated by the Security Council, including in developing a human rights compliance framework for support for regional peacekeeping operations. It has two dedicated desk officer posts for day-to-day backstopping and supports training for uniformed personnel and senior mission leaders in peacekeeping operations as well as the systematic and consistent implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces. As such, its backstopping allocation under the support account is not scalable to the number, size or scope of current peacekeeping mandates for human rights and the protection of civilians.

Annex III

Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 74/280, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

Advisory Committee on Administrative and Budgetary Questions

(A/74/809)

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
The Advisory Committee encourages the Secretary-General to continue enhancing the presentation of his reports on the support account (see also A/70/837 , para. 14) (para. 5).	For improved transparency and easier comprehension of proposals contained in the present report, additional information based on previous observations by the Advisory Committee and the General Assembly, where applicable, was added.
The Advisory Committee is unconvinced that backstopping functions at Headquarters would continuously increase while missions are closing or downsizing and the number of mission personnel is decreasing (see A/73/849 , para. 10; see also A/74/737 , para. 49, A/74/737/Add.3 , paras. 7–8, and A/74/737/Add.6 , paras. 22–23). The Committee trusts that future budget proposals for the support account would reflect reductions commensurate with the scale of peacekeeping operations (para. 10).	The Secretariat has undertaken an internal review of the level of the support account proposal. The scalability of post resources since the 2014/15 period has been reassessed using the following steps: (a) review of factors that affect the workload in each area; (b) analysis of the accumulated impact of recent mission closures on the factors identified; (c) identification of resources used/released by the workload changes; and (d) reassessment of additional mandates given since the 2014/15 period. The findings are presented in annex II to the present report.
The Advisory Committee emphasizes the need for early settlement of death and disability claims, notes with concern the considerable number of pending post-traumatic stress disorder (PTSD) claims and stresses the importance of addressing the backlog in a timely manner (see also A/73/755 , para. 81). With a view to promoting a sustainable and appropriate approach to PTSD claims, the Committee recommends that the General Assembly request the Secretary-General to prepare, as soon as possible, a study for the consideration of the Assembly. The study should provide a holistic analysis of the policy, legal, administrative and financial aspects of the matter, including the procedures for processing claims, medical standards, budgetary methodology for liability estimation and source of funding. The proposal should also contain information on the number of submitted, rejected, closed and pending PTSD claims from active and closed peacekeeping missions in recent years, along with the corresponding compensation amounts and source of funding (see also A/52/410 , para. 13). Pending the completion of the study, the Committee recommends	The Secretariat has launched a study to provide a holistic analysis of the PTSD matter related to uniformed personnel, with a view to promoting a sustainable and appropriate approach to PTSD claims. For the Secretariat to obtain appropriate expertise and guidance for the study, an advisory board has been established, which consists of representatives of Member States in each regional group. In consultation with the advisory board, as part of the study, a survey has been distributed to all troop- and police-contributing countries for the purpose of collecting necessary information on PTSD; the survey includes questions on the prevalence of PTSD in military and police personnel deployed to United Nations peace operations, which are aimed at providing the information required for a liability estimation for compensation and appropriate budgetary methodology. The Secretariat will continue to work on the study during the 2021/22 period, including analysis of the survey results and hearings in cooperation with Member States, to develop a proposal for a

against the proposed resources of \$3,545,400 for PTSD compensation under the support account (para. 21).

The Advisory Committee considers that the Secretary-General should exercise caution, transparency and diligence in the budgetary treatment of the after-service health insurance contribution and notes that both decisions mentioned above should not be considered as a precedent (see [A/74/809](#), para. 22). The Committee also looks forward to the review of the after-service health insurance expenditures by the Board of Auditors (see [A/74/806](#), para. 11; see also [A/74/809](#), para. 24) (para. 23).

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates, and where the proposed rates differ from actual rates, clear justification should be provided systematically (see also [A/69/860](#), para. 22). The Committee therefore trusts that detailed justification for the vacancy rates proposed for 2020/21 will be provided to the General Assembly at the time of its consideration of the report (para. 27).

The Advisory Committee trusts that the recruitment for posts encumbered for extended periods will be completed without further delay (see also [A/74/7](#), paras. 92–94) (para. 28).

The Advisory Committee notes the elevated number of positions that have continued for a protracted length of time. Recalling that general temporary assistance is intended for functions of a temporary nature (see [A/68/861](#), para. 50), the Committee recommends that the General Assembly request the Secretary-General to carefully review general temporary assistance requirements in the context of the next budget proposal

comprehensive PTSD framework for uniformed personnel for consideration by the General Assembly.

The results of the review by the Board of Auditors are included in its report on the United Nations peacekeeping operations ([A/75/5 \(Vol. II\)](#)). The related response and action by the Administration is included in the report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2020 ([A/75/793](#)).

On the basis of the recommendation of the Advisory Committee that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates (see [A/69/860](#), para. 22), which was endorsed by the General Assembly in its resolution [69/308](#), and continuing the methodology used for the approved budget since the 2017/18 period, the vacancy factors reflect the application of the average actual vacancy factors of the latest six months of the 2020/21 period (August 2020 to January 2021) adjusted for actual vacancy rates as at the end of January 2021 and taking into account projected recruitment.

Programme managers may allow staff recruited for temporary assignment in the field or in other United Nations entities, as well as staff leaving for special leave without pay, to keep a lien on their post. The programme manager may fill the post with a lien by a temporary contract, which may include an internal staff member receiving a special post allowance covering the assignment. In such cases, the special post allowance may continue for an extended period, until the lien expires and a new recruitment is concluded. During the period, the post is not vacant as the staff member receiving a special post allowance is undertaking the function, and thereby costs are charged to the post.

As at 31 December 2020, there were 21 posts and positions under the support account encumbered by staff members receiving a special leave allowance for 12 months or longer. Of that number, 12 posts and positions were encumbered for 24 months or longer.

The requirements for general temporary assistance positions have been reviewed and related proposals are included, taking into account previous recommendations of the Advisory Committee ([A/67/848](#), [A/68/861](#), [A/71/883](#), [A/72/857](#), [A/73/849](#) and [A/74/809](#)) as endorsed by the General Assembly. The Secretariat is proposing the conversion of positions that have continued for more than four years and are

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

for the support account (see also [A/67/848](#), para. 55) (para. 29).

The Advisory Committee trusts that the Secretary-General will ensure the continuation of oversight requirements until the closure of the mission (para. 49).

undertaking functions of a continuing nature. The requirement to align the level of the support account to peacekeeping operations was also taken into account, as previously recommended by the Committee.

The Security Council, in its resolution [2559 \(2020\)](#), decided to terminate the mandate of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) as from 31 December 2020 and requested the Secretary-General to commence the drawdown of UNAMID personnel on 1 January 2021 and to complete the withdrawal of all uniformed and civilian UNAMID personnel by 30 June 2021, other than those required for the mission's liquidation. The Office of Internal Oversight Services will ensure that there is adequate audit coverage of UNAMID during this period. The Internal Audit Division will have five resident audit posts until 31 March 2021 and one resident audit post between April and 30 June 2021. Should it be determined, on the basis of the Division's risk-based planning process, that additional resources are needed beyond 30 June 2021, the necessary audit coverage will be provided during the liquidation by its resident audit office in Entebbe, Uganda.